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# **MASTER IN PUBLIC ADMINISTRATION**

**PROGRAM OF THE SECOND DEGREE STUDIES**



**HUMAN CAPITAL  
NATIONAL COHESION STRATEGY**

**EUROPEAN UNION  
EUROPEAN SOCIAL PROGRAM**





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## **Mission statement**

The mission of the Master in Public Administration second degree studies program at Lazarski University in Warsaw is to support the development of modern public administration by providing public officials with professional knowledge and skills and building common awareness of the need for public administration and business sector to co-operate in an effective and ethical way in order to achieve a long-lasting and balanced development of the Polish people among other societies of the United Europe.

### **Program Objective**

Master studies in Administration aim at passing the expertise and skills and training the behavior necessary to effectively perform clerical, managerial, advisory and expert functions in public administration and public, private and social institutions and organizations co-operating with public administration. Particular emphasis is placed on transferring practical knowledge and skills enabling graduates to conduct professional analyses and resolve real problems concerning the sphere of their professional activities.

### **Scope of Subjects**

The studies profile has a social, economic and managerial character. This means that more time in the didactic process is devoted to social sciences, economics and management than to a discussion of administrative and legal issues. The structure of the training program was so designed that students are offered broad opportunities to choose a specialization field adjusted to their individual professional interests. A key feature of the Administration studies being offered is their international orientation which is expressed by the adoption of the universal standards in management and modern bureaucracy as the basis of the training content.

The current training formula makes a breakthrough in the previous model of teaching Administration and Law. In the present program of studies, public administration is viewed as a complex system of organizations, playing diverse organizational and regulatory functions, and providing various services on a local, regional, state and supranational scale. Thus the teaching concentrates on presenting modern concepts, methods and tools that can be used to carry out public administration functions and tasks.

Due to a very wide range of subjects and their scope, and a complex and diverse character of public administration functions, studying Administration is highly interdisciplinary by nature. It comprises numerous disciplines of Administration knowledge and such subjects as Political Science, Law, Economics, Sociology, Psychology, Management and Information Technology.

### **Students**

The studies are addressed to public administration units' employees and public officials who are not employed in them. The content of training is particularly adjusted to the needs of local government units' employees. The knowledge and skills offered within the program can also be very useful to persons co-operating with public administration, i.e. employees of manufacturing and service businesses, consultancies, training schools and non-governmental organizations.

## Graduates' Qualifications

Having finished second degree studies in Administration, graduates obtain:

1. Broadened theoretical knowledge of social, political, legal, economic, as well as management and IT sciences which can be used in the practical functioning of government and local self-government administration, and non-governmental organizations;

2. Expanded professional qualifications, including professional knowledge and practical skills that prepare them to play professional roles of officials, including managerial functions in government and self-government administration, and its institutional environment within the scope of:

- Independent posts of specialists (experts) in public administration offices involved in managerial and administrative decision-taking, and in performing external inspection and supervision;
- Posts of expert base and advisory functions for persons who hold political and managerial positions in public administration, government, local self-government, parliament, political parties and European Union institutions;
- Independent posts involved in project and program management financed from national public funds and co-financed from the European Union structural funds;
- Middle and higher rank managerial functions in public administration offices and agencies (of the government, self-government, parliament, law enforcement and armed forces);
- Managerial functions of public organization internal management (management of the organization's resources, administrative servicing of managerial posts, organization of information dissemination, finance, etc.);
- Middle and higher rank managerial functions and advisory and expert posts in non-governmental organizations and private businesses carrying out public tasks and procurement which are subject to supervision, audit or regulatory activities executed by public administration, or using public funds.

3. Skills in using research methods necessary to perform a critical analysis and develop an expert opinion concerning organizational and functional issues relating to public administration, and its relations with the environment in a micro- and macro- organizational scale;

4. Theoretical and practical preparation to undertake post-graduate (doctoral) studies in the field of public administration and public management or the like.

