

TARAS SHEVCHENKO NATIONAL UNIVERSITY OF KYIV  
Faculty of Philosophy

Public Administration Department

"APPROVED"

Vice Dean  
on pedagogical work

\_\_\_\_\_Komakha L.G.

« \_\_\_\_ » \_\_\_\_\_ 20\_\_ year

WORKING PROGRAM OF EDUCATIONAL DISCIPLINE

SYSTEM ANALYSIS IN PUBLIC ADMINISTRATION

for PhD students

branch of knowledge        28 «Public Administration»

specialty                281 «Public Administration»

educational level    «Doctor of Philosophy (PhD)»

educational and research program «Public Administration»

type of discipline    Faculty required

Form of study	<u>full-time</u>
Academic year	<u>2019/2020</u>
Semester	<u>2</u>
Number of ECTS credits	<u>4</u>
Language of teaching, learning and assessment	<u>English</u>
Form of final control	<u>exam</u>

Lecturers: Doctor of Political Sciences, Professor Dmytro Nelipa

Prolonged: on 20\_\_/20\_\_ ed.year \_\_\_\_\_ (\_\_\_\_\_) «\_\_»\_\_ 20\_\_ year  
(signature, name, дата)

on 20\_\_/20\_\_ ed.year. \_\_\_\_\_ (\_\_\_\_\_) «\_\_»\_\_ 20\_\_ year  
(signature, name, дата)

KYIV – 2019

Developer: Doctor of Political Sciences, Professor Dmytro Nelipa

**APPROVED**

Dean of the Faculty of Philosophy

\_\_\_\_\_ (Konverskyi A.E.)  
(signature)

Minutes № \_\_ from «\_\_» \_\_\_\_\_ 2018 year

Approved by scientific and methodical commission  
of the Faculty of Philosophy

Taras Shevchenko National University of Kyiv

Minutes from \_\_\_\_\_, \_\_\_\_\_

Head of scientific and methodical commission \_\_\_\_\_ (Maslikova I.I.)

«\_\_» \_\_2019 year

- 1. Purpose of the discipline.** The aim of the course is the assimilation of scientific knowledge about the concepts of "system" and "analysis", the essence, procedures and technologies of system analysis in public administration and administration, as well as the possibility of its application in solving problems of functioning of state authorities and local administration and in the development of draft decisions.
- 2. Preliminary requirements.** General English on level 1 (B2 according to CEFR), general knowledge and basic skills in field of Theory and History of Public Administration, Theory and History of Political Science.
- 3. Annotation of the discipline.** The course "System analysis in Public Administration" is taught for the PhD Public Administration students of the Faculty of Philosophy. The course aims to form the specialised competencies necessary for carrying out professional activities in speciality 281 "Public Administration". It is made in accordance with the educational and professional program of training of PhD students on speciality 281 "Public administration". Managing a modern state involves practically daily solving complex problems that require timely, well-founded and rational solutions. Traditional methods of their adoption do not allow to fully identify all aspects of the problem and predict the prospects for the development of a particular scenario, take into account the prerequisites, circumstances, factors, features of resource support, etc. The realities of the post-industrial and globalized world are driving the risk of failure, the impact of which will be much more pronounced. Therefore, there is a need for a particular method by which phenomena and processes can be regarded as holistic systems, and therefore studied and managed accordingly. This method is a system analysis. The central procedure in system analysis is to build a generalized model (or models) that reflects all the factors and interrelations of the real situation that may emerge in the process of implementing a political decision and foresee possible consequences.
- 4. Tasks (training goals).**
  - 1) To form a specialized knowledge on Theory and History of System Analysis methodology.
  - 2) To deliver the current approaches to System analysis application in the field of Public Administration.
  - 3) To form the practical skills for applying the System analysis methodology in current research of Public Administration issues in Ukraine.
- 5. Learning outcomes.**
  - 1) Specialised knowledge about the basic principles, general theory and history of the System analysis methodology in Public Administration.
  - 2) Specialised knowledge about the System analysis in Public Institutions Management.
  - 3) Specialised knowledge in the System analysis in Policymaking.
  - 4) Ability to use System Analysis in the research related to Public Administration.
  - 5) Practical skills in applying of the System analysis methodology in Public Administration.
  - 6) Practical skills in applying of the System analysis methodology in Public Institutions Management.

