

Національна академія державного управління  
при Президентіві України

Дніпропетровський регіональний інститут державного управління  
кафедра української та іноземних мов

**АКТУАЛЬНІ ПРОБЛЕМИ  
ДЕРЖАВНОГО УПРАВЛІННЯ ТА МЕНЕДЖМЕНТУ**

Матеріали  
студентської науково-практичної конференції  
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*І.М. Заярна (голов. ред.), канд. психол. наук, доц.,  
Л.В. Павленко, канд. філол. наук, доц., О.В. Кондрашева, О.Є. Грабко*

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Уміщено матеріали доповідей учасників студентської науково-практичної конференції «Актуальні проблеми державного управління та менеджменту» щодо стану та перспектив розвитку України на етапі входження в Європейський Союз, а також актуальні проблеми менеджменту.

Розраховано на слухачів і студентів Національної академії державного управління при Президентові України, а також буде корисним для всіх, кого цікавить окреслене коло проблем.

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міжнародний досвід державного управління та місцевого самоврядування»**

***MUNKO A.***

*Postgraduate student*

***PAVLENKO L.***

*English language supervisor*

**NECESSITY OF THE NEW LOCAL FINANCE MANAGEMENT  
SYSTEM IN THE CONTEXT  
OF LOCAL SELF-GOVERNMENT REFORMING**

У статті “Необхідність нової системи управління місцевими фінансами в контексті реформування місцевого самоврядування” йдеться про необхідність створення якісної системи управління місцевими фінансами, яка забезпечить ефективне використання всієї ресурсної бази територіальних громади та постійне її нарощування.

**Key words:** local communities, local self-government, public funds application, expenditure profitability, innovative schemes, regional development.

Today local governments can't provide execution both their own and delegated powers. There are some different reasons of this negative situation. First of all it's the insufficiency of the financial and resource base of local communities. Other important problems are: low efficiency of public funds application, their irrational shares, low expenditure profitability and lack of productive innovative schemes for local budgets filling. These negative trends are the main reasons of inferior implementation of the functions of local government, which are directed to solve local problems and provide administrative and social services for inhabitants of local communities.

The relevance of the local finances system formation has become since the State strategy of regional development for the period up to 2020 adopted by the Cabinet of Ministers of Ukraine in November 2013 [3]. Whereas European standards and global world trends of territorial development are included in the new document that local resources management should be carried on the base of systems developed with the latest technology and techniques of budgetary control. And the Government of Ukraine officially declared a clear course for the reform of local self-government on the basis of the principles of subsidiarity and decentralization on April 1, 2014 [1].

Municipalities, as economic systems, have own economic and financial resources and can use them efficiently and increase for providing of socio-economic development. And they must use modern methods and technologies of these finances

calculations, reasoning of allocation and rational use on a basis of principles of social, economic, organizational and environmental efficiency.

But we should be pay attention to the difficulties can have local governments by expanding their financial abilities and powers.

So we must develop the local finance management system of the efficient using of all resource of territorial communities and their permanent increasing.

The list of potential sources that can widen the financial possibilities of the territorial community is determined by the specifics of each territory and mobilized through the using of innovative forms, methods and tools by local governments.

The solution of this issue is in transformation and development of the economic local subsystems on areas with favorable conditions for local financial institutes' improvement and their consolidation in the local budgets formation. It is based on the followings:

- development of disjunctive ways of territorial financial improvement (supporting of entrepreneurship, budget organizations, cooperation and partnership with business, improvement of organization and administration of the local self-government mechanism);

- development of conceptual principles of local financial policy in the context of its measures direction to the strategic planning improvement with efficient forecasting;

- improvement of the local self-government authorities and responsibilities to implement the functions of local finances management and regulation, promotion of the efficient operation of the subsystems;

- development of the entrepreneurship in the local self-government as local authority and economy activities to produce municipal services;

- discoursing of the entrepreneurship development directions on the base of smart use of municipal property;

- adaptation of international experience to socio-economic environment of Ukrainian municipalities and its introduction;

- formation of mechanisms to access to funds of the State regional development fund and the European structural funds [2] and their efficient application.

And in our opinion the approach to “redesign” of the mechanisms of local finance management should be based on the principles of social partnership and mutual give.

So, the new local finance management system in the part of formation, distribution and application of resources should be focused on the local authorities and include an incentive system, which will ensure the development of permanent mechanisms for territorial communities of additional finance.

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**SELDINA S.**

*Postgraduate student*

**PAVLENKO L.**

*English language supervisor*

### GENDER INFLUENCE ON THE FORMATION OF PERSONNEL IN LOCAL GOVERNMENT

У статті «Гендерний вплив на формування кадрів у сфері місцевого самоврядування» дається визначення соціальної ролі жінки у суспільстві, проводиться дослідження гендерної структури суспільства, аналізуються особливості гендерного впливу на формування кадрової політики у сфері місцевого самоврядування.

**Key words:** gender policy, gender parity, employment discrimination, gender stereotypes, gender democracy.

In many countries the last decades of the twentieth century were the period of significant changes in the understanding of the equality of potential opportunities of men and women and legal principles of this equality in society, especially in relation to access and their impact on economic, political, and educational resources. The growth of women's participation in local government is accented by a shift to the priority to the solution of social problems of development of the territorial community that affect the living standards of citizens, education of children, providing the community by quality services in the sphere of education, medicine and other important directions of development of the region. Today to follow the principles of the impartial attitude to people regardless of gender is an integral part of democratic reforms and sustainable development of any society.

The issue of gender roles impact on the forming of local governments have been investigated in scientific works by Kobylyanska L., Kormych L., Komarov A., Lazar I., Levchenko K., Matvienko A., Onishchenko N., Orlik M., Rudnev O. and other researchers.

The aim of this paper is to determine the social role of women in society, to study the gender structure of society, to analyze features and relevance of gender impact of the study as one of the important factors in the formation of personnel policy in local government.

The history of formation of the idea of legal equality between men and women has long traditions. Some scientists have advanced the theory of matriarchy, where dominant role in public life belonged to a woman. [2]

In history there is complication of social and political structure of society, caused by decrease in the authority of women in the family, reduction of her property rights, setting a double standard of morality and norms of behavior, dependent status of women, and the secondary character of her social roles.

Our country not without the influence of the international community drew the attention to the existence of gender inequality in the country at the beginning of XXI century. It was after the UN Summit in September 2000, Ukraine has recognized gender equality policy priority, and the country adopted a number of legal acts directed at promotion of the gender equality.

Gender is a term that came into the Ukrainian language from English and means social gender rights in contrast to biological sex, social role, social opportunities of women and men in society – in education and professional activities, access power, the role of family and reproductive behavior, and so on.

Ensuring equal rights and opportunities for women and men is one of leading policy directions in the activities of the European Union. On the recommendation of the United Nations, the percentage of women in government and legislature must be at least 30%. It is necessary to balance the interests of women and men in society in decision-making.

Gender policy regards to both sexes. There are rules that are discriminatory for women and men. Ministry of Justice of Ukraine considers discriminatory principles of the Labour Code, which does not give men equal opportunities with women to combine family responsibilities with employment.

"Men" problems include a smaller average of life expectancy – 10-12 years less than women, in 4 times higher death rate among men of working age (28-46 years old); men are more exposed to professional risks; men have the highest rates of growth of AIDS and tuberculosis; the third part of men are unmarried; about a third of all men can not have children; men constitute more than 80% of suicides and a predominant number of people who have had a heart attack or stroke; unemployment among men is growing rapidly than among women; higher pension age; 90% of all prisoners are men; suicide as a phenomenon also dominates mainly among men; disintegration of families associated with the growth of immorality among men; 57% of men on the second day after the breakup of families stop to care for their children. Ignoring the problems of men as by men, women and society as a whole leads to a deterioration of the situation at the family level and at the level of society.

The handbook "Gender alphabet for Ukrainian media" shows discrimination of women on the grounds of gender and gives the following facts:



- two-thirds of all work in the world are carried out by women. They receive only 5% of global profits;
- women in leadership positions at all levels are less than 30%;
- under the condition of having the same qualification a woman is not usually employed;
- Public Service in Ukraine has a female face. [1]

According to the State Statistics Service of Ukraine on 1 January 2013 in Ukraine there are 274 000 739 civil servants, among them there are 210 thousand 888 women, or 76.8%. There are 98 thousand 117 local government officials, among them there are 74 thousand 877 women or 76.3%. [4]

The balance of civil servants heads by job categories demonstrates the opposite tendency of women and men: 86.5% of men and only 13.5% of women hold positions of the first category; 67.5% of men and 32.5% women – the position of the second category; only in positions of III and IV category a tendency to increasing the number women; women work in fact at 4-6 hours more than men: the household activity is not considered as productive; spending large amounts of time to households (15 months of life spent in washing dishes, 5 years - for cooking); women are limited in employment. Among all workers with higher education, there are 56% of women, their career and professional promotion is limited, as well as participation in making public policy decisions; as a result of the pension reform a woman in 20-40 years will receive a pension that is equal to only 40-50% of a man's pension; every third child in Ukraine is brought up by a lonely mother; reduction of fertility function is observed; female prostitution increases; the number of female diseases is increasing.

According to the international gender gap index that characterizes unequal possibilities of men and women in different social sectors among 135 countries in 2012 Ukraine took only 64 place.

The number of women in politics and leadership positions in business is an indicator of the level of democracy in the country. Politicians in Ukraine traditionally have been considered a male sphere of influence. Particularly among 442 people's deputies of the seventh convocation there are only 42 women, less than 10 percent. But the third part of all legislative initiatives submitted to the Verkhovna Rada is given by women. For example, in Europe the indicator of women's representation in parliament is 23 %, in the world – 14 %. Today in the Cabinet of Ministers of Ukraine 3 ministers are women and 2 women are deputy ministers. It is the largest representation of women in government since independence. 4 women head the committees of the Verkhovna Rada of Ukraine.

There is the best picture of the representation of women in government at the local level. Among the members of regional councils there are 12 % of women, district councils – 23 %, city councils – 28 %, rural and town councils – about 50 %. According to the National Agency of Ukraine on Civil Service, there are more than 78 % of women of the total number of civil servants. However, the numerical

superiority of women in the civil service is formed mainly by officials of lower management levels. Their share is significantly reduced on the top level [3].

The gender approach is naturally associated with the strategies efficiency: if some people are happy and healthy, they will be more effective and contribute to greater efficiency and development of society as a whole.

Personnel policy in the management system based on the principles of gender policy aimed at the ensuring equal rights and opportunities for women and men in all spheres of public life. It involves:

- to complete national legislation and normative acts to requirements of the international norms and standards of equality between women and men;
- to take into account gender equality in the selection, appointment, training of personnel; formation of personnel reserve on the basis of parity;
- to create opportunities and conditions for combining professional activity and family obligations;
- not to allow discrimination on the gender principle;
- to create a complex system of gender education and upbringing;
- to form gender culture;
- to develop and implement gender analysis, assessment, monitoring.

The gender approach providing to form personnel policy in the sphere of local self-government needs the implementation of complex political, legal and institutional arrangements, the most important among which should be the followings:

- selection to public service of persons who are representatives of both genders in compliance with the principle of equal access and parity principle;
- systematic gender analysis of personnel of public institutions and organizations;
- introduction of a systematic analysis of the influence of gender in all sectors of government intervention and integration of gender approaches in the human resources development policy of all sectors;
- introduction of positive actions in the appointment of women / men on the posts of civil servants on the principle of parity representation of both genders in the appointment, formation of personnel reserve to fill the positions in the government, public enterprises, budget organizations and institutions, and in professional activity;
- introduction of educational programs on gender standards and principles of gender policy in the training system;
- compulsory taking into account knowledge on the principles of gender policy and gender sensitivity in employment and professional activities
- creation of opportunities and conditions for the harmonization of work and family responsibilities, including the development of stimulation for men to provide parental leave for child care (both at birth and later provide additional leave, sick leave, etc.), creation for people with family responsibilities "friendly" workplaces;

- creation of the mechanism for responding to complaints about actions that humiliate or insult the person by gender, by members of the labour group or the management.

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**ZHILENKO A.**

*Master degree student*

**KONDRASHEVA O.**

*English language supervisor*

### **ORGANIZATION FOR SECURITY AND COOPERATION IN EUROPE: STRUCTURE, FUNCTIONS, OBJECTIVES**

Надається детальна інформація про таку міжнародну демократичну інституцію як ОБСЄ. Розглядається структура організації, її функції та завдання у розвитку демократії та безпеки Європейського суспільства.

**Key words:** international organizations, security issues, decision-making bodies, comprehensive approach to security, regular financial resources, executive activity, monitoring activity.

After adopting the Act of Ukraine's Independence of August 24, 1991, Ukraine established new relations with foreign countries all over the world. It set direct contracts with them signing agreement and treaties. Now Ukraine has membership in many international organizations like Organization for Security and Cooperation in Europe (OSCE), the International Atomic Energy Agency (IAEA), the United Nations Environment Program Ozone Secretariat, etc.

The main goal of this article is to give more information on the structure and activities of such effective international organization as Organization for Security and Cooperation in Europe (OSCE) to understand clearly what it is and what issues it deals with since Ukraine has cooperated with it very closely lately.

Organization for Security and Cooperation in Europe is the world's largest regional organization dealing with security issues in Europe. It has comprehensive approach to security that covers political and military, economic and environmental, and human aspects of the European member - countries' life.

The OSCE foundation goes back to the détente phase of the early 1970s, when the Conference on Security and Co-operation in Europe (CSCE) was created to serve as a multilateral forum for dialogue and negotiation between East and West. Meeting over two years in Helsinki and Geneva, the CSCE reached agreement on the Helsinki Final Act, which was signed on 1 August 1975.

This document contained a number of key commitments on political and military, economic and environmental and human rights' issues that were in focus of the so-called 'Helsinki process'. At the Paris Summit of November 1990 the CSCE was set on a new course. The organization name was changed from the CSCE to the OSCE by a decision of the Budapest Summit of the Heads of State or Government in December 1994.

The OSCE as an international organization has a unique status. On the one hand, it does not have legal status under international law and the allies' decisions are binding politically but not legally. Nevertheless, it possesses most of the normal attributes of an international organization: standing decision-making bodies, permanent headquarters and institutions, permanent staff, regular financial resources and field offices. The OSCE headquarters is located in Vienna, Austria. The Organization has also offices and institutions located in Copenhagen, Geneva, the Hague, Prague and Warsaw.

As for the organizational structure, we should mention the OSCE negotiating and decision-making bodies and point out their functions:

*Permanent Council (PC)* - the main regular decision-making body of the organization has weekly meetings in Vienna to discuss current developments in the OSCE area and to make appropriate decisions.

*Forum for Security Cooperation (FSC)* - meets weekly in Vienna to discuss and make decisions regarding military aspects of security in the OSCE area, in particular confidence- and security-building measures.

*Economic and Environmental Forum* - meets once a year to focus on economic and environmental factors that affect security in the OSCE area.

*Summits* – the OSCE Heads of State or Government meet periodically to set priorities and provide orientation at the highest political level. Each Summit is preceded by a review conference, where the implementation of the OSCE commitments is reviewed and Summit documents are negotiated. The most recent Summits were held in Astana (2010), Istanbul (1999), Lisbon (1996), Budapest (1994), Helsinki (1992) and Paris (1990).

*Ministerial Council (MC)* is a meeting of the OSCE Foreign Ministers is convened in case when the Summit does not take place to review the OSCE activities and to make appropriate decisions. The last Ministerial Council was held in Vilnius, Lithuania, in December 2011.

Operational structures and institutions of the OSCE were developed to follow-up on the political decisions negotiated by the member- States:

*Chair Person-in-Office* – bears overall responsibility for executive activity and coordination of the OSCE. Ireland held the OSCE Championship in 2012.

*Secretary General* – acts as the representative of the Chairman –in-Office and as the OSCE’s Chief Administrative Officer. Lamberto Zannier from Italy has held the post since July 2011.

*Secretariat* is under the supervision of the Secretary General and provides operational support to the Organization.