**Graduates from the studies are awarded a Master's professional degree.**

## Tuition Content

### Educational Program Structure

Tuition within the program of Master's degree Administration studies is conducted in five educational scopes consisting of **18 basic knowledge subjects** and **12 majors**. Apart from participation in classes, students are obliged to serve **an apprenticeship**, take part in **seminars** and will have an opportunity to broaden their knowledge and skills in the field of **Advanced Managerial IT Techniques** and **foreign languages**.

**Table 1: Tuition structure within the program of second degree Administration studies**

| SUBJECTS IN BASIC KNOWLEDGE SCOPES   | Number of hours | ECTS points | Symbol  | Semester |
|--|-----------------|-------------|---------|----------|
| <b>I. GENERAL BEHAVIORAL AND ORGANIZATIONAL QUALIFICATIONS</b>                     |                 |             |         |          |
| Management Organization and Human Recourses Management                             | 30              | 5           | MPA 01  | I.       |
| Surveying Public Needs and Opinions  | 20              | 5           | MPA 02  | II.      |
| Decision-Taking Principles and Techniques  | 15              | 5           | MPA 03  | III.     |
| Social Communication and Negotiation Techniques                                    | 15              | 5           | MPA 04  | III.     |
| Educational Scope I Total:   | <b>80</b>       | <b>20</b>   |         |          |
| <b>II. ADMINISTRATION, MANAGEMENT AND PUBLIC POLICIES</b>                          |                 |             |         |          |
| Authority, Administration and Public Policies                                      | 20              | 5           | MPA 05  | I.       |
| Ethical Standards and Pathologies of a Democratic State of Law                     | 20              | 5           | MPA 06  | II.      |
| Land Development Planning and Conservation   | 15              | 5           | MPA 07  | II.      |
| Strategic Management in Public Administration                                      | 15              | 5           | MPA 08  | I.       |
| Management of Public Projects and Programs   | 15              | 5           | MPA 09  | I.       |
| Management of Information Systems in Public Administration                         | 15              | 5           | MPA 10  | I.       |
| Educational Scope II Total:  | <b>80</b>       | <b>30</b>   |         |          |
| <b>III. PUBLIC SECTOR ECONOMICS AND FINANCE</b>                                    |                 |             |         |          |
| Basics of Macroeconomics and Economic Policy of the State                          | 30              | 5           | MPA 11  | I.       |
| Microeconomics in the Public Administration Practice                               | 20              | 5           | MPA 12  | II.      |
| Public Administration Units Finance  | 15              | 5           | MPA 13  | II.      |
| European Union Finance and Structural Funds  | 15              | 5           | MPA 14  | II.      |
| Educational scope III Total:   | <b>80</b>       | <b>20</b>   |         |          |
| <b>IV. LAW IN ADMINISTRATION</b>   |                 |             |         |          |
| Legislative Process and Rudiments of Legislative Technique                         | 15              | 5           | MPA 15  | I.       |
| Administrative and Court Procedures in Poland and the European Union Member States | 15              | 5           | MPA 16  | I.       |
| Public – Business Partnership and Public Procurement                               | 15              | 5           | MPA 17  | III.     |
| Public Administration Activities Inspection and Liability                          | 15              | 5           | MPA 18  | III.     |
| Educational Scope IV Total:  | <b>60</b>       | <b>20</b>   |         |          |
| <b>V. TUITION CONTENT RELATED TO THE EDUCATIONAL PROGRAM MISSION (electives)</b>   |                 |             |         |          |
| Major No. 01   | 30              | 5           | MPA 01k | II.      |
| Major No. 02   | 30              | 5           | MPA 02k | III.     |
| Major No. 03   | 30              | 5           | MPA 03k | III.     |
| Major No. 04   | 30              | 5           | MPA 04k | III.     |
| Major No. 05   | 30              | 5           | MPA 05k | IV.      |
| Major No. 06   | 20              | 5           | MPA 06k | IV.      |
| Major No. 07   | 20              | 5           | MPA 07k | IV.      |
| Major No. 08   | 20              | 5           | MPA 08k | IV.      |
| Major No. 09   | 20              | 5           | MPA 09k | IV.      |
| Major No. 10   | 20              | 5           | MPA 10k | IV.      |
| Major No. 11   | 15              | 5           | MPA 11k | II.      |
| Major No. 12   | 15              | 5           | MPA 12k | IV.      |
| Educational Scope V Total:   | <b>280</b>      | <b>60</b>   |         |          |
| Entire Educational Program Total:  | <b>600</b>      | <b>150</b>  |         |          |