- 7) Practical skills in applying of the System analysis methodology in Policymaking.
- 8) Ability to make administrative decisions in the Public Administration Institutions of Ukraine.
- 9) Ability to work in the research team, including international research team.
- 10) Specialised skills for checking the quality and effectiveness of Administrative decisions in Public Administration Institutions.

<b>Learning outcomes (1. to know; 2. to be able; 3. communication; 4. autonomy and responsibility)</b>		<b>Forms (and / or methods and technologies) of teaching and learning</b>	<b>Methods of evaluation</b>	<b>Percenta ge in the final evaluatio n of the disciplin e</b>
<b>Co de</b>	<b>Learning outcome</b>			
<b>1</b>	<b>To know</b>			
1.1.	Basic principles, general theory and history of the System analysis methodology in Public Administration	Lectures, practical classes, individual work	Test	10
1.2.	System analysis methodology in Public Institutions Management	Lectures, practical classes, individual work	Test	10
1.3.	System analysis methodology in Policymaking	Lectures, practical classes, individual work	Test	10

<b>2</b>	<b>To be able</b>			
2.1.	To use System Analysis in the research related to Public Administration	Lectures, practical classes, individual work	Test, Essay	10
2.2.	To apply the System analysis methodology in Public Administration	Lectures, practical classes, individual work	Test, Essay	10

2.3.	To apply the System analysis methodology in Public Institutions Management	Lectures, practical classes, individual work	Test, Essay	10
2.4.	To apply the System analysis methodology in Policymaking	Lectures, practical classes, individual work	Test, Essay	10
<b>3</b>	<b>Communication</b>			
3.1.	Ability to make administrative decisions in the Public Administration Institutions of Ukraine	Lectures, practical classes, individual work	Essay	10
3.2.	Ability to work in the research team, including international research team.	Lectures, practical classes, individual work	Essay	10
<b>4</b>	<b>Autonomy and responsibility</b>			
4.1.	Specialised skills for the evaluation (including self-evaluation) the quality and effectiveness of Administrative decisions in Public Administration Institutions	Lectures, practical classes, individual work	Essay	10

**6. The ratio of learning outcome on the discipline with program's learning outcomes**

Learning outcomes on the discipline (code) Program's learning outcomes (name)	1.1	1.2	1.3	2.1	2.2	2.3	2.4	3.1	3.2	4.1
	The specialised knowledge about the basic principles, general theory and history of the System analysis methodology in Public Administration.	+							+	+
The specialised knowledge about the		+						+	+	+

System analysis in Public Institutions Management.										
Specialised knowledge in the System analysis in Policymaking			+					+	+	+
Ability to use System Analysis in the research related to Public Administration.				+				+	+	+
Practical skills in applying of the System analysis methodology in Public Administration					+			+	+	+
Practical skills in applying of the System analysis methodology in Public Institutions Management						+		+	+	+
Practical skills in applying of the System analysis methodology in Policymaking							+	+	+	+
Ability to make administrative decisions in the Public Administration Institutions of Ukraine									+	+
Specialised skills for checking the quality and effectiveness of Administrative decisions in Public Administration Institutions.	+	+	+					+	+	+

## 7. Scheme of evaluation:

### 7.1. Student assessment forms:

#### - semester assessment:

- *Written completion of a seminar assignment is rated from 1 to 5 points.*
- *Comprehensive test - is rated from 0 to 25 points.*

The total semester estimate is based on the coefficient ( 0.6 ).

The student is admitted to the exam provided he receives at least **36 points** for work during the semester.

### Criteria for evaluating the written performance of seminar assignments.

5 points - the student has completed all the tasks of the seminar without making any mistakes.

4 points - the student has fully completed all the tasks of the seminar, making no more than two factual and / or methodical mistakes.

3 points - the student has fully completed the task of the seminar, making three to ten factual and / or methodical mistakes.

2 points - the student has partially completed a seminar assignment (not less than 80%), or made from eleven to fifteen factual and / or methodical mistakes.

1 point - a student has partially completed a seminar assignment (less than 80% but more than 50%), or has committed more than fifteen factual and / or methodological errors.

0 points - the student has completed less than 50% of the objectives of the seminar.

### **Criteria for evaluating a test task.**

The test task consists of 25 questions, each rated from 0 to 1 point.

#### **- Final evaluation.**

It is done in the form of an exam. The exam is written. Assessment of the exam is based on the student's written work.