Mandate of the Secretariat involves: supporting OSCE fields of activities; maintaining contacts with international and non-governmental organizations; coordinating OSCE economic and environmental activities; OSCE activities in the politico-military field; administrative, financial and personnel services; conference and language services; information technology and press and public information. *Parliamentary Assembly* (PA) gathers over 300 parliamentarians from the OSCE member States, with the aim of promoting parliamentary involvement in the activities of the Organization.

*Office for Democratic Institutions and Human Rights* (ODIHR) is the principal institution responsible for the promotion of human rights and democracy in the OSCE area.

*High Commissioner on National Minorities* (HCNM) plays the key role in conflict prevention and early warning and seeks early resolution of ethnic tensions that might endanger peace, stability or friendly relations between OSCE member States.

*Representative on Freedom of the Media* (RFOM) observes media development in the OSCE participating States and provides early prevention of freedom of expression violations.

*Court of Conciliation and Arbitration* is created to settled disputes among OSCE member States that are parties to the Convention on Conciliation and Arbitration within the OSCE.

Activity of OSCE is conducted in three main directions such as conflict prevention to fostering economic development, ensuring the sustainable use of natural resources, and promoting the full respect of human rights and fundamental freedoms.

Main directions of OSCE activities are:

- **Arms control**
- **Border management**
- **Combating human persecution**
- **Combating terrorism**
- **Conflict prevention and resolution**
- **Economic activities**
- **Education**

- **Elections**
- **Environmental activities**
- **Gender equality**
- **Good governance**
- **Human rights**
  - **Media freedom and development**
  - **Military reform and co-operation**
  - **Minority rights**
  - **Policing**
  - **Roma and Sinti**
  - **Rule of law**
  - **Tolerance and non-discrimination**

To sum up, it should be stressed, that the OSCE is an international organization that brings together not only countries of Europe, but also countries of the whole world to preserve and maintain peace in the world. And Ukrainians, our country should be proud of being involved in this democratic process, and honorably carry out all our obligations for the sake of our future and the future of our children. Besides, our country urges assistance of the OSCE in the days of Russian intervention.

***PETLYOVANA Y.***

*Master degree student*

***KONDRASHEVA O.***

*English language supervisor*

### **THE NORTH ATLANTIC TREATY ORGANIZATION (NATO): WHETHER UKRAINE NEEDS JOINING IT**

Розглядається питання чи потрібно Україні приєднуватися до такої міжнародної організації як НАТО, яка гарантує безпеку своїм членам. Надається інформація про демократичні засади цього військового блоку, його організацію та цілі.

**Key words:** international organizations, security issues, decision-making bodies, armed forces weakness, security alliance, essential forum for consultation, to reach consensus, guarantees for democratic development.

Today the issue of joining or not joining NATO has become an acute problem for Ukrainian people as they are experiencing aggressive actions of Russia. For the first time in history of independent Ukrainian state the country has faced its armed forces weakness and inability to resist military aggression. That is why the problem

of getting international military support has become an urgent one to provide security of the Ukrainian people. To learn more of NATO as international military organization is the purpose of this article.

The North Atlantic Treaty Organization (NATO) embodies the transatlantic link that binds Europe and North America in a unique defense and security alliance.

NATO has provided for the collective defense of its members since its foundation in 1949. It has also acted as an essential forum for consultation on security issues of interest to its members, and as an essential pillar of peace and stability in the Euro-Atlantic area. Since March 2004, NATO has had 26 members.

Today, the Alliance is engaged in an increasingly broad range of activities, designed to promote cooperation with Ukraine and other countries outside NATO and to confront proactively the new security challenges of the 21st century.

**How NATO works.** One of the keys to the Alliance's durability is its decision-making process based on consensus. This means that all decisions have to be unanimous. As a result, protracted consultations and discussions are often required before an important decision can be taken. Although this system may appear slow and unwieldy to an outside observer, it has two major advantages. Firstly, the sovereignty and independence of each member country is respected. Secondly, when a decision is reached, it has the full backing of all member countries and their commitment to implement it.

The most important decision-making body in NATO is the North Atlantic Council on which each member country is represented by a permanent representative with the rank of ambassador. The Council meets at ambassadorial level at least once a week and usually more frequently. There are also regular meetings of the Council at the level of foreign ministers, defense ministers and, from time to time, heads of state and government. The Council is, first and foremost, a political forum that brings together representatives of all member countries to discuss policy or operational issues.

NATO is headed by a Secretary General who is appointed for approximately four years. He or she is a senior international statesman from one of the member countries. The Secretary General presides over the meetings of the North Atlantic Council and other important NATO bodies and helps build consensus among the member nations.

The NATO Parliamentary Assembly is the inter-parliamentary forum of NATO member countries, bringing together European and North American legislators to discuss issues of common interest and concern.

The Assembly is completely independent of NATO but constitutes a link between national parliaments and the Alliance that encourages governments to take Alliance concerns into account when framing national legislation. It also acts as a permanent reminder that intergovernmental decisions reached within NATO are ultimately dependent on political endorsement by national democratic processes.

The NATO Parliamentary Assembly also has extensive contacts with parliaments in Partner countries, which send representatives to participate in its discussions and deliberations.

NATO does not have armed forces of its own. Most forces available to NATO remain under full national command and control until they are assigned by the member countries to undertake tasks ranging from collective defense to new missions such as peacekeeping and peace-support.

Since the Prague Summit, Allies have intensified efforts to adapt NATO to today's challenges – defending common values such as respect for democracy and human rights; combating international terrorism and the threat posed by the proliferation of weapons of mass destruction; building security bridges with Russia and Ukraine; further developing the basis for close cooperation with other Partner countries; and, when other avenues have been exhausted, acting as an effective instrument for managing crises and ensuring that the effects of conflict do not spill over borders or threaten wider stability. It is a comprehensive task which depends on the backing and support of public opinion, in member and Partner countries alike, unwilling to accept the politics of conflict and determined to build security based on understanding and cooperation for the benefit of future generations.

Joining NATO demands reforms of court system, strengthening of a civil society, protection of human rights and freedoms, completion of pension and administrative reforms, establishment of public control over Armed Forces, fighting corruption and many other urgent problems.

What is Ukraine's interest in NATO membership?

Joining NATO Ukraine will solve at least three strategic tasks determining its future: 1) securing of independent statehood; 2) guarantees for democratic development of the country; 3) securing of social maintenance and high living standards for the citizens.

Ukraine needs NATO membership. That's why anti-NATO statements are the protest against Ukrainian citizens who strive for a better life. As a matter of fact, it's the protest against independent, democratic Ukraine, against pension, administrative, court and military reforms. It is the protest against prosperous future of our children.

***MOROZ Y.***

*Master degree student*

***KONDRASHEVA O.***

*English language supervisor*

## **GENDER EQUALITY IN UKRAINE**

Підіймається питання гендерної рівності в Україні. Констатуються факти порушення рівноправності у цьому питанні щодо участі жінок у керівних ланках суспільства.



**Key words:** gender, equal members of society, equal conditions, safety and health care of women, motherhood and childhood, equal possibilities.

Once Margaret Thatcher, the former British Prime Minister and one of the most brilliant woman-politicians of the last century, said: "Any woman, who understands the problems of running a household, understands the problem in the country governing too."

The word "gender" (English gender, from Lat . genus "race") first used in the 1970s of the last century to describe social characteristics of men and women , as opposed to biological (sex). We can say that people are born male or female, and then «learn to be boys and girls and later become men and women and they are equal members of social processes and that is why they are equal members of society. Gender as a concept refers to the socially acquired behaviors and expectations that are associated with both sexes. Like race and class, gender is a social category that defines our social relations.

*Gender equality* means that women and men have equal conditions for realizing their full human right to contribute to national, political, economic, social and cultural development of society they live in.

In the early 1990s, European countries and the most developed societies in the world have started to actively use a gender approach to solving social problems. International European institutions consider gender issues to be the priority the mankind development.

"Women constitute half the world's population, perform 2/3 of all the social and public work, get 1/10 part of the world's income and own less than 1/100 of the entire estate" - these words of the UN report of 1996, clearly illustrate the severity of the issue of the actual inequality of rights and opportunities for women and men. This issue is very important for all the countries, including Ukraine.

The principle of gender equality is stipulated in Article 24 of the Constitution of Ukraine. The equality of rights of women and men is guaranteed by:

- providing equal possibilities to both women and men in public, political and cultural activities, in getting education and professional training, in employment and benefits;
- special measures regarding occupational safety and health care of women, pension facilities, creating conditions for women to combine employment and motherhood;
- legal protection, material and moral support of motherhood and childhood, including paid leaves and other benefits for the pregnant women and mothers.

Nevertheless, social and public position of Ukrainian woman continues to be inferior to the position of man. Here are some figures that prove the fact - 70% of unemployed are women, the average woman's salary constitutes only 72% of that of a man. In Ukraine women are still holding more responsibility for taking care of children and old people in the family. The decrease of the family benefits and the brake down of childcare infrastructure cause the necessity for women to work on

average 73 hours per week. An average Ukrainian woman is to work 34 hours at the work place and then she has to work 39 hours at home. To compare, an average man works only 60 hours per week - 41 hours at the work place and 19 hours at home.

The fact is that there are some constraints to women in their career advancement, participation in politics, etc. related to the active reproductive period in their lives. Mostly women are responsible not only for the birth, but also for taking care of children, their education, etc. They are also responsible of caring for the sick or disabled family members. And that's why they have the worst access to further education opportunities, career development, training or retraining.

For example, in most countries it is considered to be normal that the chief must be a man, and a woman can be only a secretary. Man is expected to be in power and achieve the highest social level, while the same ambition among women is considered to be abnormal. This situation affects the distribution of public roles in society.

The number of women engaged in politics, government and in big businesses is the indicator of democracy development level in the country. Politics in Ukraine has traditionally been considered a men's sphere of influence. In particular, among 442 deputies of the Verchovna Rada of Ukraine only 42 are women, it is less than 10 percent of the constitutional composition of the body. But women are known to submit one third of all legislative initiatives. To compare, in Europe the indicators of women's representation in the Parliament are 23 percent and the world average indicator is 14 percent. The previous Cabinet of Ministers of Ukraine included 3 women-ministers and 2 deputy ministers. It is the largest representation of women in our government for the years of Ukrainian independence. 4 women headed the committees of the Verkhovna Rada of Ukraine.

Many governments in Europe contain almost half of women-members. In Scandinavian countries and Finland, where a lot of women are involved in the countries' government this index constitutes almost 40 per cent. We are speaking of the countries where living standards for many years are the highest in Europe. Women there are not only ministers, but they also run state and government. We have many examples of successful political and social women leaders in those countries. They are Angela Merkel in Germany, Dalia Grybauskaitė in Lithuania, Tarja Halonen in Finland and many others.

To round it up, we should single out that gender equality can be expected to develop under conditions of the developed democratic and legal society, prosperous and economically advanced public society, where women do not need simply to fight for the equal role with men. Where the high life standards, social, economic and educational equality allow women be engaged in political and public activity without any obstacles.

***KHOMUSHINA N.***

*Master degree student*

***KONDRASHEVA O.***

*English language supervisor*

## **PRINCIPLES AND MECHANISMS OF TWINNING PROCESS IN UKRAINE**

Йдеться про процес твіннгу, який зараз проходить в Україні для того, щоб приєднатися до ЄС та ввести стандарти цієї організації, що потребує певних зусиль.

**Key words:** twinning instrument, mutual efforts, equal conditions, support for domestic reforms, adaptation process, established procedures and rules.

In 1998 the European Commission suggested the Twinning instrument implementation to the candidate countries for the European Union accession in order to support their integration. Since 2005 Ukraine has become available for the Twinning instrument.

Twinning is a new form of direct technical cooperation between Ukrainian central executive bodies and correspondent institutions of EU member-states. The cooperation aim is to achieve certain objectives through mutual efforts.

Twinning provides appropriate support for domestic reforms in Ukraine, in particular enforces and focuses public authorities for effective and qualitative implementation of their tasks.

### ***There are some facts of the Twinning instrument:***

- it is not traditional technical assistance as far as it stipulates cooperation between civil servants of similar government bodies and it is aimed at the achievement of the required results by means of common efforts of the partners from the EU member states and the beneficiary body;

- it foresees the competitive selection procedure of the partner institution of the EU member states. For this purpose the special tender procedure is conducted;

- it doesn't copy the system of the EU member states but carries out its adaptation to the existing conditions for their efficient functioning in Ukraine; it promotes its approximation to the EU standards;

- the project implementation is realized under the guidance of the Twinning Advisor who is the civil servant of one of the EU member states who is sent on a business trip for to the beneficiary country for the project realization period (the period of realization of the Twinning project lasts 1 – 2 years);

- Twinning projects are of the type of the European Commission grant and they are implemented according to the established procedures and rules.

### ***There are certain mechanisms of cooperation within the frame work of the Twinning projects implementation:***

- providing expert evaluation of the relevant area of public service;
- providing support to the state body or public agency in development and revision of the legislation in force;
- providing support to the public agency in elaboration of the internal rules, procedures, instructions etc.;
- supporting the public agency as for its institutional capacity strengthening through functional examination by the European experts and/or comparative analysis of the existing institutional structure of the public agency;
- providing training for representatives of the public authority (seminars and trainings conducted by foreign experts);
- arranging the Ukrainian civil servants' professional internships and business visits to the EU countries;
- holding conferences, round table discussions etc.

According to the evaluation of the European Commission Ukraine is one of the leaders among the countries of the European Neighborhood and Partnership Instrument (among 16 countries) regarding the quantity of completed Twinning projects as well as the projects that are still at the stage of implementation.

The results of 2013 the Twinning projects working plan in Ukraine realization showed that among 61 projects of the plan, 28 projects were completed, 33 projects were on various stages of preparation and implementation. Interest in Twinning projects implementation among public administration bodies is growing from year to year.

One of the main advantages of the instrument is the support of the institutional and administration reforms in Ukraine which are urgent for further democratic development. The twinning project implementation means EU practical assistance in providing expertise and advising in the relevant sphere of public administration, personnel training, juridical assistance in drafting legislation and its approximation to the *acquis communautaire*.

***SHULHA T.***

*Master degree student*

***KONDRASHEVA O.***

*English language supervisor*

## **ISSUES OF HOUSING AND COMMUNAL SERVICES' SECTOR REFORMATION IN UKRAINE**

Обговорюються проблеми житлово-комунального сектору економіки України. Окреслюються нагальні питання в цій сфері щодо надання послуг кращої якості українським громадянам. Вказуються можливі шляхи вирішення цих проблем.

**Key words:** housing and communal services' sector, technical and financial spheres, support for domestic reforms, economic market relations, local government authorities.

The present report is devoted to the analysis of the reformation progress in the housing and communal services' sector, which is considered to be one of the most socially important sectors of the Ukrainian economy. The sector's problems have attracted much political attention in the recent years.

Today, however, no significant positive changes have occurred in this respect. Moreover, there is evidence of deterioration in both technical and financial spheres of the sector. The housing and communal services' sector plays the role of the last bastion of socialist stage. It is characterized by inflated and thus unfulfilled social mandates of the state, absence of real economic market relations, and low quality of services produced. The sector still remains unattractive for private businesses because of its fixed assets deep depression, weak financial state of the sector enterprises, and absence of clear rules of the game in this sphere.

It is quite evident that the complexity and systemic nature of the sector's problems urge responsible political and economic decision-making at the central government level.

However, while the housing and communal services' sector is one of the biggest sectors of the national economy, its enterprises are scattered over the entire territory of Ukraine and fall under the jurisdiction of the local government units. This is one of the reasons why the attempts to direct implementation of the sector reforms only central government level look like trying to boil the ocean. Real positive changes can not be achieved until the system of positive and negative motivation for all stakeholders starts working and until it involves all local government authorities.

In order to analyze success and failures of tactical reform steps, we need to revise the experience accumulated during the ten years' period of transformations in the housing and communal services' sector, to review the results achieved, and clearly distinguish negative and positive experience gained.

The main reform goals for the present stage may be defined as follows:

1. *Considering the issue of housing supply.*

First of all, the changes should concern the principle of providing residential premises to the households – from the predominant allocation of housing built with the capital investments of the state to the predominant construction or purchase of housing at the expense of the citizens' funds.