## Tuition Time Limits and Educational Requirements

Time limits and educational requirements for the Master's degree studies of Administration have been established based on the directives and requirements specified in the document called "A Project of New Fields of Studies at the Faculty of Administration". The minimum number of classes specified in the tuition standards is 460 didactic hours. The minimum standard number of ECTS points required for the completion of studies is 120. The proposed program of studies sets higher requirements, establishing 600 didactic hours for general knowledge subjects and majors and a requirement to be awarded a minimum of 150 points of ECTS credits for the basic educational scope. Additional time limits and ECTS credits are anticipated for serving an apprenticeship, graduate seminars, studying Advanced Managerial IT Techniques and learning foreign languages.

**Table 1: Time limits and educational requirements for the second degree Administration studies**

| CATEGORY  |              |               | Didactic limits                     |
|---|--------------|---------------|-------------------------------------|
| Basic educational scope   |              |               |                                     |
| Number of semesters   |              |               | 4                                   |
| Total number of class hours <sup>1</sup>                                |              |               | 600                                 |
| Number and time devoted to basic knowledge subjects                     |              |               | 18   320 hours <sup>2</sup> .   53% |
| Number and time devoted to majors                                       |              |               | 12   280 hours   47%                |
| Number of ECTS credit points required for the completion of studies.    |              |               | 150                                 |
| ECTS total for the basic educational scope and additional classes.      |              |               | 180                                 |
| Classes other than lectures   |              |               | minimum 30%                         |
| Additional classes  |              |               |                                     |
| Apprenticeship  |              |               | minimum 60 days   ECTS=5            |
| Graduate seminars   |              |               | 60 hours   ECTS=15                  |
| Advanced Managerial IT Techniques                                       |              |               | 20 hours   ECTS=4                   |
| Foreign languages   |              |               | 60 hours   ECTS=6                   |
| Total number of hours of didactic classes within the program of studies |              |               | 740                                 |
| Time breakdown of didactic classes in the four semesters                |              |               |                                     |
| Semester I.   | Semester II. | Semester III. | Semester IV.                        |
| 190 hours   | 195 hours    | 195 hours     | 160 hours                           |

Instruction is conducted in the form of an evening course. A detailed schedule of classes is presented in the latter part of this presentation. Credits for subjects within the basic scope of education (basic knowledge ones and majors) are awarded based on a passed oral or written examination. Credits for additional classes are awarded based on the requirements specified by the teacher of the subject.

<sup>1</sup> one class hour = 45 minutes

<sup>2</sup> class hours



## Subjects Characteristic Features

### Basic knowledge subjects

#### Management Organization and Human Resources Management

MPA 01 | 30 hours of classes | ECTS = 5

Scope of training: General behavioral and educational qualifications

**E d u c a t i o n a l o b j e c t i v e s:** The teaching of the subject is aimed at familiarizing students with the field of management organization and providing them with practical skills to develop organizational structures, allocate tasks, and manage various types of government and self-government administration units. Apart from theoretical issues, the subject focuses on practical aspects of management in the field of psychology, sociology and law, emphasizing the issues concerning workforce motivation, development of their professional competence, creation of appropriate attitudes in the workplace and professional career development.