A student is not admitted to the exam if he/she has scored less during the semester **36 points**. The condition for admission to the exam is the completion of the student all practical tasks with a total score of at least 10 points and a comprehensive test task with a score of at least 10 points.

The exam grade cannot be lower **24 points** to get an overall positive grade for the course.

### **7.2. Organization of evaluation**

#### **- Organization of seminars evaluation:**

Seminars are held in the form of the oral discussion by students together with the teacher of completed tasks in the form of presentations, speeches, questions and answers.

Students must send within 15-00 working days, which precedes the schedule of the time of the practical training, to a specially created e-mail address of the teacher, completed in writing the task of the practical training.

Attending seminars and participating in the discussion of completed tasks is a must. In case of refusal of the student without good reason to participate in the discussion of the seminars, refusal without good reason of the presentation of the completed tasks and the answer to the questions of the teacher and students, the teacher can evaluate the work of such student with a grade of "0".

In the absence of a student at the seminar for valid reasons, the task completed by him/her is evaluated within the prescribed period, and in the journal of accounting of success, along with the assessment, a note is made about the absence of the student at the seminar for a valid reason «NP».

In the absence of a student at the seminary without a good reason, the teacher may postpone the evaluation of the student's work at a later date at his / her own discretion

(but not later than the date of the final practical class). In the journal of achievement accounting, next to the assessment, a note is made about the absence of a student at the seminar without a valid reason “N”.

The teacher reports grades for the tasks of the current practical lesson 5 minutes before the completion of the current practical lesson. The teacher may not report grades to students who are absent from the practical class.

In case of a student's failure to meet the deadline for submitting completed practical work assignments for good and without good reason, the teacher may postpone the evaluation of such student's work at a later date at his own discretion (but not later than the date of the final practical training).

### **- Organization of evaluation of the test task.**

Testing is carried out at one of the 40-minute lecture sessions. The teacher informs the students about the date of the test 7 days before the test, usually at a lecture.

Students are prohibited from using any ancillary materials or electronic devices while completing the test task.

The results of the students' performance of the test assignment are announced at the next lecture session.

### **- Organization of exam evaluation.**

The exam is conducted exclusively in writing. Students are offered tickets that contain two questions, each rated from 0 to 20 points. The student chooses the ticket by lot.

The duration of the written part of the exam is 3 academic hours.

Exam results are communicated to students no later than 14-00 the day after the exam.

The maximum score for the exam is 40 points.

The exam grade cannot be lower **24 points** to get an overall positive grade for the course.

### **Evaluation criteria for written responses.**

20 points - the student gave a complete, comprehensive, accurate answer to the question in the ticket without making any mistakes.

15-19 - the student provided a qualified, comprehensive answer to the question in the ticket, making 1 to 5 minor mistakes.

10 -14 - student gave a qualified answer to the question in the ticket, making 1-2 significant mistakes.

5-9 - the student gave an incomplete answer to the question, or made more than 2 significant mistakes.

1-4 - the student gave a fragmentary and superficial answer to the question.

0 - student did not answer the question.



### 7.3. The scale of conformity of estimates

<b>Perfectly</b> / Excellent	90 – 100
<b>Fine</b> / Good	75-89
<b>Satisfactorily</b> / Satisfactory	60-74
<b>Unsatisfactorily</b> / Fail	59
<b>Accrued</b> / Passed	60-100
<b>Not credited</b> / Fail	59

### 8. The course structure

<b>№</b>	<b>Topic Title</b>	<b>Lectures (academic hours)</b>	<b>Practical classes (academic hours)</b>	<b>Individual work (academic hours)</b>
<b>1</b>	Systems analysis: origins and definitions	4	--	15
<b>2</b>	Systems analysis in public administration: main theories and approaches	4	--	15
<b>3</b>	Systems analysis in public institutions management	6	4	30
<b>4</b>	Systems analysis in policy-making	6	4	30
<b>Total:</b>		<b>20</b>	<b>8</b>	<b>90</b>

**Total extent of 118 hours, including:**

*Lectures - 20 hours.*

*Practical classes - 8 hours.*

*Individual work - 90 hours.*

### 9. Recommended reading

1. Anderson J. E. Public Policymaking: An Introduction / James E. Anderson. – Boston, USA: Wadsworth Publishing, 2010. – 352 p.