2. *Changing conditions and procedures for housing and utility services payments.*

The fundamental principle is that payments for housing and utility services should cover the costs of housing maintenance, repairing and utility services. They should provide aimed social protection of poor households;

3. *Developing competitive market-oriented approaches for improving housing maintenance and ensuring preservation of the housing stock.* There are the key

regulatory acts at the state level defining the goals of the housing and communal service reforms in Ukraine. They include:

- *The Concept of Housing and Communal Service Reform in Ukraine*
- *The Program for Demonopolization and Development of Competition in the Market of Housing and Communal Services supply*
- *the State Reformation program of housing and communal services supply for the years 2009-2014.*

The main areas of transformations needed in the sector, the time frame for the reform (2009-2014) were identified in the *Concept of Housing and Communal Services Reform*. According to the Concept, the main goals of the reforms in the sector are:

- ensuring living conditions which meet today's quality standards;
- complying the costs of services providers and presenting the quality standards of the services delivered;
- alleviating the process of rent reform for the citizens upon transition of the sector to loss-free operations.

There are ways to achieve the above mentioned goals and they include certain steps :

- to improve management, maintenance and control systems in the housing and communal services' sector; to introduce contractual relations which develop competition, provide consumers with the opportunity to influence the volume and quality of the services consumed, to carry out competitive selection of organizations for management and maintenance of the housing stock;
- to improve the system of payments for housing and utility services, including the introduction of higher tariffs for housing space and utility services that exceed the established standards, and introducing differentiated payments depending on housing quality and location;
- to improve the system of social protection by streamlining the existing system of social support.

In conclusion, it should be emphasized that reforms in the sphere of housing and communal services are very urgent for Ukrainian society as they concern every citizen and every family in Ukraine. Our society can not move further along the road of democratic development without satisfying our physiological needs to be in safety and to have shelter according to the Maslow's motivation theory. That's why we have to supply our people with high quality premises and ensure good standards of communal services to let them be active in other spheres of economic, public, cultural life of Ukrainian society.

**RUDOVA O.**

*Master degree student*

**KONDRASHEVA O.**

*English language supervisor*

## UKRAINIAN LOCAL GOVERNMENT REFORMATION ISSUES

Йдеться про необхідність реформування системи місцевого самоврядування в Україні. Обговорюються можливі шляхи вирішення цієї проблеми у співпраці з фахівцями ЄС.

**Key words:** local self-government, cooperation with European institutions, interests of the local population, support for domestic reforms, local government authorities.

Today Ukraine is facing a pressing need to implement large-scale reform of local self-government and streamlining the administrative-territorial structure. It has been mentioned many times by the present administration of Ukraine. Undoubtedly, the successful implementation of local government reform will contribute to a more effective implementation of Ukraine's policy of European integration, development of cooperation with European institutions, primarily with the European Council and the EU.

During accession to the Council of Europe on 9 November 1995, Ukraine has assumed a number of commitments made in the Conclusion of the parliamentary Assembly of the Council of Europe № 190 (1995). According to these commitments the Verkhovna Rada of Ukraine ratified the European Charter of local self-government (HMS) on 15 July 1997.

According to the European concept local self-government is the right and ability of local authorities within the limits of the law, to regulate and manage a substantial part of public Affairs, within their competence, in the interests of the local population. This principle corresponds to 800-year-old Russian historical tradition of local self-government, reflected, in particular, the positive experience periods of Magdeburg law (XIV century - 1834) and Zemstvo self-government (1864-1917,) on the Ukrainian lands, which were a part of the Russian Empire.

However, despite of all the measures taken to strengthen and develop local self-government in Ukraine, the vast majority of about 12 thousand of territorial Ukrainian communities still remain incapable to perform functions of local self-government successfully. It happens because of territorial communities' excessive fragmentation and their extremely weak financial base. As a result, the quality of public services provided at the local level is rather low; population of the rural areas is reducing annually by 1% so, the process of the degradation of rural areas is taking place. In addition, there is a burden of allocating a substantial part of the local budgets' revenues to the central government. Only the cities of the regional level

have relatively good financial bases, because they have more or less adequate financial, infrastructural and human resource support. Thus, the Concept of the proper local self-government formation in Ukraine according to the European model requires:

- optimal territorial basis wealthy territorial communities;
- optimal local government system of such territorial communities;
- powers for the provision of public services, which should be transferred to the local government bodies;
- strong financial resource base of local communities.

Based on the format, capable local government basic level can be determined in the format of the local government sub-regional and regional level, and the format of the respective state administrations and territorial subdivisions of the Central Executive bodies. Capable territorial communities must be created around the settlements, which are the traditional centers of economic attraction for the neighboring settlements for the location of the jobs, markets, medical and educational institutions, churches, etc.

Optimal territorial basis of local self-government basic level is the territory, which is 15-20 minutes and the availability of any citizen to ambulance services, fire services, the police, and to school. According to calculations, this can be ensured within a 20-kilometer distance to the administrative center of the territorial community. In most areas already conducted a simulation of such a wealthy local communities and defined:

- their administrative centers;
- the list of settlements that should be part of each territorial community;
- geographical boundaries of each of the territorial communities and its reflection in the locality map.

According to the results of the work of the expected number of wealthy territorial communities in Ukraine will be about 1,400 communities (a reduction of approximately 8 times).

Each territorial community, regardless of the number and status of settlements, included in its structure, selects a single head, a single Council and forms the single Executive Committee of the Board. These local government bodies accept and execute the local budget local communities manage its public property, provide defined by the legislation of public services to citizens.

In addition, each locality, which is part of a territorial community (with the exception may be the administrative center of the territorial community and settlements with population less than a set limit), selects the rural head that represents the interests of the settlement at the Executive Committee of the Board of the territorial community and the interests of the Executive Committee in the locality, and also provides workflow between citizens and local government bodies of the territorial community. At the level of the settlement, it may also generate a body of self-organization of population.



In addition, in the administrative centers of territorial communities should be located subdivision of the state bodies, in particular:

- state Treasury;
- police;
- fire service;
- sanitary-epidemiological service;
- social protection (pensions, subsidies, compensations, benefits);
- veterinary service;

A resource base capable of territorial community is the territory within its administrative boundaries (within human settlements, and out of them) with relevant labor and land resources located on the territory the immovable property, infrastructure facilities that belong to communal property of the community.

The Council in accordance with the law determines the procedure of land management, other objects of communal property of the territorial community, and Executive bodies in accordance with the Board order, sell, rent, used for projects of local economic development, which increase revenues to local and state budgets.

The main sources of filling the local budget local tax on land within the administrative borders of the community (both within and outside settlements) and local tax on real estate taxation of all property, single tax, a fee for a Parking space vehicles, tourist tax, which are regulated by the Council within certain statutory rates. In addition, to ensure the execution of the delegated powers (education, health, culture and physical culture, social protection) local budgets shall be part of the tax to incomes of physical persons is calculated on the relevant formulas defined by Government decree.

The state provides equalization grants territorial communities in need, as well as the target subventions for the implementation of activities in accordance with the state programs. The quantitative composition of the wealthy territorial communities (around 1400) enables you to provide a direct link to all the budgets of local self-government bodies with the state budget of Ukraine.

Resource for the formation of a corps of qualified employees of local governments and local offices of government is employees of the liquidated bodies of local self-government on the territory of the enlarged territorial community. The state provides the communities assistance in training employees of local governments.

To conclude, we should say that the present perspective of the local government reformation can improve the situation in this sphere of Ukrainian economic and social life.

**KARNAUKH M.**

*Master degree student*

**KLYMENOVA O.**

*English language supervisor*

## **PROBLEMS OF SOCIAL REINTEGRATION OF UKRAINIANS**

Йдеться про умови, які склалися у світі через реінтеграцію населення, напрямки, в яких має реформуватися державна політика в Україні та завдання, які мають бути вирішені для успішної реінтеграції населення.

**Key words:** reintegration, migration, recommendations, workforce, labor markets.

Current economic instability in the main EU recipient countries is responsible for the growing of volume of return migration to Ukraine. This is primarily true for those labor migrants for whom benefits associated with temporary stay abroad are canceled out by the increasing risk of wage decline, social vulnerability in case of unemployment and legalization problems.

However, over 80% of surveyed labor migrants named family circumstances as the main reason for their return to the home country and only around 10% indicated that decision to come back had been motivated by unemployment in the destination country or by new economic opportunities in Ukraine.

Based on research results a conclusion is made that return migration allows overcoming or mitigating the disruption of family ties, but the absence of opportunities for efficient reintegration in the national labor market and entrepreneurial environment prevents full-scale social reintegration of migrants. Only one tenth of surveyed respondents believe that majority of return migrants manage to set up their own business or contribute to the qualitative improvement of the situation in their locality (for instance, contributing to the improvement of the local infrastructure, creating new jobs). Material standing and housing conditions for migrants and members of their families, labor migration does not bring any significant structural transformations in the legal, social and cultural domains in the country of origin. For the majority of return migrants the depth of systemic crisis in contemporary Ukraine touching upon fundamental civil, political, socio-economic and cultural rights of an individual predetermines the need to pursue new migration plans within transforming migration systems with redistributed migration tracks.

As for recommendations on how to improve the national migration policy, it is suggested that Ukraine introduces the best international practices of providing support to return migration and ensuring successful reintegration of migrants. Introduction of these practices is possible only if corruption is reduced and conditions for economic liberalization are established in the country. Return migration is not caused by necessary of political decisions, it does not bring sustainable dividends to

the state and society and creates a precedent of marginalization and new exodus of qualified workforce from Ukraine.

Increasing economic recession and associated socio-economic disturbances in the majority of EU member states caused the increase in the flow of return migration to the countries of origin. As far as the last two decades Ukraine has been one of ten most significant donors of workforce in Europe, “narrowing down the space of opportunities” for employment with acceptable working conditions and competitive wages for labor migrants from Eastern Europe resulted in the active return of Ukrainian labor migrants to their home country.

According to many experts monitoring and evaluating the development of national migration policy, Ukraine is one of those countries where the rate of legislation adoption always considerably surpasses the degree of readiness of public institutions and society. Migration-related social factors are difficult to manage and develop much faster than weakly coordinated agencies and institutions meant to control them. Nevertheless, both politicians and experts acknowledge the need to improve migration policy, particularly control over labor migration and integration of return migrants – primarily within the social policy of the state that is currently experiencing large-scale economic crisis.

Although presidential decrees and governmental regulations usually outline the task

of developing and implementing programs for social adaptation and reintegration of migrants, the state migration policy in Ukraine lacks systemic approach and remains incapable to resolve pressing problems in this field. Neither establishment of the State Migration Service in 2009, nor adoption of the State Migration Policy Concept in 2011 improved the general situation in terms of “creation of favorable conditions for the return of qualified professionals and workers to Ukraine whom the national economy needs, as well as for their integration into Ukrainian society and legal support” (quoted from the text of the Migration Policy Concept). Two large-scale documents – Program of Economic Reforms for 2010-2014 “Prosperous society, competitive economy, efficient state” and “On approval of the action plan to implement the Strategy of Demographic Development up to 2015” – both declare strategic position of the state with regards to preservation and development of the human capital, increase of employment rate and reduction of unemployment. However, analysis of the main socio-economic indicators demonstrates the absence of considerable progress in implementation of these strategies (Socio-Economic Development of Ukraine 2012: 18).

Outgoing migration, including migration to the EU, enables large number of our compatriots to acquire new experience and improve material status and thus enhance their competitive advantages in the international and national labor markets. Return migration offers an opportunity to reunite with the family and reintegrate into familiar environment, having social, cultural and material capital, claiming new life prospects. It offers the present and consequent generations a chance to get engaged in upward social mobility. Brain drain can be useful for Ukrainian economy, if it is

temporary and is followed by the income flow, injection of new resources into innovative infrastructural projects, creation of jobs by new employers who organize businesses relying on the best global market economy principles.

The most successful international practices to support return migration are hardly a secret: successful reintegration of migrants is possible only if there is gradual decrease in the scale and subsequent elimination of corruption, creation of conditions for market liberalization in the country and development of special loan, tax and mortgage programs for return migrants willing to invest skills and funds into the national economy. Return migration / return of compatriots is the gentlest way for Ukrainian state to stimulate growth of the population that speaks Ukrainian and foreign languages and usually possesses higher educational and professional qualification than most migrants of other ethnic backgrounds. However, declaratory (non-stimulated and uncontrolled) return migration is not caused by necessary of political decisions, they will not bring sustainable dividends to the state and society and will instead create a precedent of marginalization and new exodus of qualified labor resources from Ukraine.

Migrants' problems are massive and systemic, while 'successes and failures' are individual and chaotic. Return to the home country helps alleviating acute and painful problem of Ukrainian labor migrants, i.e. the problem of family disintegration, and it is the desire to reunite with relatives that often pushes people towards reconsidering their migration projects.

However, absence of opportunities for efficient participation in the national labor market and entrepreneurial environment prevents full-scale reintegration. Apart from improved material standing and housing conditions for migrants and members of their families, labor migration does not contribute to any significant structural transformations in the legal, social and cultural domains in the country of origin. For most return migrants the depth of systemic crisis in contemporary Ukraine touching upon fundamental civil, political, socio-economic and cultural rights of an individual predetermines the need for implementation of new migration plans within changing migration systems and redistributed migration tracks.

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**KRASNIK K.**

*Master degree student*

**KLYMENOVA O.**

*English language supervisor*

## **PROFESSIONALISM OF PUBLIC SERVANTS: THE ETHICAL ASPECT**

Йдеться про актуальність проблеми професіоналізації державної служби України та необхідність регулювання цього процесу державою; пропонується перелік регуляторів, які повинні скласти основу професіоналізації кадрів державної служби.

**Key words:** professionalism, public service personnel, competence, administrative culture, public management system.

The problem of public service professionalization is very important today as due to the transformation processes that take place in Ukraine the demand for high qualified personnel able to perform official duties efficiently is on the high level.

So, the strategic goal of state personnel policy is in formation and development of valuable public service personnel that will serve to the person, society and state and provide performance of legally determined functions and authorities and efficient functioning and development of state apparatus on professional, qualified and business level.

Ethics in public administration is the process of finding the most effective way to solve problems and misunderstandings between public servants, clients and stakeholders.

Modern civil servant is a person who performs his professional duties based on social, economical and spiritual changes in society. Therefore, it is important that he does not only understand the patterns of socio-economic process could work with the information to plan and predict the consequences of the activities of the division but also is able to work with people.

Generally, the current public servant in Ukraine is involved in transition process and is the point of interests of political power, civil institutions, business agents, and international organizations as well.

The necessity to set ethical standards in the Ukrainian public administration is caused by such objectives as: public service in Ukraine has neither respectful statute nor social prestige that causes involvement in the public services performance process occasional persons who are not ready to work in this field. This problem has special impact on the local authorities where the average salary of a public servant is much less the salary amount of a market seller. That's why, local human resource departments hire employees that don't meet educational and experience requirements set by General Public Service Office of Ukraine.

Political affiliation still makes great pressure on the Ukrainian public authorities activity.

In its nature public service bears uncreative, technocratic and monotonous character that prevents many creative and enthusiastic people who are permanently trying to put some changes and flexibility in process out of to be hired by public service departments.

The common situation, especially in the Ukrainian practice is evident, when a public official grants some equal to ones by discriminating in this case others. This is a result of inadequate professional instructions for the public servant's position.

Ethical problems appear in all fields of public servants activity, in public services performance, in correspondence with clients and colleagues, in making fundamental and practical research activity.

Many people choose public service because of opportunity to obtain there some material welfare (pension of a public servant, stable salary, gifts, bribes as well), appropriate hours of work, long term of annual vacation, low level of personal responsibility.

Generally, the violation of ethical norms by public officials is as follows:

- abuse of personal authority or rank position. Intentionally, public official uses his authority out of public service interests and these actions bring him elements of private benefit;
- excess of personal authority or rank position. Intentionally, officials make actions that are out of their position responsibilities and rights, that, finally makes damage to the interests of state or a certain citizens;

- negligence - a public official doesn't perform (perform in a bad manner) his professional responsibilities causing damage to the state or community;

- bribes - as it was mentioned above the process of bribes giving charges in criminal responsibility on the person-receiving bribe, person giving bribes and intermediates. Public authorities must keep in secret information about the customers and their needs.