**S u b j e c t m a t t e r o u t l i n e:** (1) organization and management theories; (2) organizational and legal structures and forms of public administration units; (3) allocation of tasks and creating working teams; (4) designing organizational structures; (5) process management; (6) co-ordination, inspection and optimization of organizational structures; (7) management by objectives; (8) team work methods and TQM tools; (9) recruitment; (10) motivating; (11) managerial decision-taking; (12) ethical standards of managerial behavior; (13) communication and persuasion; (14) conflict resolving; (15) building appropriate relations within an organization.

#### Surveying Public Needs and Opinions

MPA 02 | 20 hours of classes | ECTS = 5

Scope of training: General behavioral and educational qualifications

**E d u c a t i o n a l o b j e c t i v e s:** The teaching of the subject is aimed at familiarizing students with the issues of collecting and analyzing data used to develop public policies and strategic plans, plan reforms and social campaigns, and assess the quality of work of government and self-government agencies, and non-governmental organizations accomplishing public tasks. The subject focuses on providing students with practical knowledge on data sources, data gathering and organizing rules, and principles of public opinion polls and needs analysis development, as an important element of the strategic management process in public administration units.

**S u b j e c t m a t t e r o u t l i n e:** (1) defining research objectives; (2) research stages; (3) defining research target groups and regions; (4) PESEL (Universal System for Registration of the Population), REGON (Register of the National Economy), KSR (National Court Register) and other government and self-government records and databases; (5) rules of developing survey questionnaires and opinion polls; (6) observation and analysis of demographic and economic statistical data; (7) questionnaire interviews; (8) advanced interviews of target groups; (9) local community and businesses opinion polls; (10) legal regulation drafts testing; (11) reform projects testing; (12) assessment of the work of government and self-government units; (13) government and self-government client/inquirer/applicant satisfaction analysis; (14) electoral preferences analysis; (15) social campaigns effects measurement; (16) searching for and using existing expert opinions (desktop research); (17) rules of commissioning and collecting expert opinions.



### **Decision-Taking Principles and Techniques**

MPA 03 | 15 hours of classes | ECTS = 5

Scope of training: General behavioral and educational qualifications

**E d u c a t i o n a l o b j e c t i v e s:** The teaching of the subject is aimed at presenting decision-taking methods in various situations connected with the functioning of authorities and public administration. The subject has a highly interdisciplinary character. It covers philosophical, psychological and sociological issues as well as Cognitive Science, Mathematics, Statistics, Management and Information Technology.

**S u b j e c t m a t t e r o u t l i n e:** (1) classical, engineering decision theory; (2) cognitive decision theories; (3) decision-making situation; (4) decision problem; (5) decision maker; (6) decision model; (7) decision process; (8) decision; (9) decision assessment criteria; (10) decisions under certainty; (11) decisions under risk; (12) decisions under uncertainty; (13) decision support systems: transactional systems, data warehousing, Business Intelligence systems; (14) formulating hypotheses and their empiric verification; (15) uncertainty reduction techniques in decision making processes; (16) evaluation of decision variant costs; (17) managerial decisions vs. political and administrative decisions.

### **Social Communication and Negotiation Techniques**

MPA 04 | 15 hours of classes | ECTS = 5

Scope of training: General behavioral and educational qualifications

**E d u c a t i o n a l o b j e c t i v e s:** The teaching of the subject is aimed at presenting social communication as a process of producing, processing and disseminating information by and between the authorities and public administration units, and individual and social groups. The subject focuses on practical aspects of verbal and non-verbal communication, creating the image of authorities and administration, co-operation with the media, and it demonstrates negotiation techniques used to resolve conflicts and shape attitudes desired in the relations between the authorities and administration, and the public.

**S u b j e c t m a t t e r o u t l i n e:** (1) announcement – cultural symbols, form and content; (2) verbal and non-verbal communication; (3) receipt of information; (4) communication models and processes; (5) communication process disruptions; (6) diagnosing a situation; (7) communication contexts; (8) corruptive situations; (9) establishing communication strategy; (10) mediation; (11) task-oriented individual and group negotiations; (12) emotions and conflict management; (13) methods of resolving problems in relations with applicants; (14) government and self-government communication media; (15) information for communication media and principles of communication with the media; (16) rules of editing documents, correspondence and reports; (17) editing expert opinions; (18) image creation and political marketing; (19) presentations in public; (20) performing in front of a camera and a microphone.