2. Axelrod R. On-Line Guide for Newcomers to Agent-Based Modeling in the Social Sciences [Electronic resource] / Robert Axelrod, Leigh Tesfatsion. – Electronic Data. – Mode of access: <http://www2.econ.iastate.edu/tesfatsi/abmread.htm#Purpos> (viewed on August 31, 2016). – Title from the screen.

3. Bardach E. Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving / Eugene Bardach, Eric Patashnik. – Thousand Oaks, CQ Press, 2015. – 224 p.

4. Beer S. Cybernetics and Management / Stafford Beer. – New York: Wiley, 1959 – 214 p.

5. Bertalanffy L. General Systems Theory: Foundations, Development, Applications / Ludwig von Bertalanffy. – New York: Penguin University Books, 1969. – 296 p.
6. Black G. Systems Analysis in Government Operations / Guy Black // Management Science. – 1967. – Vol. 14. – P. B41-B58.
7. Boulding, K. General Systems Theory – the Skeleton of Science / Kenneth Boulding // Management Science. – № 2. – 1956. – P.197-208.
8. Burns T. The Management of Innovation / Tom Burns and G. M. Stalker. – New York: Oxford University Press, 1994. – 308 p.
9. Bushev M. Synergetics: Chaos, Order, Self-Organization / Michael Bushev. – Singapore: World Scientific Pub Co Inc., 1994. – 252 p.
10. Churchman C. W. The Systems Approach / C. West Churchman. – New York: Dell Pub Co, 1968. – 254 p.
11. D’Anieri P. Understanding Ukrainian Politics: Power, Politics, and Institutional Design / Paul D’Anieiri. – New York: Routledge, 2006. – 312 p.
12. Denhardt R. Public Administration: An Action Orientation / Robert B. Denhardt, Janet V. Denhardt, Tara A. Blanc. – Boston: Cengage Learning, 2013. – 464 p.
13. Deutsch K. W. The Nerves of Government: Models of Political Communication and Control / Karl Wolfgang Deutsch. – New York: Free Press of Glencoe, 1967. – 316 p.
14. Digby J. Operations Research and Systems Analysis at RAND, 1948-1967 / James Digby. – Santa Monica: The RAND Corporation, 1989. – 5 p.
15. Drucker P. The Practice of Management / Peter Drucker. – New York: HarperBusiness, 2006. – 416 p.
16. Easton D. The Political System Besieged by the State / David Easton // Political Theory. – 1981. – Vol. 24, No 4. – P. 303-325.
17. Fitzgerald J. A. System Analysis: Applications to the Non-Western Political Process / John A. Fitzgerald. – Washington: Center for Research in Social System, 2001. – 112 p.
18. Handbook on Promoting Good Governance in EC Development and Co-Operation [Electronic Resource] // European Commission. – Electronic data. – Mode of Access: [https://ec.europa.eu/europeaid/sites/devco/files/handbook-promoting-good-governance-ec-2004\\_en.pdf](https://ec.europa.eu/europeaid/sites/devco/files/handbook-promoting-good-governance-ec-2004_en.pdf) (viewed on August 31, 2016). – Title from the Screen.
19. History and Mission [Electronic resource] // RAND. – Electronic Data. – Mode of access: <http://www.rand.org/about/history.html> (viewed on August 31, 2016). – Title from the screen.
20. Katz D. The Social Psychology of Organizations / Daniel Katz, Robert L. Kahn. – New York: Wiley, 1978. – 848 p.
21. Kerzner H. Project Management: A Systems Approach to Planning, Scheduling, and Controlling / Harold. Kerzner. – New York: Wiley, 2013. – 1296 p.
22. Laszlo E. The Contribution of the Systems Sciences to the Humanities / Ervin Laszlo, Alexander Laszlo // Systems Research and Behavioral Science. – 1997. – Volume 14, Issue 1. – P. 5-20.
23. Lindblom Ch. The Policy-Making Process / Charles Lindblom. Englewood Cliffs, New Jersey: Prentice Hall, 1992. – 176 p.