Some public officials discredit prestige of public service by not knowing business ethics well enough.

It is hard to talk about the huge levels of the Ukrainian corruption. It is on the agenda of world political and business circles. Independent mass media keeps investigation of many criminal affairs based on corruption basis. The main conclusion of all these – in Ukraine, it is impossible to conduct fair business due to influence of corrupted public officials. These negative phenomena caused decrease in public trust to the state.

There is widely spread opinion that the only cause for corruption appearance among public servants is low salaries. To rise public servants salaries and problem of corruption would not exist at all. It is not enough. The salary should be equal with the average wage level in the country and match all principle human needs. Further, the State will never pay salaries for public servants more than the organized crime structures may do. Most effective approach to fight corruption is to set conditions that prevent its appearance and development. These people are registered in the “black list” that is published in mass media and it launches investigation process toward their cases.

The way to restrict levels of corruption includes improvement of economical situation in the state, implementation of legislative acts designed to fight corruption, recreation of moral and psychological climate in public administration staff, transparency and accountability of public authorities work.

It is not enough to study ethical norms in public services performance because it should be implemented in practice. In this way the very useful is method of case study modeling, in which students would demonstrate their ability to resolve potential conflicts and behave themselves in ethical manner. The supervision of the lecturer would help to correct their attitudes and provide relevant advice.

Ethics in verbal communication is first sight mark of quality in public administration. It includes formulas of greetings, saying goodbye, addressing, apologizing well

Lexicon of verbal communication should not contain informal and rough phrases. Generally the language characterizes the nature and traditions of state. Today, all Ukrainian public officials do not speak Ukrainian well. It is not willingness; it is the duty to use of state language at the working place.

It is time to set task for the Ukrainian society to form professional public service employed by the real Ukrainian administrative elite. One of the main priorities in public service is providing high-qualified and competitive specialists for effective work in central and local public authorities in the terms of the transforming

society. The carrier of public administrator should be matter of all life-long term, with stable adequate salary, developed system of training and promotion as well.

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***SEDOVA K.***

*Master degree student*

***KLYMENOVA O.***

*English language supervisor*

#### **PENSION REFORM IN UKRAINE: EXPERIENCE OF FOREIGN COUNTRIES**

Аналізуються питання соціальної справедливості та соціального захисту населення в Україні. Розкриваються особливості пенсійної реформи та застосування міжнародного досвіду в даній сфері.

**Key words:** pension reform, living standard, joint system.

The living standard of population of every country depends on future pension system. Namely, pension is the main part of social protection of population. Changes in this area are extremely necessary for Ukraine. In addition, it is also a matter of social justice and long-term competitiveness of Ukrainian economy.

Many Ukrainian and foreign leading economists study this problem, because it is urgent for every country in the world. S.Berezina, I.Yaroshenko, B.Zaichuk, V.Kolbun, S.Tigipko made a significant contribution to the formation of national pension concept. Pension reform is one of the priorities of the Ukrainian Government. The new pension reform, which was adopted on the 6 of September 2011, has to improve the life of a great number of old men and women.

The reform proposed in September 2011 is one of the most socially balanced in this issue. The activities offered by the Government to solve the pension reform problems are financially responsible, socially balanced and laid the foundations for



the pension system. They should create incentives for honest reporting of wages and improve discipline to pay contributions and finally balance the budget of the pension fund. In conclusion results of pension reform will be visible in the nearest future.

Since 1 January 2004 the pension system of Ukraine has three levels.

1. The joint system will function with the assistance of the Pension Fund of Ukraine. In order to receive a state pension the people have to pay compulsory contributions into the Pension Fund of Ukraine. Such payments are to be made from a person's income. In addition, all employers should pay a part of their profit as pension contributions.

2. The accumulation system is included in the State Pension Insurance system and aims to increase the size of the pension for a person through investment income. A special Accumulation Fund will be established for it.

3. Non-state pension insurance, unlike Compulsory State Pension Insurance, is voluntary. In order to enjoy it, people should make extra pension contributions besides payments to the joint system and accumulation system. A person who wants to receive an additional pension should conclude an agreement with a chosen pension fund and pay his contributions into it.

New pension systems are extremely necessary in many countries because their traditional systems ceased to work properly due the change of population structure. The same demographic pressure exists and causes similar outcomes in Ukraine.

On September 6, 2011, the Parliament of Ukraine passed the final change to the Law of Ukraine "On the Measures on Legislative Enactment of Pension System Reform" and this Law was signed by the President on September 9, 2011 (hereinafter "Law on Pension Reform"). According to the Law on Pension Reform the changes become effective since October 1, 2011.

One of the main points of pension reform is changing the retirement age for women. In Ukraine, it was one of the lowest in the world. Retirement age will be increased from 55 to 60 years in 10 years period; 6 months will be added each year. However, it can be applied only to those individuals who are younger than 35 at the time of this law adoption. Women who were born before 31 December 1961, after the retirement age will have 2.5 % over six months after retirement, starting from 55 years before they reach 60. The pension age must have at least 15 years of insurance. Pensions are fixed for those individuals, whose necessary work experience is 30 years for women and 35 years for men.

The next point is that the maximum amount of pension (excluding pension payments that are made from pension accumulation fund) or monthly lifetime allowance cannot exceed ten subsistence minimum set for incapacitated persons.

There are some changes in the order of determine the retirement age. Firstly, if there is a desire to postpone retirement age, an individual does not need to contact Pension Fund with a package of documents. The retirement age will be determined by the application for retirement.

To calculate pension it will be necessary to count only wages (income) for the entire period of insurance from July 1, 2000.

Pension systems need reforms virtually everywhere. Some countries have already decided to go in for reforms, some try to rationalize systems without implementation of reforms. So, there is a lot of experience based on practical implementation of changes. The Polish approach has a number of similarities to reforms remaining within the general concept called “three pillar reforms”. However, there are also a number of substantial differences. Experience of other countries provides knowledge that can help in designing a new pension system for Ukraine. It is impossible, however, just to copy design of any reform implemented in other countries. Each country has to choose its way.

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***MATYASH E.***

*Master degree student*

***KLYMENOVA O.***

*English language supervisor*

### **DECENTRALIZATION OF PUBLIC ADMINISTRATION IN THE CONTEXT OF THE EUROPEAN INTEGRATION OF UKRAINE**

Досліджуються основні підходи до визначення децентралізації. Обґрунтовано необхідність децентралізації влади для України.

**Key words:** decentralization, approach, definition, European integration, local government.

Decentralization is the process of redistributing or dispersing functions, powers, people or things away from a central location or authority. While centralization, especially in the governmental sphere, is widely studied and practiced,

there is no common definition or understanding of decentralization. The meaning of decentralization may vary because of the different ways it is applied. Concepts of decentralization have been applied to group dynamics and management science in private businesses and organizations, political science, law and public administration, economics and technology.

Actual social and economic development of Ukraine stipulates for intensification of reforms of all spheres of public activity. The most important problems are in general further democratization of public affairs and particularly – rationalization of public administration, improvement of financial system, implementation of new innovation model in economy, administrative and territorial reform etc. Realization of these issues is closely connected with division of responsibility between central and local authorities, subsequent development of local self-government of Ukraine. At the same time it is necessary to take into consideration that official strategy of Ukrainian state is integration to the European Economic Community.

Analysis of practice shows that there is real necessity of changing of administrative relations between central power and territorial communities. Ukrainian scientists in different spheres – public administration, law, economy, philosophy analyze the problem of division of powers and consider decentralization as socially useful for our country. This theme is also subject of research of such international organizations as European Commission, United Nations Conference on Trade and Development, World Bank and other. With regard to urgency of this question there is a necessity of adaptation of rational achievements of foreign experience for Ukraine in the process of economic and social transformation.

National encyclopedic literature determines decentralization as a foreign term, originated from de- and centralization and means abolition, annulation or weakening of centralization and rights of lower administrative levels. In its part centralization is descended from latin word “centralis” – median. There are two principal meanings – concentration of direction, management in unique center or concentration of greater part of public functions under the jurisdiction of public institutions.

Ukrainian scientists consider decentralization in connection with centralization and if the first is “phenomenon characteristic for the sphere of public administration determined by objective and subjective factors. Concept of decentralization reflects specific features of administration that are different from centralization and clearly appeared through the object and subject of management.” Analysis of Ukrainian researches shows that there is no contradiction between scientists concerning necessity of decentralization of central powers. And also it is considered that “there is no insurmountable antagonism among strengthening of centralization and enlargement of decentralization that becomes especially apparent in self-government of administrative bodies and enterprises and also regions, that they are two characteristics of unique process which might and have to be developed simultaneously”. This approach reflects quite completely a nature of investigated category but it is difficult to determine necessary proportions of two processes.

Solution of this problem could be only purposeful public policy for extension of competencies and responsibilities of administrative bodies of territorial communities. At that transfer of functions must be provided with necessary resources for its execution, and role of the state has to be changed. Research of European experience will assist in comprehension of mentioned problems and to find the ways of their solution.

Analyzing administrative reforms in Western Europe it is important to note that possibility of joining by Ukraine the European regionalization process requires adaptation and application of mechanisms of regional development similar to European instruments and first of all implementation of purpose-oriented programs method. The differences between countries lie in scope of authorities and responsibilities of administrative bodies and local self-government and also in orientation of reforms on certain level – regional or municipal in the country. It is not easy to make direct comparison between countries but the direction of this research is to show general tendency in European Union and principal particularities in its different members.

Considering decentralization in historical aspect the principal reason of its devolution is search of effective ways of overcoming economic crisis in European Union and the end of seventies – beginning of eighties of twentieth century. Economic problems led to significant increasing of unemployment and stipulated for changing of administrative relations (decentralization) and re-orientation of business on the high technologies and market of highly skilled labor power i.e. on innovation development strategy.

As far as the main scientific interest for Ukraine concerns regionalized and unitary state systems, report of Committee of Regions indicates several motives of regionalization in Europe. “The first is recognition of the importance of the region for economic development and planning. The second is the restructuring of the welfare of state and the management of health and social welfare, including the relationship between welfare policies and labor market policies. The third is to respond to the demands of historic regions, stateless nations, and national minorities, as in Spain, Belgium and the United Kingdom. Fourth is to encourage administrative modernization and policy experimentation and innovation. A fifth is to bring government closer to the citizen by devolving powers from the center”.

We may conclude that transition from authoritarianism to democracy, from a planned to a market economy has caused the necessity of radical changes in the system of state regulation of the European countries. The main feature of these changes was decentralization, which has facilitated the expansion of self-government territories, and the restoration of democracy at the local level, increase of efficiency of the state apparatus and become a necessary pre-condition for the social and political development of the European countries. The main factor for public administration is a clear division of powers between all branches of state authority and bodies, both horizontally and vertically, and also between bodies of state administration and local authorities. The main purpose of the decentralization of

authority and responsibility in European countries was to provide regular public services and implementation of a strategic local development, with a resulting improvement in the quality of services and local standards of living. Transfer of certain powers to the local level has improved the process of decision-making and prioritization, quantity, quality and cost of services in accordance with the preferences of local consumers of services. «Public services should be provided by the authorities closest to the citizen. To ensure cost-effectiveness, responsibility for the provision of public services should be carried by the government that is closest to the citizens. Transfer of this responsibility to another authority should be considered according to the scale and nature of tasks and specific requirements of efficiency and economy».

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**PANTASENKO M**

*Master degree student*

**MAKAROVA I.**

*English language supervisor*

## **IMPROVING MECHANISMS FOR RECRUITMENT AND SELECTION OF LOCAL GOVERNMENT PERSONNEL**

Критично аналізуються процеси відбору та найму працівників на державну службу. Розглядаються фактори, які стримують відповідну функціональність, ефективність та працездатність державних службовців.

**Key words:** personnel recruitment, personnel selection, civil service, civil servant.

Nowadays the policy in the sphere of public service in Ukraine is characterized by using the inefficient outdated methods of recruitment and selection elaborated by the Soviet period. The insufficiencies of knowledge in modern technology of personnel management, conservatism lead to unattractiveness of public service for professionals and for young people.

The mechanisms of formation human resources in civil service which are currently used have long been exhausted. This situation creates certain problems the result of which is ineffective functioning of methods of selection for positions in the local government.

Nowadays, the genuine need is the revision of methods of personnel selection for local government and support the implementation of innovative methods of selection to public service.

Human resource is the most valuable and critical for all institutional and organizational resources in both public and private sectors. This is essentially because all other resources will be dormant without activation by the human element.

According to leading scientists of public administration, the full range of potential and characteristics of a person is important for professional selection and so the system needs to use all possible methods to identify these opportunities.

In general, the selection of personnel is the process of assessing professional qualities and skills of applicants to determine the suitability of each for a certain post. In Ukraine, as in other countries, this process is one of the most difficult in working with personnel. The possibility of selecting most professional and qualified specialists becomes much more complicated without creating the objective system of personnel selection.

The decision to hire a person is an important decision for the organization and for the individual. While more attention has traditionally been paid to selection than to recruitment, in practice there are times when recruitment is the more general term, and refers to the process of confirmation of the need for highly qualified personnel to

identify potential recruits, and attracting the full spectrum of potential employees, and has higher priority. This is especially true when there is a shortage of qualified personnel. The most sophisticated selection procedures can even become of little use if there are no suitable candidates for employment. This is one reason why labor markets and employment must work in agreement for effective results.

The overall aim of the recruitment and selection process is to obtain the qualitative employees required to satisfy the organizations needs in human resources. Three stages of recruitment and selection are: defining requirements related to the preparation of job descriptions and specifications, attracting candidates – reviewing and evaluating alternative sources of applicants inside and outside the organization and selection of candidates – familiarization with applications, interviewing, testing, evaluation of candidates.

Despite the desirability, inevitability and utility of secure and effective recruitment and selection personnel in the public service in practice it is disappointing to note the several negative factors of the organizational activity which generate dysfunctional effects on macro (institutional) and micro (employee) levels. Such factors include nepotism, ethnicity, favouritism and excessive political interference and manipulation.

Failure to comply with the selection procedures in public service reduces the professionalism and competence of civil servants, leads staff to heterogeneity. Practice shows that this, in turn, leads to the inability of workers to make decisions, apply scientific methods of forecasting, conflict resolution. Civil servants cannot rise to the level of awareness and vision of the problems, they lack knowledge of technology governance.

Given the current state of affairs, the nature of socio-political processes and tasks of state in Ukraine, the policy of human selection of civil servants should be based on systematic and proper scientific support.

For the effective functioning of local government institutions additional methods of recruitment and development of competence profiles should be implemented. The selection process of new personnel must be carefully planned according to the nature of organization. Mechanisms of recruitment process should be directed to the competition among interested qualified candidates. The creation of an independent examination commission, which will make decisions about compliance of the applicants to the posts could be also very efficient.

**SAMBUR N.**

*Master degree student*

**MAKAROVA I.**

*English language supervisor*

## **PENSION REFORM IN UKRAINE**

Розглядається пенсійна реформа в Україні, яка була розроблена та впроваджена протягом останніх років. Обґрунтовуються її доцільність, та ефективність.

**Key words:** pension reform, three-pillar pension system, financing of life annuity, pension benefits.

Pension problem gradually transformed into problem number one in our country. More than 14 million people of pension age live in Ukraine. All these people want to receive a decent pension and not to worry whether they have enough money for food, medicines and clothing next month. In 2004, in Ukraine three-pillar pension system was introduced: solidarity, funded and private pensions. During this time the laws were adopted, the main institutions of controlling and regulating systems were formed. However, this does not mean that all problems were resolved and work is done.

Pillar I is a solidarity system of the mandatory state pension insurance that is based on solidarity, subsidizing and paying pension benefits and providing social services at the expense of the Pension Fund. Pillar II is an accumulation system of the mandatory state pension insurance that is based on mandatory accumulation of pension money and financing of life annuity one-time payments on the conditions and in the manner prescribed by law. Pillar III is a non-state pension provision system that is based on voluntary participation of citizens, employers and their associations in raising pension money for citizens to receive pension benefits in addition to pension benefits of Pillars II and III.