### **Authority, Administration and Public Policies**

MPA 05 | 20 hours of classes | ECTS = 5

Scope of training: Administration, Management and Public Policies

**E d u c a t i o n a l o b j e c t i v e s:** The teaching of the subject is aimed at familiarizing students with the issues concerning the exercise of authority and the fulfillment of administrative functions. Information on the historical background is a basis for the presentation of contemporary concepts of exercising authority and fulfilling administrative functions, with special attention paid to issues connected with the principles and methods of formulating public policies.



**S u b j e c t m a t t e r o u t l i n e:** (1) the concepts of an idea, ideology, doctrine and political program; (2) an outline history of political and legal doctrines; (3) an outline history of administration; (4) contemporary systems of exercising authority and administration models; (5) European Union political, legal and administrative standards; (6) sovereign and civil society; (7) local/territorial self-government in the state administration structure; (8) analysis of the legal sources system; (9) identification of the key political, social, economic and environmental issues; (10) formulating public policies in the fields of law making, public safety, freedom of business activities, taxes, finance, energy, communications, health protection, etc.; (11) risk connected with the implementation and management of public policies

### **Ethical Standards and Pathologies of a Democratic State of Law**

MPA 06 | 20 hours of classes | ECTS = 5

Scope of training: Administration, Management and Public Policies

**E d u c a t i o n a l o b j e c t i v e s:** The teaching of the subject is aimed at familiarizing students with the issues concerning ethics of exercising authority and developing practical skills of implementing ethical standards while fulfilling administrative functions and tasks. The subject presents philosophical reasoning traditions connected with the ethics of exercising authority, analyzing various case studies. The focus is not on teaching ethics but confronting students with situations in which they will have to make ethical choices of a professional nature and be able to justify them.

**S u b j e c t m a t t e r o u t l i n e:** (1) philosophical traditions and concepts of exercising authority and administration functioning; (2) contemporary ethical codes in public administration; (3) public administration pathologies; (4) case studies analyses: description of a situation, identification of ethical issues connected with the analyzed case, analysis of alternative ethical resolution scenarios, result assessment of each resolution variant implementation, selection of the best scenario, justification.

### **Land Development Planning and Conservation**

MPA 07 | 15 hours of classes | ECTS = 5

Scope of training: Administration, Management and Public Policies

**E d u c a t i o n a l o b j e c t i v e s:** The teaching of the subject is aimed at presenting principles of land development planning as one of the most important areas of government and self-government activities and a basic tool for stimulating a balanced development. The subject concentrates on practical aspects of the issue of land development planning, presenting basic documents of the land development policy on the state, region and gmina (municipality) levels, and practical issues connected with conservation.

**S u b j e c t m a t t e r o u t l i n e:** (1) land management; (2) environment; (3) balanced development concept; (4) public interest; (5) basic institutions and documents of the land development policy; (6) principles of molding land development policy by territorial self-government units and government administration organs; (7) land management, urbanism and architecture requirements; (8) architectural and landscape qualities of the environment; (9) protection of the environment, water management and protection of arable land and forested areas; (10) conservation of national heritage, monuments and modern cultural achievements; (11) special requirements for health protection, human and property safety and the needs of disabled people; (12) economic advantages of space; (13) property law; (14) state defense and security needs; (15) public interest needs; (16) forms of conservation; (17) national conservation program; (18) financing conservation, restoration and construction of monuments; (19) conservation units organization and tasks.

### **Strategic Management in Public Administration**

MPA 08 | 15 hours of classes | ECTS = 5

Scope of training: Administration, Management and Public Policies

**E d u c a t i o n a l o b j e c t i v e s:** The teaching of the subject is aimed at familiarizing students with strategic management issues in the units of public administration and presenting the most appropriate principles, concepts and methodological solutions and tools. The subject focuses on presenting strategic management as a basic means of achieving priority development targets resulting from optimal use of public resources which are available to public administration units. The program of teaching this subject takes into account methodical diversities in the area of strategic management which occur between government and self-government administration.