24. Müller R. Teaching Politics: Political System Theory [Electronic resource] / Ragnar Müller, Wolfgang Schumann. – Electronic Data. – Mode of access mode: [http://www.dadalos.org/politik\\_int/politik/systemtheorie.htm](http://www.dadalos.org/politik_int/politik/systemtheorie.htm) (viewed on August 31, 2016). – Title from the screen.
25. Munger M. Analyzing Policy: Choices, Conflicts, and Practices / Michael Munger. – New York: W.W. Norton & Co, 2000. – 448 p.
26. Organizational Choice: Capabilities of Groups at the Coal Face under Changing Technologies / edited by E. Trist, G. Higgin, H. Murray, A. Pollock. – New York: Humanities Press, 1963. – 332 p.
27. Ostrom E. Understanding Institutional Diversity / Elinor Ostrom. – Princeton: Princeton University press, 2005. – 376 p.
28. Peled A. The Politics of Outsourcing: Bureaucrats, Vendors, and Public Information Technology (IT) Projects / Alon Peled // Information Infrastructure & Policy. – 2000. – Vol. 6 Issue 4. – P. 209-226.
29. Penn A. W. Toward a New Generation of Systems Models in Political Science / A. Wayne Penn // Polity. – 1972. – Vol. 4, No. 3. – P. 272-300.
30. Peters B. G. Governance: A Garbage Can Perspective / B. Guy Peters ; [Political Science Series 84]. – Vienna: Institute for Advanced Studies, 2002. – 24 p.
31. Peters T. A Passion for Excellence: The Leadership Difference / T. Peters and N. Austin. – New York: Random House, 1985. – 437 p.
32. Public Policy Analysis: New Developments / edited by Wil A. H. Thissen, Warren E. Walker. – New York: Springer US, 2013. – 286 p.
33. Public Policy and Statistics: Case Studies from RAND / edited by Sally C. Morton, John E. Rolph, E. Bradley. – New York: Springer; 2000. – 244 p.
34. Reforming Public Institutions and Strengthening Governance [Electronic resource] // World Bank. – Electronic Data. – Mode of access: <http://documents.worldbank.org/curated/en/213241468762574791/pdf/multi0page.pdf> (viewed on August 31, 2016). – Title from the screen.
35. Scenario Building [Electronic resource] // JRC. European Commission. – Electronic Data. – Mode of access: [http://forlearn.jrc.ec.europa.eu/guide/2\\_scoping/meth\\_scenario.htm](http://forlearn.jrc.ec.europa.eu/guide/2_scoping/meth_scenario.htm) (viewed on August 31, 2016). – Title from the screen.
36. Schlesinger J. R. Systems Analysis and the Political Process [Electronic Resource] / James R. Schlesinger // RAND. – Electronic Data. – Mode of access: <http://www.rand.org/content/dam/rand/pubs/papers/2008/P3464.pdf> (viewed on August 31, 2016). – Title from the screen.
37. Shafritz J. M. Classics of Public Administration / Jay M. Shafritz, Albert C. Hyde. – Boston: Cengage Learning, 2016. – 627 p.
38. Simon H. Administrative Behavior: a Study of Decision-Making Processes in Administrative Organization / Herbert Simon. – New York: The Free Press, 1997. – 384 p.
39. Skyttner L. General Systems Theory: Problems, Perspectives, Practice / Lars Skyttner. – Singapore: World Scientific Pub Co Inc., 2006. – 536 p.
40. Stone D. Policy Paradox: The Art of Political Decision Making / Deborah Stone. - W. W. Norton & Company, 2011. – 416 p.

41. Swinth R. *Organizational Systems for Management: Designing, Planning, and Implementation* / Robert L Swinth. – Columbus: Grid, 1974. – 179 p.
42. *Theory and Methods in Political Science* / edited by S. U. Larsen. – New York: Columbia University Press, 2005. – 650 p.
43. Thompson J. *Organizations in Action* / James D. Thompson. – New York: McGraw-Hill Book Co., 1967. – 192 p.
44. Tompkins J. *Organizational Theory and Public Management* / Jonathan R. Tompkins. – Belmont: Cengage Learning, 2005. – 432 p.
45. Weber M. *Economy and Society (2 Volume Set)* / Max Weber ; [edited by G. Roth, C. Wittich]. – Berkeley: University of California Press, 2013. – 1712 p.
46. Wiener N. *Cybernetics or Control and Communication in the Animal and the Machine* / Norbert Wiener. – Cambridge, MIT Press, 1961. – 212 p.
47. Woodward J. *Industrial Organization: Theory and Practice* / Joan Woodward. – New York: Oxford University Press, 1965. – 281 p.