It should be noted that traditional pension system design is socially and economically inefficient. Without profound reform the crisis of the pension system is guaranteed. All the public finances will be under intolerable burden. For example, in 2050 there may be 139 pensioners per 100 contributors. It is really gloomy perspective for the workers. Each worker will have to work for himself and besides make contributions to cover pension of one pensioner, plus almost 40% of pension of another pensioner.

The basic purpose of the pension reform program in Ukraine is the creation of three-pillar system of pension securing, with its help the citizens can save assets earned in efficient age to receive the sufficient income in old age.



The first pillar is based on the principle of obligation of young generation to contribute to the social welfare of the older population. The pension benefits paid out during a certain period are financed from the contributions of employees and employers during the same period. In the first pillar pension system no pension capital is set aside for future pension payments. In this pillar the total contributions are paid by both employer and employee and are used to pay pensions to current pensioners. The aim of this pillar is to give elderly people an adequate share of the national income of a given period and to secure a standard of living for elderly people.

The second pillar of a pension system is the obligatory state pension insurance, which is a system of obligatory accumulation of the citizens. The implementation of this system provides accumulation of personification part of citizens pension payments, and their further investment with the purpose of reception of the investment income, which is distributed between the participants in the order determined by the pension schemes, and is added after reaching pension age to a pension generated in solidarity system. Certainly, operations of investment and investment of obligatory accumulation should have a privileged tax mode, which will ensure increase of the sum of means for reinvestment and, accordingly, increase the level of pension payments. Thus the basic burden of the taxation should be on the period of capital investments of the pension contributions, instead of on contributions and cumulative investment income generated before the beginning of pension payments according to the pension circuit, elected by everyone.

This pillar enables persons to build up their own personal capital as pension provision by contributing some portion of their wage to the voluntary accounts in the private pension funds if they are not satisfied with the mandatory state pension system. Voluntary pensions are pensions taken out by individuals to provide for themselves at retirement. Contributions are paid into private pension funds and are invested in some way to get annuity at retirement.

So, we can conclude that Ukraine can implement a good pension reform. The reform should be implemented soon in order to see results in a number of years. Effects will not appear immediately. That is impossible. Providing pensions is the long-term business. Some positive outcomes will come in a couple of years, some after a decade. Not implementing the reform would lead to worsening of the current situation and if nothing is done in longer perspective than a catastrophe may come. It is better not to test this scenario.

Motivation to go for the reform gets stronger when we realize that young Ukrainian workers who now enter labor market will be around retirement age in 2050. Not only short-term goals but also their interest should be respected.

The reform is needed in order to reduce the cost of the pension system to be borne by the current and future workers. The reform is needed in order to provide them with a simple, easy and cheap pension system that will let them to allocate income over their life cycles in the optimal way.

A way to escape the demographic problem is designing and implementing a new system reform is needed to reduce the cost of the pension system for current and future workers.

Why do we need to create three-tier pension system? We need it to be able to guarantee a minimum level of pensions to all employees (pillar 1 – solidarity system), in order to be able to establish clear property rights through mandatory savings accounts (pillar 2 - the obligatory funded system), in order to be able to create conditions to accumulate additional retirement savings on a voluntary basis with increasing wages (pillar 3 - private pensions). In this case, citizens have become more aware of their responsibility for their retirement savings and faithfully perform its obligations to make contributions (all pillars).

**GONCHAROVA M.**

*Master degree student*

**MAKAROVA I.**

*English language supervisor*

## **PROBLEMS AND PROSPECTS OF LOCAL E-GOVERNMENT**

Розглядаються проблеми та перспективи системи «електронного уряду» у місцевому самоврядуванні в Україні на її шляху до європейської інтеграції.

**Key words:** e-government, local self-government, European integration.

Ukraine has chosen the course towards European integration but one of the most important problems in national level is on the one hand the absence of strategy for development of information society and on the other hand the absence of strategy for bridging the digital gap. The main problem on the local level is citizens' lack of access to the internet and underdeveloped electronic government services provided by local authorities. Electronic government is a system of the controlled from distance granting state informative services.

Electronic government realizes the function between citizens and local government. Efficiency of public authorities' performance is determined by the openness of government, which consists in the democratisation of relations between power and society, priority of rights and freedoms of citizens and rise in public trust for governments.

The establishment of electronic government comes in several stages:

- Information presentation on official web-sites;
- Government provides more information on public policy and delivers on-line services;
- Interaction between government and citizens provides two-ways' communication

The Public sector service delivery has evolved over time from the traditional model of government dispensing services via traditional modes to the emphasis on e-government and e-services to an integrated approach for enhancing the value of services to the citizen (Figure 1).

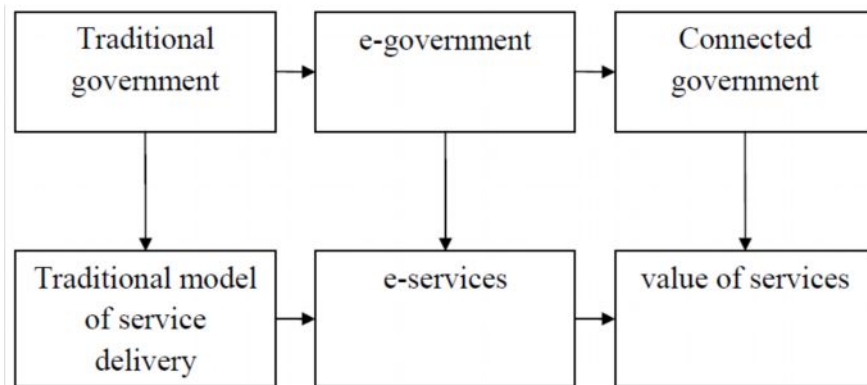


Figure 1. Evolving approach to public service delivery.

The forms of electronic government can be divided by its participants:

- G2G – «government to government»;
- G2B – «government to business»;
- G2C – «government to citizen».

Thus, Ukrainian local government must develop services in three directions: government to government; government to business; government to citizen.

Ukraine displays a big digital gap between regions (Figure 2).

**amount of internet users by regions of Ukraine**

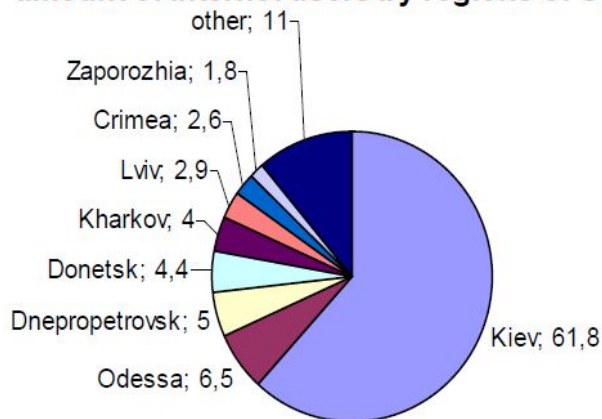


Figure 2. Amount of internet users by regions of Ukraine

To solve this problem the state should create formal and practical opportunities for citizen participation in e-government interaction in all regions. For this purpose Ukrainian government established a program “Electronic Ukraine” for 2005–2012 which foresees:

- introduction and use of the newest information and telecommunication technologies to satisfy the information needs of citizens, society and the state;
- providing for development of the national part of the global network of the Internet and setting conditions for wide access of physical and legal persons to the information resources of national and global networks;
- improvement of mechanisms for sharing the analytical information resources of local self-government authorities;
- providing citizens with access to information on the activity of public authorities.

The program does not address the main problem: absence of access to the internet by citizens, as there is no possibility at the local level to monitor the activity of local governments. The Ukrainian government must create a national strategy for the public administration computerisation which would include all administrative levels.

For effective work of electronic government in Ukraine it is necessary to make decisions on some tasks: create reliable internet network and unique computer-integrated depository of information that united all subsections of government of Ukraine; provide the grant of informative services of electronic government in a sector «government to business» – systems of distributing government businesses, electronic tenders, providing of contact with tax, custom bodies, bodies of state certification and licensing, administrations; «government to citizen» – systems of social service (pensions, social payments, benefits), system of public service, information services; «government to government» – electronic collaboration in the custom and tax spheres to attain two-way interaction.

Creation of local electronic government in Ukraine is difficult and lengthy task. It can be divided into such stages:

I. The first stage foresees the creation of the Internet network and widespread provision of information for citizens.

II. In the second stage, the governmental portal should provide interaction between governmental officials and citizens through a governmental portal, allowing for integration of people, application systems, and processes for the improvement of service delivery and of cooperation with the voters.

III. In the third stage, a governmental portal begins to provide the necessary local government services to citizens. Functioning of the system is carried out in accordance with the concept of electronic government on the basis of the «on demand» principle thanks to the elimination of internal barriers and possibility of conducting work from any place and any time.

Therefore, the development of e-government in Ukraine will serve for creation of national strategy for computerisation which will embrace areas of economic and social life which are central to the future growth and development.

Ukrainian national legislation of e-government must be focused on:

- The standardisation and interoperability of Public Administration systems (minimal standards/interoperability frameworks);

- Automotive interaction of electronic informational systems and databases of bodies of local government;
- The supervision and supporting of IT projects in Public Administration, at both central and local levels.

The experience of western countries shows that for effective informational exchange in public administration sequence and coordination of all initiatives and projects are needed. Informational technologies in this case are only a tool which allows creating a growth potential, but the realization of this potential depends on the complex of organizational and political factors.

***IVANOVA J.***

*Master degree student*

***MAKAROVA I.***

*English language supervisor*

## **REFORMATION OF LOCAL GOVERNMENT IN UKRAINE**

Розглядається система самоуправління та місцевого самоврядування в Україні, її принципи та функції. Також обґрунтовується необхідність реформування системи місцевого самоуправління в Україні.

**Key words:** self-governance, local government, reform.

Self-governance is an abstract concept which applies to several scales of organization. It may refer to personal conduct or family units but more commonly refers to larger scale activities, i.e., professions, industry bodies, religions and political units (usually referred to as Local Government), up to and including autonomous regions and/or others within nation-states who enjoy some sovereign rights. It falls within the larger context of governance and principles such as consent of the governed, and may involve non-profit organizations and corporate governance.

This article focuses on the self-governance of professions, industries including unions, and formal or informal political units including ethnic or ethical 'nations' not defined by national borders, and of religious organizations, which have professional and political elements.

Means of self-governance usually comprises at least the following:

- ✓ ethical code that outlines acceptable behavior within the unit or group, e.g. the Hippocratic Oath of doctors, established professional ethics, the Ten Key Values of Green parties.
- ✓ set of criteria whereby an outside legal code or political authority can be called in – unless the group itself opposes such authority, e.g., organized crime groups which are self-governing almost by definition.

- ✓ means of ensuring that outside authority does not become involved unless and until these criteria are satisfied, usually a code of silence regarding the activities of insiders when conversing with outsiders.
- ✓ process for registering and resolving grievances, e.g. medical malpractice, union procedures, and for achieving closure regarding them.
- ✓ the power to discipline its own members, ranging from fines and censure up to and including killing them, e.g. the Irish Republican Army, mafia or Tong groups, and militaries.
- ✓ means of selecting or electing leaders, e.g. a voting system, gang wars, identification of divinely selected individuals.
- ✓ means of controlling parties, factions, tendencies or other sub-groups that seek to break away and form new entities that would compete with the group or organization that already exists.

Local government is a form of public administration which in a majority of contexts, exists as the lowest tier of administration within a given state. Local governments generally act within powers delegated to them by legislation or directives of the higher level of government.

Local government in Ukraine is guaranteed by state law and the ability of the territorial community (residents of a village or a voluntary association of rural community residents of several villages, towns, cities) independently (or under the responsibility of agencies and local government officials) to solve local issues within the Constitution and laws of Ukraine.

Local governments are territorial communities of villages, cities (directly and through villages), townships, city councils and their executive bodies and district and regional councils (which represent the interests of communities of villages, towns and cities).

Local governments in Ukraine use the principles of:

- Democracy
- The rule of law
- Transparency
- Collegiality
- Combining local and state interests
- Legal, organizational, material and financial independence (within the powers defined by law)

Bodies subject to local self-government law may be separate instruments of the executive branch. Executive bodies of villages, townships and city councils have jurisdiction in the following areas:

- Socioeconomic and cultural development, planning and accounting
- Budgeting and finance
- Management of municipal property
- Housing, consumer and commercial services, catering, transport and communications
- Construction

- Education, health, culture, physical culture and sports
- Land use and environmental protection
- Social welfare
- Foreign economic activity
- Defense
- Administrative affairs and territorial structure
- Protection of rights, freedoms and lawful interests of citizens and others

Ukraine is a country that has faced a double challenge since its gaining independence from the Soviet Union in 1991: the transformation from one party rule to democracy; and the transformation from a planned economy to a free market system.

The difficulties that Ukraine has to a greater or lesser extent overcome were made all the more complicated by a third factor in the shape of the fundamental need to build a Ukrainian nation from a Ukrainian state with little previous history of independence and within which the constituent parts do not necessarily agree about their overall direction of travel. Political, economic and cultural divisions between the densely populated industrialized East and the rural Ukrainian-speaking West have become the source of considerable tension and political rivalry. Disputes on the kind of local government Ukraine needs touch upon all the vital issues on Ukraine's future, including the quality of Ukrainian democracy, the ability of the Ukrainian public sector to provide essential services to citizens, and of course, the capability of Ukraine to integrate into the European Union.

Therefore, a redesign of the system of local government is so closely woven into all these conundrums of reform explains why the issue has proven so intractable over the past 20 years. Crucially, the legal framework for intergovernmental relations in Ukraine is still in the making.

In terms of global normative understandings of good governance, the present Ukrainian system of territorial sub-division is far from ideal. Some of the major problems associated with this current structure are recognized as including: Excessive variety among units of the same level;

- Mismatch between responsibilities and organizational capacities of various units;

- Administrative enclaves and exclaves and overlaps, when territorial units include other units of the same administrative level;

- Large number of local governments (over 12 000) and rayons (about 500) which can be criticized as being an obstacle to effective management and control.

All the problems together make it difficult to distribute governmental responsibilities effectively and achieve cooperation between different levels of government, as well as between legislative and executive authorities at the local level. The system also has problematic in-built tensions; political and administrative relations between levels of government remain ambiguous, ineffective and create conflicts of interest, especially at regional and sub-regional levels.

The present Ukrainian system of regional and local government is typical of the post-Soviet states and mirrors (with some adjustments in the 1990s) the Soviet top-down means of local government administration via a vertically hierarchical line of councils from a village one to the Verkhovna Rada.

It is looks like that Ukraine's pattern of territorial governance stands on the cusp of change, making this an ideal moment to reflect on local and regional government in Ukraine and analyze its implications for European integration.

**MIROSCHNIK T.**

*Meisterstudierende im Fachbereich Staatsverwaltung*

**GRABKO O.**

*Betreuerin für Deutsch*

## MÜLLENTSORGUNG IN DEUTSCHLAND

У статті «Утилізація відходів в Німеччині» розглянуто основні аспекти утилізації відходів в Німеччині та їх форми.

**Schlüsselwörter:** Müllentsorgung, Abfallentsorgung, Abfallwirtschaft, Abfallbeseitigung, Abfallverwertung, Mülldeponien, Müllverbrennungsanlagen, Abfallgrube, Elektronikschrott, Müllverbrennung, Deponien, Hausmüll.

Im Artikel "Müllentsorgung in Deutschland" handelt es sich um Begriff Müllentsorgung und deren Formen. Dabei werden die Besonderheiten der Müllentsorgung betrachtet. Positive deutsche Erfahrungen, die auf diesem Gebiet gesammelt wurden, könnten in der Ukraine erfolgreich eingesetzt werden.

Die Entsorgung von Abfällen gilt als eines der größten Umweltprobleme des 21. Jahrhunderts, insbesondere aufgrund der großen Mengen des Abfalls.