**S u b j e c t m a t t e r o u t l i n e:** (1) authorities clients and applicants; (2) characteristic features of administrative strategic activities on the state, voivodship and region, county and commune level; (3) parties involved in the process of strategic planning; (4) diversity in the area of strategic management in government and local self-government units; (5) analyzing external and internal development conditions; (6) the relationship between strategic planning and land development planning; (7) defining a development/action vision, and specifying and cascading strategic objectives; (8) specifying strategic action plans; (9) strategy maps and balanced scorecards; (10) budgeting strategic action plans; (11) long-term programming of public investment; (12) monitoring and inspecting the level of strategy implementation; (13) managing organizational change; (14) updating strategic action plan.

### **Management of Public Projects and Programs**

MPA 09 | 15 hours of classes | ECTS = 5

Scope of training: Administration, Management and Public Policies

**E d u c a t i o n a l o b j e c t i v e s:** The teaching of the subject is aimed at providing students with the universal knowledge and practical skills in the field of managing government and self-government projects which are financed from public funds and co-financed from the European Union structural funds.

**S u b j e c t m a t t e r o u t l i n e:** (1) basic characteristic of a project ventures; (2) functional and matrix project teams; (3) project products; (4) initiating, planning, implementing and closing projects; (5) project budgeting methods; (6) project risk management; (7) project quality management; (8) Performance Management; (9) project documentation; (10) project management according to methodology: Prince2 vs. PM-BOK; (11) information technology tools supporting project management; (12) projects implemented within a year's budgetary cycle vs. long-term investment programs; (13) co-financing public projects from the European Union structural funds; (14) European Union Operational Programs (PO); (15) priority and action within the European Union PO; (16) application procedures for project financing from the European Union structural funds; (17) motion to be granted funds from the European Union PO and project development; (18) management (implementation) of projects co-financed from the European Union funds.

### **Management of Information Systems in Public Administration**

MPA 10 | 15 hours of classes | ECTS = 5

Scope of training: Administration, Management and Public Policies

**E d u c a t i o n a l o b j e c t i v e s:** The teaching of the subject is aimed at providing students with the knowledge of modern information and information technology systems which are fundamental to information society, knowledge economy and modern public administration. The subject presents government and self-government information systems supporting decision-taking processes and implementation of their tasks, and social, sociological and legal phenomena accompanying the development of information technologies.



**Subject matter outline:** (1) the phenomenon of digital exclusion; (2) European and national programs of information society development; (3) communications networks and access to the Internet; (4) state information infrastructure and international information networks and systems in public administration; (5) development of communications network in communes –e-Vita method; (6) electronic public services – e-Administration; (7) Intranet and information technologies supporting management; (8) information system security; (9) electronic signature; (10) rules and methods of managing knowledge and information resources.

### **Basics of Macroeconomics and Economic Policy of the State**

MPA 11 | 30 hours of classes | ECTS = 5

Scope of training: Public Sector Economics and Finance

**Educational objectives:** The teaching of the subject is aimed at presenting basic principles of administrative management of economic resources of the state, including especially fiscal policy and regulatory function exercised by the government and self-government administration units towards the economic sector. The subject focuses on the phenomena taking place in the global and local macroeconomic sphere, methods of their measurement and use in political and administrative decision-taking.

**Subject matter outline:** (1) concept of balanced development; (2) conditions and factors for development in developing countries and countries in political transition; (3) basics of econometrics; (4) economic and civilization development rates (5) taxation theories and practice; (6) foundations of the state economic policy; (7) strategic concepts of the country development; (8) methods of binding economic and social policies; (9) economic powers shaping the future of the global economy; (10) political and economic decisions based on the results of monitoring and analysis of macroeconomic phenomena.