Wie wird dieses Problem in Deutschland gelöst? Wessen Aufgabe ist das? Wer nimmt daran teil? Ist das die Sache allein des Staates sowie der Gemeinde, oder fühlt sich jeder Bürger eigenverantwortlich dafür? Wie haben Deutsche diese schwierige Frage in Erfolg gehabt? Versuchen wir alle diese Frage zu beantworten.

Abfallentsorgung ist der zentrale Teil der Abfallwirtschaft.

Hierzu gehören zum Beispiel das Einsammeln und Befördern von Abfällen durch Müllabfuhr, Recyclingverfahren zur Gewinnung von Sekundärrohstoffen, die Verbrennung in Müllverbrennungsanlagen zur Erzeugung von Energie oder die Ablagerung auf Mülldeponien. Die Anlagen zum Sammeln, Lagern und Behandeln werden in der Stadtplanung als Entsorgungsanlagen bezeichnet.

Als Abfallwirtschaft wird die Gesamtheit aller Tätigkeiten und Aufgaben bezeichnet, die mit dem Vermeiden, Verringern, Verwerten und Beseitigen von Abfällen zusammenhängen. Gleichzeitig ist die Abfallwirtschaft ein Wirtschaftszweig.



Sie umfasst die Planung, Ausführung und Kontrolle dieser Tätigkeiten und Aufgaben. Dies bezieht sich sowohl auf Abfälle aus der Industrie, dem Gewerbe und dem Dienstleistungssektor als auch auf Abfälle aus den Haushalten und öffentlichen Bereichen (Straßen, Parkanlagen etc.). Abfallwirtschaftliches Handeln kann öffentlich, privat oder in gemischten Formen organisiert sein.

Die Abfallwirtschaft als Tätigkeit, Aufgabe und Wissenschaft beschäftigt sich mit:

- den rechtlichen Grundlagen der Abfallentsorgung, z.B. im Kreislaufwirtschafts- und Abfallgesetz und den dazugehörigen Verordnungen (Definitionen von Abfall, Entledigung, Entsorgung; Verwertungsgebote, Rücknahmepflichten, kommunales Satzungsrecht, Gebührenrecht, Genehmigungsverfahren für Abfallbehandlungsanlagen etc.)
- den Abfallmengen, den Abfallarten, der Abfallzusammensetzung und der Abfallherkunft (Untersuchungsmethoden, toxikologische Bewertung)
- der strategischen Abfallwirtschaftsplanung (lokal, regional, staatlich), Abfallwirtschaftskonzepte und -pläne
- den Möglichkeiten der Abfallvermeidung z. B. durch Abfallberatung
- der getrennten Erfassung von verwertbaren und gefährlichen Bestandteilen aus gemischt anfallenden Abfällen
- Abfallentsorgung
- Sammlung und Transport von Abfällen (Behältersysteme, Fahrzeuge, Umladestationen)
- der Behandlung von Abfällen mit dem Ziel der Verwertung (Recycling) und Beseitigung (mechanisch, chemisch, biologisch, thermisch; z. B. Demontage, Zerkleinerung, Sortierung, Abscheidung, Stabilisierung/Inertisierung, Kompostierung/Vergärung, Verbrennung/Pyrolyse)
- der Ablagerung von Abfällen in Mülldeponien (Standortsuche, Planung, Abfalleinbau, Deponiegas, Deponiesickerwasser etc.)
- den Verwertungs- und Vermarktungsmöglichkeiten von getrennt erfassten Abfallbestandteilen (Fraktionen, Qualitäten; z.B. Kompost, Ersatzbrennstoffen, Baustoffe, Boden, Metalle)

Abfallentsorgung ist der Oberbegriff für alle Verfahren und Tätigkeiten, die der Beseitigung oder Verwertung von Abfällen dienen.

Unter Abfallbeseitigung versteht man dabei die Abgabe an die Umwelt unter Einhaltung vorgeschriebener Grenzwerte (meist bei flüssigen und gasförmigen Abfällen, gegebenenfalls nach vorheriger chemischer Umwandlung oder Verdünnung) oder die Überführung in ein Endlager (meist bei festen Abfällen, gegebenenfalls nach vorheriger Konditionierung und Verpackung). Zur Endlagerung von Abfällen benötigt man Mülldeponien oder andere geeignete Endlagerplätze, beispielsweise ehemalige Bergwerke oder Salzstöcke.

Unter Abfallverwertung versteht man die Wiederverwendung, das Recycling oder die thermische Verwertung der Abfälle oder eines Teils davon. Sofern der

Abfall zum Füllen der Hohlräume und damit prinzipiell zur Verhinderung von Bergschäden dient, kann die Untertageverbringung auch als eine Form der Verwertung angesehen werden.

Die wichtigste Regelung auf bundesdeutscher Ebene ist das Kreislaufwirtschafts- und Abfallgesetz (KrW-/AbfG). Als untergesetzliches schwarzen oder grauen. Jeder müsste also eigentlich genau wissen, welcher Müll wohin gehört.

Doch nicht alles, was nicht mehr gebraucht wird, kann einfach in eine Tonne geworfen werden: Sondermüll wie beispielsweise Batterien darf nicht mit dem normalen Hausmüll entsorgt werden. Chemikalien, giftige oder explosive Stoffe Regelwerk existiert eine Reihe von abfall- oder technologiespezifischen Verordnungen.

Abfallspezifische Regelungen (Auswahl):

- Elektroaltgeräte (ElektroG)
- Verpackungen (VerpackV)
- Altfahrzeuge (AltfahrzeugV)
- Bioabfall (BioAbfV)

Die Abfallentsorgung nehmen Entsorgungsfachbetriebe vor, welche sich entweder in öffentlicher oder privater Hand befinden. An die Entsorgung von Sonderabfällen werden besondere Anforderungen gestellt. Das Kreislaufwirtschafts- und Abfallgesetz aus dem Jahr 1994 sieht drei Entsorgungspfade vor:

*Pfad 1* folgt dem Grundsatz: Jeder Abfallbesitzer muss seine Abfälle selbst entsorgen. Dies entspricht dem *Verursacherprinzip*. Es geht vor allem um Handwerker und Gewerbetreibende. Sie haben entweder – wie die Großchemie – eigene Entsorgungsanlagen oder sie beauftragen ein privates Entsorgungsunternehmen. Für Sonderabfälle können die Länder die Nutzung von Anlagen kommunaler Zweckverbände vorschreiben. Man spricht vom Anschluss- und Benutzungszwang.

*Pfad 2* trägt der Tatsache Rechnung, dass Privathaushalte die bei ihnen anfallenden kleinen Mengen Hausmüll nicht selbst entsorgen können. Zuständig sind dafür traditionell die kreisfreien Städte und Landkreise, die sich in einigen Regionen zu Abfallzweckverbänden zusammengeschlossen haben. Sie können diese hoheitliche Aufgabe selbst erfüllen oder Unternehmen der privaten Entsorgungswirtschaft einschalten. Dies gilt für alle Maßnahmen der Entsorgung. Die meisten Kommunen haben nur Kompostieranlagen.

*Pfad 3* wurde auf Vorschlag von Bundesumweltminister Klaus Töpfer 1994 eingerichtet. Demnach sind Hersteller und Vertreiber von Verpackungen und weiteren Produkten verpflichtet, diese zurückzunehmen und selbst zu entsorgen. Der Gesetzgeber ging davon aus, dass die Hersteller bei der Produktgestaltung auf Umweltgesichtspunkte erst dann Rücksicht nehmen, wenn sie die Entsorgungskosten selbst tragen müssen. Dabei müssen sie daran interessiert sein diese Kosten zu reduzieren (Wettbewerbsvorteile).

Abfalltechnik beschäftigt sich mit der Beförderung, Aufarbeitung, stofflichen oder energetischen Verwertung und Beseitigung von Abfallstoffen.

Es gibt folgende Abfallvermeidungen Tipps:

Aufrüsten statt neu kaufen! (Oft ist es günstiger, den Computer aufzurüsten, anstatt einen neuen anzuschaffen.)

Geräte verschenken! (Anstatt alte, noch funktionsfähige Geräte zu entsorgen, können Sie sie verschenken.)

In Deutschland stehen vor jedem Haus mehrere Mülltonnen: Die für Verpackungsmüll aus Plastik und Metall ist gelb, die für Papiermüll meist blau. Biomüll wird in einer grünen oder braunen Tonne entsorgt und Restmüll in einer könnten auf Deponien oder in Müllverbrennungsanlagen großen Schaden anrichten.

Auch in Putz- und Desinfektionsmitteln sind schädliche chemische Stoffe enthalten. Werden die Flaschen nicht völlig entleert, sollte man sie lieber gesondert entsorgen. In jeder größeren Stadt gibt es spezielle Sammelstellen für Sondermüll. Kühlschränke, Motoröl, alte Computer oder Haus- und Hobbychemikalien können dort – oft gegen eine geringe Gebühr – abgegeben werden. Im Hausmüll haben diese Dinge nichts verloren.

Müll gibt es, seit es Menschen auf der Erde gibt. Reste von Kleidung und vor allem Nahrung wurden jahrtausendlang einfach weggeworfen. Daran hat sich bis auf den heutigen Tag nicht viel geändert. Immer noch wird - oft gedankenlos - weggeworfen, was nicht mehr gebraucht wird. Synthetische Stoffe wie zum Beispiel Plastik verrotten entweder gar nicht oder viel langsamer als organisches Material. Müll wird zwar inzwischen professionell entsorgt. Doch je moderner der Mensch wird, desto problematischer wird sein Müll.

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**SAVTSCHENKO V.**

*Meisterstudierende im Fachbereich Staatsverwaltung*

**GRABKO O.**

*Betreuerin für Deutsch*

## **VOLKSBEGEHREN UND VOLKSENTSCHEID IN BAYERN**

У статті «Народна ініціатива та референдум в Баварії» розглянуто можливості впливу громадян на вироблення управлінських рішень через народні ініціативи та референдуми, а також основні вимоги та етапи щодо проведення референдуму.

**Schlüsselwörter:** Volksbegehren, Volksentscheid, Verfassung, Stimmberechtigte, Gesetzesvorlagen, Unterschriften, Zuständigkeit, Einschränkung, Gemeinde, Eintragsliste, Abstimmung.

Volksbegehren und Volksentscheide geben den Bürgern die Möglichkeit, Landespolitik selbst zu gestalten. Nach der Bayerischen Verfassung wird der Wille des Volkes durch das von ihm gewählte Parlament ausgeübt (sogenannte parlamentarisch-repräsentative Demokratie). Artikel 74 der Verfassung von Bayern regelt den Ablauf der Volksbegehren und Volksentscheide.

Der ideale Weg zum Volksentscheid sieht so aus:

1) Zu allen landespolitischen Themen dürfen Bürgerinnen und Bürger Vorschläge ausarbeiten.

2) Volksinitiative Unterschriften: 0,25 Prozent, Frist: mindestens 6 Monate.

3) Parlament behandelt Vorschlag. Initiative hat Rederecht. Kompromiss oder Übernahme möglich.

4) Volksbegehren Unterschriften: 3 Prozent, Frist: mindestens 6 Monate freie Unterschriften-Sammlung.

5) Parlament kann Initiative übernehmen oder Alternativvorschlag mit zur Abstimmung stellen.

6) Eine Informations-Broschüre wird an alle Haushalte verschickt.

Zuerst wird *Antrag auf Zulassung eines Volksbegehrens* bei dem Bayer. Staatsministerium des Innern, für Bau und Verkehr eingereicht, das die gesetzlichen Voraussetzungen für die Zulassung prüft. Dabei ist zu unterscheiden zwischen formellen und materiellen Voraussetzungen:

*Formelle Voraussetzungen.* Diese ergeben sich aus Art.63 des Landeswahlgesetzes (LWG)) in der Fassung der Bekanntmachung vom 05.07.2002, GVBlS. 277, ber. S.620, zuletzt geändert durch §1 des Gesetzes vom 11.12.2012, GVBl S.620, §§72, 73 der Landeswahlordnung (LWO1) vom 16.02.2003, GVBlS.62, zuletzt geändert durch Verordnung vom 04.03.2013, GVBlS.80, und der Anlage 18 zur LWO). Eine Zusammenfassung dieser formellen Erfordernisse und Hinweise zur Sammlung der Unterschriften sowie zur Einreichung des Antrags enthält das

gesonderte Merkblatt. Der Antrag besteht aus einem ausgearbeitetem Gesetzentwurf, einer Begründung und den notwendigen mindestens 25000 Unterschriften von Stimmberechtigten zur bayerischen Landtagswahl entsprechend dem verbindlichen Muster nach Anlage 18 LWO. Nicht formgerechte Anträge sind als unzulässig zurückzuweisen.

*Materielle Voraussetzungen.* Ein Volksbegehren ist ein Akt der Legislative (Gesetzgebung) und muss deshalb gerichtet sein auf Erlass, Änderung oder Aufhebung eines einfachen Gesetzes oder auf Ergänzung bzw. Änderung der Bayerischen Verfassung – BV- (Art.71 BV, Art.62 Abs.1 LWG). Dagegen kann das Volksbegehren nicht auf Erlass einer Rechtsverordnung gerichtet sein, denn dieser ist der Exekutive, also der Staatsregierung bzw. den Staatsministerien, vorbehalten (vgl. Art.55 Nr.2 Sätze 2 und3 BV). Ziel eines Volksbegehrens kann auch ein Volksentscheid über die Abberufung des Landtags sein (Art.18 Abs.3 BV, Art.83, 84 LWG).

Unzulässig wäre ein Volksbegehren insbesondere dann, wenn der Antrag eine unzulässige Verfassungsänderung (Art.75 Abs.1 Satz2 BV) oder eine verfassungswidrige Einschränkung eines Grundrechts (Art.98 BV) enthält (vgl. Art.62 Abs.2 Satz2, Art.64 Abs.1 Satz2 LWG).

Ein Volksbegehren muss sich außerdem im Rahmen der Zuständigkeit des Landesgesetzgebers halten; Gegenstände der Bundesgesetzgebung sind danach ausgeschlossen (vgl. Art.70 bis 74 Grundgesetz).

*Vorbereitung und Eintragung eines Volksbegehrens.* Für den Fall, dass das Staatsministerium des Innern, für Bau und Verkehr oder ggf. der Bayer. Verfassungsgerichtshof dem Zulassungsantrag stattgibt, ist das Volksbegehren innerhalb von acht bis zwölf Wochen nach der Veröffentlichung im Staatsanzeiger durchzuführen (Art.65 Abs.3 LWG). In dieser Zeit bis zum Beginn der Eintragungsfrist müssen die Gemeinden die notwendigen Vorbereitungsmaßnahmen treffen, z.B. die Wählerverzeichnisse aufstellen, und die örtlichen Eintragungsstellen und die individuellen Eintragungszeiten ortsüblich bekanntmachen. Amtliche Wahlbenachrichtigungen an die Stimmberechtigten werden nicht versandt. Den Antragstellern bzw. Initiatoren des Volksbegehrens obliegt es, die Stimmberechtigten über ihr Anliegen im Einzelnen zu informieren und sie zur Eintragung aufzurufen. Sie müssen die Eintragungslisten beschaffen und den kreisfreien Gemeinden und Landratsämtern spätestens zwei Wochen vor Beginn der Eintragungsfrist zuleiten. Die Eintragungslisten müssen den vollen Inhalt des Volksbegehrens (Text und Begründung des Gesetzentwurfs) bzw. den Antrag auf Abberufung des Landtags enthalten (§78, Anlage20 LWO).

*Ergebnis des Volksbegehrens.* Die Zahlen der gültigen Eintragungen und der Stimmberechtigten werden von den Gemeinden unmittelbar nach Ende der 14-tägigen Eintragungsfrist festgestellt und an den Landeswahlleiter gemeldet. Der Landeswahlleiter gibt das vorläufige Ergebnis in der Regel bereits am ersten Tag nach Ende der Eintragungsfrist bekannt, das endgültige Ergebnis stellt der

Landeswahlausschuss ca. zwei bis drei Wochen später fest. Dieses Ergebnis wird durch den Landeswahlleiter bekanntgemacht.

*Dauer des Verfahrens.* Der Zeitbedarf für das Verfahren ab dem Eingang des Zulassungsantrags beim Staatsministerium des Innern, für Bau und Verkehr bis zur Feststellung des Ergebnisses durch den Landeswahlausschuss liegt im Fall der Stattgabe des Antrags durch das Innenministerium etwa bei vier bis fünf Monaten, im Fall der Vorlage an den Verfassungsgerichtshof etwa bei sieben bis neun Monaten.

*Verfahren des Volksentscheides im Landtag.* Rechtsgültige Volksbegehren hat der Ministerpräsident innerhalb von vier Wochen nach Feststellung des Ergebnisses durch den Landeswahlausschuss mit einer Stellungnahme der Staatsregierung dem Landtag zu unterbreiten.

Der Volksentscheid hat ggf. innerhalb von drei Monaten nach dem Beschluss des Landtags (ggf. der Entscheidung des Verfassungsgerichtshofs) stattzufinden.

*Ergebnis des Volksentscheids.* Ein Gesetzentwurf ist durch Volksentscheid angenommen, wenn er mehr gültige Ja- als Nein-Stimmen erhält; bei verfassungsändernden Gesetzentwürfen über Volksbegehren müssen diese Ja-Stimmen zudem mindestens 25% der Stimmberechtigten in Bayern entsprechen (Quorum).

Im Fall einer gleichzeitigen Abstimmung über mehrere Gesetzesentwürfe, die den gleichen Gegenstand betreffen, inhaltlich aber miteinander nicht vereinbar sind, gilt Folgendes:

1) Hat nur ein Gesetzentwurf die erforderliche Zustimmung erreicht, ist dieser Gesetzentwurf angenommen.

2) Haben zwei oder mehr Gesetzentwürfe die erforderliche Zustimmung erreicht, ist der Gesetzentwurf angenommen, der bei der Stichfrage die Mehrheit der gültigen Stimmen erhält.

3) Ergibt sich bei der Stichfrage Stimmengleichheit, ist der Gesetzentwurf angenommen, der die meisten gültigen Ja-Stimmen erhalten hat.

4) Haben dabei zwei oder mehr Gesetzentwürfe die gleiche Zahl an gültigen Ja-Stimmen erhalten, ist derjenige angenommen, der nach Abzug der auf ihn entfallenden Nein-Stimmen die größte Zahl an Ja-Stimmen auf sich vereinigt.

5) Ergibt sich auch danach Stimmengleichheit zwischen zwei oder mehr Gesetzentwürfen, wird über diese Gesetzentwürfe erneut abgestimmt.

Also, der Volksentscheid ist ein Instrument der direkten Demokratie in Deutschland. Er ist eine üblicherweise, verbindliche, direktdemokratische Sachabstimmung des Wahlvolkes über eine politische Angelegenheit.

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**Тези доповідей на студентській  
науково-практичній конференції  
«Актуальні проблеми менеджменту»**

**TARASOVA A.**

*The 2-nd year Bachelor degree student Management faculty*

**KONDRASHEVA O.**

*English language supervisor*

**HOW TO DEAL WITH HOSTILE PEOPLE  
WHO HAVE EXPLOSIVE BEHAVIOR**

Йдеться про ефективне управління підлеглими з урахуванням психологічних рис індивідууму. Підкреслюється необхідність збереження здорового робочого середовища у колективі працівників, вміння керівника виходити з важких конфліктних ситуацій.

**Key words:** effective performance, psychological knowledge, to identify personal peculiarities, extraordinary features of character, to categorize human behavior, unstable people, a cooling down effect.

A manager is a professional, who organizes employees to effective performance. In his work a manager communicates with different kinds of people (colleagues, subordinates, superiors and clients). That's why he needs some psychological knowledge to perform his professional duties effectively. A manager has to bear in mind that each person is a unique individual and a manager's duty is to identify personal peculiarities of the personality he deals with and to take them into account while working with him. But a manager can come across certain difficulties dealing with people possessing some extraordinary features of character.

When you deal with a large number of people during the course of your work and leisure time, you often come across extremes of behavior. But, in case you are not a professional psychologist, you tend to categorize human behavior and simply find the right way to socialize with a person. However, some kinds of individual's behavior are so extreme that you can refer to the neither of the known to you ordinary psychological category. The sort of hostile behavior that takes your breath away is the adult tantrum.

These people behave just like children. They produce a tantrum that is a fearsome attack filled with rage that seems to be out of control. Provocation or resistance, no matter whether it is intended or not, can create an even greater blast. In this situation things are thrown, blows are struck or unforgivable and never to be forgotten things are said.

When these people feel both frustrated and psychologically threatened, they suddenly produce an adult tantrum. Often, the victim of this explosion is unaware of



having said or done anything wrong and is surprised and bewildered at the situation which suddenly becomes very noisy.

The adult tantrum is a grown up version of the early defensive tactics used by children to cope with fear, helplessness and frustration. For a frightened child, a tantrum brings adults to their level. It gives real power to the powerless. The adult version is not much different.

These unstable people can be very effective at disrupting the normal behavior of other people. As a result, they create the greatest reactions of anger and uncooperative behavior. At worst, they may induce tantrums in other people. Most people are not motivated at all to understand this type of behavior, mainly because of the emotional damage it causes.

Handling this sort of behavior should be focused on assisting such people to regain self-control. During the tantrum they lose control both over themselves and over the situation. When this kind of people has lost control they cannot hear you and can not think realistic. Give them some time to exhaust their steam. These people will sometimes cut their tantrum short when they realize what you're doing. Sometimes you have to interrupt them loudly. Some phrases that work are, "Stop, stop," "Wait a minute," "Right, right," or "Yes, yes." The repetitions plus volume sometimes work.

You have to demonstrate your intentions. Once you have reached contact with them and achieved a level of attention, you can say, "I can see that this is very important to you. It is also very important to me as well. I want to discuss it with you, but not like this." You may have to repeat this "threat reducing" phrase more than once to have an effect.

If these techniques don't work, you need to get yourself some breathing space. One way of doing it is to say, "Let's go and have coffee." This will save both of you some time to calm the situation and allows the hostile person to regain self-control. It also breaks up the immediate interaction and allows a fresh start. The physical act of moving to a different place will cause a cooling down effect. Once you are there, you can continue the discussion in a less heated atmosphere.

***ONIPCHENKO Y., MOSKALENKO Y.***

*The 2-nd year Bachelor degree students Management faculty*

***KONDRASHEVA O.***

*English language supervisor*

## **FREWDERICK HERZBERG'S TWO – FACTOR THEORY AND ITS IMPACT ON THE SCINCE OF MANAGEMENT DEVELOPMENT**

Надано інформацію про систему двох факторів мотивації Фредеріка Херцберга та її значення для розвитку науки управління. Наводяться приклади впливу кожного з мотиваційних факторів на робочий процес.

**Key words:** motivation at work, two factor content theory, needs and desires, highly motivated and satisfied, hygiene factors, motivational factors, job environment, to be praised and recognized.

Frederick Irving Herzberg (April 18, 1923 – January 19, 2000) born in Massachusetts was an American psychologist who became one of the most influential names in business management. He is most famous for introducing job enrichment and the Motivation-Hygiene theory.

Frederick Herzberg was a well respected American who contributed greatly to the way in which managers think about motivation at work. He first published his theory in 1959 in his book entitled ‘The Motivation to Work’ and put forward a two factor content theory which nowadays is often referred to as a “two-needs system”.

It is a content theory which explains the factors of the individuals’ motivation by identifying their needs and desires, and by establishing the aims that they pursue to satisfy these desires.

Herzberg’s original research was undertaken in the offices of engineers and accountants rather than on the factory floor where he was involved in interviewing over two hundred employees. His aim was to determine work situations in which the subjects were highly motivated and satisfied.

In his findings Herzberg split his factors of motivation into two categories called *Hygiene factors* and *Motivation factors*.

Let’s consider *Hygiene factors* first (dissatisfaction factors). They are those job factors which are essential for motivation at the workplace. These factors do not lead to long-term satisfaction. But the absence of hygiene factors at the workplace causes dissatisfaction. These factors are extrinsic to work. Hygiene factors are also called “*maintenance*” and describe the job environment. Hygiene factors symbolize the physiological needs which the individuals want and expect to satisfy. Hygiene factors include:

**Payment** - The payment or salary structure should be appropriate and reasonable. It must be equal and competitive to those that exist in the same industry.

**Company Policy and administrative policy** - The company policy should not be too rigid. It should be fair and clear. It should include favorable working conditions: flexible working hours, dress code, breaks, vacations, etc.

**Supplemental benefits** - The employees should be offered health care plans (medic aim), benefits for the family members, employee help programs, etc.

**Physical Working conditions** - The working conditions should be safe, clean and hygienic. The work equipment should be updated and well-maintained.

**Status** - The employees' status within the organization should be familiar and retained.

**Interpersonal relations** - The relationship of the employees with their superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation elements present.

**Job Security** - The organization must provide job security to the employees.

And now we are passing to *Motivational factors* (satisfaction factors)

According to Herzberg, the hygiene factors cannot be regarded as motivators. But the motivational factors yield positive satisfaction. These factors are inherent to work. While hygiene factors are extrinsic to work. Motivational factors motivate the employees for a superior performance. These factors are called "*satisfiers*" and are involved in job performance. Employees find these factors to be rewarding ones. Motivational factors include:

**Recognition** - The employees should be praised and recognized for their accomplishments by the managers.

**Sense of achievement** - The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.

**Growth and promotional opportunities** - There must be career opportunities in an organization to motivate the employees to work well.

**Responsibility** - The employees must bear responsibilities for their performance. The managers should minimize control over executors but retain their accountability.

**Meaningfulness of the work** - The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

Both lists contain factors that lead to motivation, but to a differing extent because they satisfy different kinds of needs. The *Hygiene factors* have an end. Once fulfilled, they cease to be motivating factors. As for the *Motivation factors*, they are much more open-ended and that is why they continue to motivate employees.

In his research Herzberg also distinguished two distinct human needs:

**Physiological needs:** avoid unpleasantness or discomfort which may be satisfied through money to provide food, shelter, security.

**Psychological needs:** to be socially acknowledged, to be respected.

It is important to understand that the two types of factors are not mutually exclusive and that management must try to take into account both types of

needs. Once the Hygiene factors have been satisfied, further motivation will not be provided. In case they are not satisfied de-motivation arises. As for the Motivation factors, if some of them are not provided the workers may still feel motivated. Major companies develop their management policy combining the methods of reward and recognition.

Over the years there was some criticism of this motivation theory, but further studies supported **Herzberg's motivation** theory findings. In addition some critics have declared that it is natural for people to take credit for satisfaction, but to blame dissatisfaction on external factors. Every individual is just that – an individual and theories of motivation cannot realistically apply to each single employee; however, they are useful for identifying the main ways in which people are motivated. Herzberg and his findings have been extremely influential in developments associated with the field of job design and methods of management to provide job satisfaction and motivation.

***POLUSHIN A., KNIKHUTA N.***

*The 2-nd year Bachelor degree students Management faculty*

***KONDRASHEVA O.***

*English language supervisor*

## **EVOLUTION OF CONFLICT MANAGEMENT**

Розглядається проблема вирішення конфлікту у бізнесі. Викладені наукові погляди на теорію конфлікту. Наведена система стилів вирішення конфлікту та описані можливі наслідки вирішення конфлікту тим або іншим способом.

**Key words:** conflict management, a loser and a winner, conflict-handling process, avoiding a conflict, to agree to negotiate, resolution process, collaboration.

The early approach to conflict management was based on the assumption that any conflict is bad and will always be counterproductive to organizational goals. Therefore, to manage conflicts meant to avoid them. This led to considering a conflict to produce the only possible outcome: a win-lose scenario. In this case, there were two parties of a conflict a loser and a winner. Managers viewed a conflict situation as something they had to eliminate in their organization. This avoidance approach to the conflict management had prevailed till the 40-s of the 20-th century.

In the 70-s of the 20-th century there were those who considered that a conflict was a natural and inevitable thing in any organizational setting. They saw a conflict situation in business environment as unavoidable and recommended to put up with

the fact. In other words, conflict cannot be eliminated and may even benefit the organization. It was the time when the term "conflict management" was introduced, according to Nurmi and Darling.

Later on a new point of view on conflict in organization emerged and was called as the approach of inter-actionists. They recommended not only to accept a conflict, but also to encourage it. The scholars were of the opinion that a conflict-free, harmonious, and cooperative organization tended to become stagnant and couldn't be responsive to market changes and development. The fact is that, it is necessary for managers to interject a minimum level of conflict to maintain an optimal level of organizational performance. Shelton and Darling' opinion is that conflict situation at work is a necessary condition for both individual and organizational development. Managers have to "embrace conflict and use it for continuous transformation."

Nevertheless, the conflict management methods were elaborated.

Such scholars as Thomas and Kilmann suggest a conflict-handling process which comprises five conflict management styles and bases on two dimensions: *assertion* and *cooperation*. *Assertion* is the motivation of an individual to achieve his/her own goals, objectives, and outcomes, while *cooperation* is the willingness to allow or help the other party to achieve its goals or outcomes. Any of the five conflict resolution styles might be appropriate in different circumstances and depends on the personalities of the individuals involved.

**“Avoiding” conflict resolution style.** Avoiding a conflict or withdrawing from it requires no courage or consideration for the other party. By avoiding the conflict you pretend that it has never happened. You pretend that there is nothing wrong completely shuttering down.

**“Giving in” conflict resolution style.** Giving in or accommodating the other party requires little courage and a lot of cooperation. In fact, you agree to accommodate the other party by acknowledging and accepting his point of view or suggestion. It means that you let the other party have his way. This style leads to making peace and moving forward. It also makes you feel resentment to the other party.

**“Standing your ground” conflict resolution style.** Standing your ground requires some courage and can be not very thoughtful. This way you are competing with the opponent. You try to ensure that you will win the battle. The fact is that competitive approach offers short-term rewards but further on it may have a bad effect on your business.

**“Compromising” conflict resolution style.** Compromising is a big step forward conflict resolution style. Both courage and consideration are used when both parties look for common ground. In this case you agree to negotiate main points and go off the minor things. This style quickens the resolution process. But sometimes the person compromising may use such a tactics to mislead you. So, beware.

**“Collaborating” conflict resolution style.** Collaborating plays a major role in conflict resolution. It requires great courage and much consideration. Collaborating means listening to the other side, discussing areas of agreement and goals, making

sure that the parties understand each other. Collaboration requires creative thinking to resolve the problem without concessions. Collaborators are usually admired and well-respected in business.

However, any of the five conflict resolution styles may be appropriate and effective in different specific situations. The style choice depends on the parties and personalities involved, the desired outcomes, and the time available. The key to become more prepared is to understand the advantages and disadvantages of each method. In any case both in business and in any life spheres you have to look for problems solution that is why you have to find the way to resolve conflicts of interests.

***RATUSHNAYA A.***

*The 2-nd year Bachelor degree student Management faculty*

***KONDRASHEVA O.***

*English language supervisor*

## **BUSINESS ETHICS**

Розглядається питання додержання етичних норм суспільства у бізнесі. Підкреслюється залежність комерційних структур від етики суспільства, в якому вона функціонує.

**Key words:** code of ethical behavior, agreed moral code, modern business environment, business ethics development, standards and opinions.

Definition of the word ``ethics`` means standards of right and wrong behavior. Another word often used in this respect is “morality”. The thing is whether businesses behave in an ethical way. In the 19<sup>th</sup> Century everybody in the United Kingdom more or less accepted the Christian code of ethical behavior and businesses were expected to follow it.

In modern business environment today, things have got more complicated. There are some hardships for business ethics development. They are:

- 1) There is no longer one agreed moral code. Most people have a weak sense of religion or none at all, so their morality may come from somewhere else.
- 2) There are competing religious and social moral codes, especially for multinational companies operating in different parts of the world and employing people from different cultures.
- 3) The aim to get profit has become a goal in its own right, and this presses on people to compromise their standards, not just ethically, but in less important areas too. So when good behavior and good profit come into conflict, businesses find it difficult to resist the profit.