### **Microeconomics in the Public Administration Practice**

MPA 12 | 20 hours of classes | ECTS = 5

Scope of training: Public Sector Economics and Finance

**Educational objectives:** The teaching of the subject is aimed at presenting the essence of the relationship between the units of public administration (public services provider) and their clients/applicants (public services recipients), and discussing principles that administration should use when formulating public policies content. The subject concentrates on demonstrating the law of supply and demand in the context of service-like role of authority and administration, and on presenting methods of microeconomic analysis and deduction while resolving practical problems connected with the functioning of government and self-government administration units.

**Subject matter outline:** (1) clients/applicants of the authorities; (2) service-like character of authority and public administration; (3) supply and demand law in the context of public administration functions and tasks; (4) theories of business and household behavior; (5) competition on the level of local and regional communities and on the international scale; (6) profit and loss analysis and other tools of microeconomic analysis used in managerial decision-taking in the sphere of public administration; (7) the role of business environment in decision-taking by public administration units.

### **Public Administration Units Finance**

MPA 13 | 15 hours of classes | ECTS = 5

Scope of training: Public Sector Economics and Finance

**Educational objectives:** The teaching of the subject is aimed at presenting the essence of the state monetary system and rules of public debt management, and providing students

with practical knowledge of finance management in government and self-government administration units. The subject focuses on demonstrating the rules of the state financial policy, especially methods of analyzing sources and amount of budget income, variant strategies of budgeting tasks, rudiments of management accounting and methods of supervising government and self-government administration units spending.

**S u b j e c t m a t t e r o u t l i n e:** (1) the essence and objectives of the financial policy of the state; (2) basic financial instruments and institutions of the state; (3) the essence of the state monetary system; (4) influence of international financial institutions on the financial policy of the state; (5) aims and mechanisms of the European Union adjustment programs and their influence on the financial and economic policy of the state; (6) the role of the central bank as an agency of financial policy of the state; (7) public debt management; (8) sources of financing and methods of analyzing public spending; (9) government and self-government bonds and relations with banks; (10) forecasting the state of local, regional and state public finance; (11) economic analysis of government and self-government economic programs; (12) budget classification; (13) budget procedures; (14) rate vs. performance budgeting; (15) budget implementation rules; (16) financing long-term investment programs; (17) rudiments of management accounting and reporting; (18) finance information systems.

### **European Union Finance and Structural Funds**

MPA 14 | 15 hours of classes | ECTS = 5

Scope of training: Public Sector Economics and Finance

**E d u c a t i o n a l o b j e c t i v e s:** The teaching of the subject is aimed at familiarizing students with the structure of the European Union income and expenditure, and its finance management principles. The subject concentrates on discussing sources of income, presenting basic European Union financial institutions and rules of financing projects within the European Union economic and social cohesion policy.

**S u b j e c t m a t t e r o u t l i n e:** (1) sources, structure and rules of gathering the European Union financial resources; (2) long-term financial scopes and rules of the European Union finance management; (3) the procedure of developing the European Union budget; (4) the European Union expenditure structure; (5) internal audit, finance inspection and reporting; (6) the European Union funds and their purpose; (7) economic and social cohesion policy of the European Union; (8) legal foundations, objectives and methods of implementing the European Union cohesion policy; (9) European Social Fund; (10) European Regional Development Fund; (11) European Agricultural Guidance and Guarantee Fund (12) European Fishery Fund; (13) European Union initiatives – INTERREG, EQUAL; (14) European Union specialist programs.

### **Legislative Process and Rudiments of Legislative Technique**

MPA 15 | 15 hours of classes | ECTS = 5

Scope of training: Law in Administration

**E d u c a t i o n a l o b j e c t i v e s:** The teaching of the subject is aimed at presenting the structure of the European and Polish legal systems, the relationship between the two systems as well as the rules and techniques of developing common legal acts, local bylaws and internal regulations. The subject focuses on demonstrating European and Polish institutions authorized to develop law, the hierarchy of the European and Polish legal acts and principles of legislative techniques and procedures used in legal acts development.