But we need to realize that businesses are only the people who work in them, businesses don't decide anything - it is the people who are in business and who make decisions. There are some advantages for business ethics development in contemporary business environment:

1) Nowadays, greater wealth in the western economies means that people can afford to have less tolerance for ethically bad behavior. Now, we do not simply desire growth and employment at any cost. Besides, people are also better educated and better informed.

2) Big businesses have group cultures with their own norms and standards and individuals have a strong need to fit them and be accepted, so it is very difficult for any individual to resist attitudes and decisions they disagree with.

3) Businesses have to sell to consumers and employ workers who have their own standards and opinions. People are not going to buy from or work for business they disapprove. So there is a competitive pressure for better behavior in business.

4) Many business managers and owners have ambitions of social acceptance and recognition, that is why they are not going to get caught behaving unethically.

5) Modern technology creates ethical dilemmas which never existed until quite recently. Medical products, and gene technologies, are a good example of this. Some businesses set up special committees to discuss and decide ethical problems, and they may even employ a professional philosopher to help them.

6) Business owners and managers don't like negative publicity they want to avoid expensive and embarrassing PR disasters.

Can businesses be expected to behave ethically? One argument is that businesses are products of the society in which they operate, in which they sell their products and in which they hire employees. So businesses are expected to reflect the ethical standards of the surrounding society. One problem with this view is that society doesn't always have clear ethical standards to which businesses can stick.

***AKIMENKO M.***

*The 2-nd year Bachelor degree student Management faculty*

***MAKAROVA I.***

*English language supervisor*

## **EFFECTIVE ORGANIZATION OF A MANAGER'S PERFORMANCE**

Наголошується на важливості вміння управляти часом управлінцями. Надаються поради щодо ефективної організації робочого часу. Розглядаються декілька підходів до цього питання.

**Key words:** time management, manager, task, goal.

Many business people struggle with time management and would like to accomplish more tasks in a day, or have more time for non-work activities. There are a number of tips and suggestions for improving time management in a person's workplace and home, and different approaches work for different people.

First of such tips is delegating tasks that can be easily assigned to or contracted out to someone else. By delegating a task, one can have more time to accomplish other important tasks. A primary concern is that a manager should only delegate if there is a person who is skilled enough to do the task at hand. There are three types of tasks that are best suited to being assigned to someone else: (1) tasks for which you do not have adequate skill or expertise, (2) tasks that you do not want to do but that others might, and (3) tasks that are easy to accomplish but detract from your value to the organization.

Procrastination, or putting off a task that must be completed, is common to many people. Procrastination occurs for many reasons: one may not know where to start on a task, may not understand a task, may dislike the task, or may worry that he/she cannot complete a task successfully. Therefore, to accomplish more in a workday, it is best to tackle the most difficult or worrisome task first. This is beneficial because it allows to devote the time and mental energy that is necessary for a difficult or unpleasant task when a person is most able to. When the unpleasant task is finished, it no longer creates anxiety and worry, which can save time.

Goals can be very effective ways to meet work-place demands in a timely manner. Goals are measurable, short-term objectives. However, for a goal to be effective, it must be designed properly by being specific and difficult, because only in this case a progress can be assessed. Goals should also be difficult, but not too challenging.

Another way to manage working time is to set deadlines. What is also important is that a person's work is likely to be higher quality if deadlines are met; attention to detail can suffer when a person is hurrying to finish a project.

Organization and time management go hand in hand. Many people waste time looking for documents, messages necessary to complete tasks in a timely manner.

While managing time one should not forget that each person has a time of the day in which they are better able to concentrate or to do certain types of work. Such understanding helps to schedule certain types of tasks throughout the day to be more productive and thus to complete the work in a more effective manner.

Stress is a major barrier to effective time management. Stress created by the workplace or by personal concerns can create anxiety and worry that are distracting from work. To manage stress, it is important to first recognize what is creating the stress. Once the stressor is recognized, it can be better managed.

Many people who struggle with time management do so because they have too many obligations. People agree to take on tasks or responsibilities, knowing that their time is limited, but feeling that they cannot say no for many reasons. So, saying no to a request is a better option than taking on a task for which there is not adequate time. Therefore, knowing the right time to decline a request is important.



Because time management can have an effect on employees' productivity in the workplace, some employers are offering information and assistance for employees who want to better manage their time. Some organizations now offer time management workshops that teach skills such as those listed above. Additionally, seminars may be developed around particular models of time management.

Another approach employers can use to assist employees in time management skills is through wellness programs. Wellness programs are opportunities offered or subsidized by the organization to promote physical and emotional health and well-being, thereby reducing stress.

All in all it should be noted, that time management is a challenge for many people. By learning delegating skills, prioritizing tasks appropriately, setting goals, meeting deadlines early, staying organized, finding the most productive time of the day, minimizing stress, saying "no" to some requests, and reducing the intrusion of technology, employees may be able to improve their time management and thus become more productive and efficient.

***PERETYATKO K.***

*The 2-nd year Bachelor degree student Management faculty*

***MAKAROVA I.***

*English language supervisor*

## **FORMS OF COMMUNICATION: NON-VERBAL COMMUNICATION**

Розглядається невербальна форма комунікації. Невербальна форма комунікації є менш контрольованою, тому вона надає більш інформації та є більш важливою для менеджерів.

**Key words:** non-verbal communication, verbal communication, advantage, disadvantage.

There are two main basic forms of communication – non-verbal and verbal. Non-verbal communication is less structured than verbal, which makes it more difficult to study. Although non-verbal communication is often unplanned, it has more impact than verbal communication. Non-verbal cues are especially important in conveying feelings; accounting for 93 percent of the emotional meaning that is exchanged in any interaction.

One advantage of non-verbal communication is its reliability. Most people can deceive us much more easily with their words than they can with their bodies. Words are relatively easy to control; body language, facial expressions, and vocal characteristics are not. By paying attention to these non-verbal cues, we can detect deception or affirm a speaker's honesty.

Non-verbal communication is important for another reason as well: it can be efficient from both the sender's and the receiver's standpoint. You can transmit a non-verbal message without even thinking about it, and your audience can register the meaning unconsciously. By the same token, when you have a conscious purpose, you can often achieve it more economically with a gesture than you can with words. A wave of the hand, a pat on the back, a wink—all are streamlined expressions of thought.

Although non-verbal communication can stand alone, it frequently works with speech. Our words carry part of the message, and non-verbal signals carry the rest. Together, the two modes of expression make a powerful team, augmenting, reinforcing, and clarifying each other.

Experts in non-verbal communication suggest that it have six specific functions:

- to provide information, either consciously or unconsciously;
- to regulate the flow of conversation;
- to express emotion;
- to qualify, complement, contradict, or expand verbal messages;
- to control or influence others;
- to facilitate specific tasks, such as teaching a person to swing a golf club.

Non-verbal communication plays a role in business too. For one thing, it helps to establish credibility and leadership potential. Furthermore, if you can learn to read other people's non-verbal messages, you will be able to interpret their underlying attitudes and intentions more accurately. When dealing with co-workers, customers, and clients, watch carefully for small signs that reveal how the conversation is going. If a person isn't having the wanted effect, he\she should the words; then, if your words are all right, try to be aware of the non-verbal meanings you are transmitting. At the same time, one should stay tuned to the non-verbal signals that the other person is sending.

Although many things can be expressed non-verbally, there are limits to what one can communicate without the help of language. If you want to discuss past events, ideas, or abstractions, you need words—symbols that stand for thoughts — arranged in meaningful patterns.

When it comes to sending business messages, speaking is more common than writing. Giving instructions, conducting interviews, working in small groups, attending meetings, and making speeches are all important activities. Even though writing may be less common, it is important too. When you want to send a complex message of lasting significance, you will probably want to put it in writing.

It's important to remember that effective communication is a two-way street. People in business spend more time obtaining information than transmitting it, so to do their jobs effectively, they need good listening and reading skills.

Although listening and reading obviously differ, both require a similar approach. The first step is to register the information, which means that you must

tune out distractions and focus your attention. You must then interpret and evaluate the information, respond in some fashion, and file away the data for future reference. The most important part of this process is interpretation and evaluation.

Another thing which is very important in communication is understanding culture. Person may not realise it, but he belongs to several cultures. The most obvious is the culture he shares with all other people who live in the same country. But this person also belongs to other cultural groups, such as an ethnic group, a religious group, a fraternity or sorority, or perhaps a profession that has its own special language and customs.

All the above-mentioned helps to build up effective communication which is important in various spheres of life and especially in management. It helps avoid misunderstandings because you will know what other think. Effective communication helps you to connect with people. This fulfils the human need for socialising. Communication helps you to get what you want by expressing yourself appropriately and getting the tasks done.

**TROTSENKO E.**

*The 2-nd year Bachelor degree student Management faculty*

**MAKAROVA I.**

*English language supervisor*

## **COMPANY MANAGEMENT STYLES**

Йдеться про різні стилі управління, переваги та недоліки кожного з них. Визначається, що менеджер має обирати стиль управління відповідно до виду бізнесу яким займається компанія, реальних обставин та персоналу.

**Key words:** management style, manager, behavior, management.

Management styles are the fundamental cornerstones of management skills. A simple way of looking at it is to see a management style as a unique collection of management qualities. These qualities combine to produce what the scientists call a 'flavor of behavior'. A management style is thus a framework of decision making and action.

Management styles are also known as 'leadership styles', indeed they are interchangeable phrases most of the time. Most theorists however, prefer to see leadership styles as frameworks for inspiring and leading others, and management styles as frameworks for making operational decisions and controlling resources.

As it was mentioned above there are several types of management styles. These are commonly accepted, and the definitions of which have been developed over many years.

The main 6 types of management style are:

Autocratic Management Style,  
Democratic Management Style,  
Bureaucratic Management Style,  
Paternalistic Management Style,  
Laissez-faire Management Style,  
MBWA (Management by Walking Around)

There are several other types of management styles, however these tend to overlap with those listed above, and therefore aren't as useful for comparative purposes.

The autocratic management style is characterized by a top-down communication model. Information is passed from executives to senior management to employees, because most decisions are made at the top.

Democratic management styles tend to be adopted by many managers. Democratic management is all about full employee consultation and feedback. A democratic manager will have failed if major changes were made concerning the way employees' work, without them having considerable say on the matter. Democratic management styles do not ensure employees get whatever they want, but they ensure that managers know exactly what their employees need before making important decisions.

The bureaucratic management style is an unpopular but necessary management style, used in cultures where accountability and transparency is high, and the risks of mal-practice are critical. Bureaucratic organizations that rely upon their decision-making systems are often costly and slower than ones that rely upon judgmental decisions from leaders, but can be more reliable and safeguarded against employee or manager abuse. Governmental organizations prefer bureaucratic management styles for this reason.

The paternalistic management style strives to achieve a balance between top-down decision making, and maximizing the welfare needs of the employees. Paternalistic managers do therefore make decisions largely on their own, but their internal decision-making process takes in the personal needs of their workers as an important factor, and does not solely concentrate on the bottom line.

The key word describing the laissez-faire management style would be 'delegation'. Laissez-faire is based on the truth that many employees feel more motivated and commit more to projects, when they believe that they are in complete control and have responsibility.

Management by Walking Around (MBWA) is a classic technique used by managers who are proactive listeners. Managers using this style gather as much information as possible so that a challenging situation doesn't turn into a bigger problem. Listening carefully to employees' suggestions and concerns will help evade potential crises.

Managers have to perform many roles in an organization and how they handle various situations will depend on their style of management. A management style is

an overall method of leadership used by a manager. Each manager must choose his/her style of management.

Each of management styles has its advantages and disadvantages. The most appropriate management style for a manager and his direct reports will depend on the work, the manager's personality and the experience and skills of the workforce. Inexperienced staff need direction and will not have the experience to participate in the consultation style of a consultative or laissez faire manager. However highly qualified or skilled employees will not appreciate being told how to do things by an autocratic manager.

All this reinforces the view that there is no one right way to manage people. While taking tips from the experts can help you find the management style that works for you, it is ultimately a matter of trial and error, trust and heresy.

***MOTOVEL V.***

*The 2-nd year Bachelor degree student Management faculty*

***MAKAROVA I.***

*English language supervisor*

## **WHAT BRAND MANAGEMENT MEANS IN BUSINESS ACTIVITIES**

Обговорюється поняття «бренд менеджмент» та фах бренд менеджера. Визначається важливість цього напрямку управління у проведенні успішного бізнесу. Окреслюються функції, які повинен виконувати бренд менеджер.

**Key words:** brand management, brand manager, effectiveness, business, functions.

Brand management is the process of maintaining, improving, and upholding a brand so that the name is associated with positive results. Brand management involves a number of important aspects such as cost, customer satisfaction, in-store presentation, and competition. Brand management is built on a marketing foundation, but focuses directly on the brand and how that brand can remain favorable to customers. Proper brand management can result in higher sales of not only one product, but on other products associated with that brand.

Brand management is difficult to define because the actual job description varies widely across the vast universe of consumer products companies. Many CPG companies have at least one thing in common, though: they are a part of huge conglomerates that produce many name-brand products. Size gives them economies of scale, and a diversity of products gives them protection against down cycles.

The basic analogy for brand management is that brands are treated like businesses within the company, and brand managers are essentially small business owners. The job of a brand manager involves:

- 1) Monitoring the competitive landscape of the category in which brand resides.
- 2) Developing strategies to exploit market opportunities.
- 3) Executing those strategies with the help of a cross-functional team.
- 4) Delivering the sales volume, market share, and profit projections for the business.

Brand managers craft business plans and submit them to senior management. They approach upper-level management for capital to fund a new product launch or a line extension in much the same way that small business owners go to venture capitalists or banks to fund expansion.

In 2013 Forbes magazine presented top 10 the most popular brands in the world:

#### *Microsoft*

Microsoft has streamlined its many products under its "One Microsoft" restructuring to maintain a consistent approach across product lines. Whomever follows Steve Ballmer as CEO will be charged with steering the company's shift from the software business to the hardware business.

#### *IBM*

Big Blue continues to innovate, filing the more patents than any other company for the 20th consecutive year. The company is expanding its outreach to developing countries opening 144 offices in such regions in 2012. The companies revenues, however, continue to be an issue.

#### *Coca-Cola*

The world's most recognizable brand took a tumble from the No. 1 spot it had held for 13 straight years. This isn't so say the soft drink brand did anything wrong. In 2013, Coke was named the Creative Marketer of the Year at the advertising industry's most important awards show for its fresh takes on interactive marketing like the the stunt video it made prior to 007 Skyfall's release.

But despite its best efforts, Coca-Cola couldn't keep up with the two rapidly growing tech companies that surpassed it.

#### *Google*

Google leapfrogged IBM and Coca-Cola in this year's rankings with its work on space-age innovations like Google Glass and the self-driving car. The company tightened its stranglehold on the web search market and has made itself ubiquitous to even the least tech-savvy of consumers.

Though there remains some confusion between different Google brands like YouTube and Android, its extraordinary innovation should keep it near the top of this list for the foreseeable future.

#### *Apple*

After a massive 129% leap in value in last year's rankings, Apple didn't have far to go to take over the number one spot. Here's how Interbrand puts it:

"Every so often, a company changes our lives, not just with its products, but also with its ethos. This is why, following Coca-Cola's 13-year run at the top of Best Global Brands, Interbrand has a new #1 – Apple. Few brands have enabled so many people to do so much so easily, which is why Apple has legions of adoring fans, as

evidenced by the record-breaking launch of the iPhone 5c/5s. For revolutionizing the way we work, play, and communicate – and for mastering the ability to surprise and delight – Apple has set a high bar for aesthetics, simplicity.”

And finally, it is worth noting that at the heart of a great business is a first class product or service and every business wants to be a customer's 'first choice'. Building and managing a brand can play a large part in making this happen and if you want to strengthen and manage the perceptions of your business, then a strong brand is needed. Good branding elevates and differentiates your like-for-like products or services and gives customers reason to choose you over your competitors.

Наукове видання

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ДЕРЖАВНОГО УПРАВЛІННЯ ТА МЕНЕДЖМЕНТУ**

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*Українською, англійською та німецькою мовами*

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