**S u b j e c t m a t t e r o u t l i n e:** (1) sources of the European law; (2) principles, mechanisms and procedures of the European law development, and hierarchy of the European legal acts; (3) principles of developing domestic law; (4) the concept of legislative lawlessness and the state responsibility for nonfeasance in the process of law development; (5) methods of implementing European directives in the domestic administration action practice; (6) adjusting domestic law to the European one; (7) methods and procedures of checking the conformity of the domestic law to the



European one; (8) legal consequences of inconformity of the domestic law to the European one; (9) legislative technique principles; (10) procedures of developing executory provisions for acts; (11) rules and methods of developing local bylaws and controlling them; (12) internal regulations.

### **Administrative and Court Procedures in Poland and European Union Member States**

MPA 16 | 15 hours of classes | ECTS = 5

Scope of training: Law in Administration

**E d u c a t i o n a l o b j e c t i v e s:** The teaching of the subject is aimed at presenting the most important Polish and European court and administrative procedures, especially including Polish administrative and court proceeding rules. The subject focuses on discussing the principles of administrative procedures, exhibiting the diversity of the administrative and court proceedings, and presenting the scope of the Code of Administrative Proceedings norms in detail.

**S u b j e c t m a t t e r o u t l i n e:** (1) court proceeding vs. administrative proceeding; (2) basic court and administrative procedures in the European Union countries; (3) Polish court procedures: civil proceedings, penal proceedings, and court administrative proceedings; (4) extra-judicial proceedings; (5) quasi-judicial proceedings: conciliatory proceeding before an arbitration tribunal; Constitutional Tribunal proceeding, State Tribunal proceeding, disciplinary proceedings before professional self-government disciplinary courts/commissions; (6) Code of Administrative Proceeding regulations scope; (7) administrative procedures rules; (8) the concept of public administration organ; (9) parties in proceedings and their plenipotentiaries; (10) participants having the rights of a party: social organization, public prosecutor, Ombudsman, etc..

### **Public – Business Partnership and Public Procurement**

MPA 17 | 15 hours of classes | ECTS = 5

Scope of training: Law in Administration

**E d u c a t i o n a l o b j e c t i v e s:** The teaching of the subject is aimed at presenting institutions of public-private partnership, i.e. principles of joint implementation of ventures which is based on tasks and risk distribution between public and private partners. The subject concentrates on discussing the concept of public services privatization, showing forms of co-operation within PPP and examples of the best domestic and foreign practice in this field, as well as principles of procurement procedures.

**S u b j e c t m a t t e r o u t l i n e:** (1) the essence of public-private partnership (PPP); (2) privatization of public tasks; (3) preparing co-operation within PPP; (4) rules and method of private partner choice; (5) public-private partnership agreements: agreement on the provision of services, managerial contract, leasing, BOT agreement, licenses, joint-ventures, conveyance of public property; (6) public procurement modes; (7) public procurement principles; (8) public procurement procedures and means of appeal.

### **Public Administration Activities Inspection and Liability**

MPA 18 | 15 hours of classes | ECTS = 5

Scope of training: Law in Administration

**E d u c a t i o n a l o b j e c t i v e s:** The teaching of the subject is aimed at presenting the principles and mechanisms of public administration units activities supervision, and methods of eliminating detected faults and guaranteeing their effective functioning. The subject focuses on discussing the mechanisms of internal and external inspection of administration and the rules of the Treasury liability, as well as the personal liability of a public administration employee or an official who is not an employee of public administration.





**Subject matter outline:** (1) institutions inspecting lawfulness, economy, diligence and usefulness of the public administration units activities; (2) departmental, inter-departmental, public prosecution and instance inspection; (3) inspection executed by the Parliament and the Supreme Chamber of Control; (4) inspection executed by the Supreme Administrative Court; (5) Constitutional Tribunal and constitutional complaint; (6) inspection executed by Regional Accounting Chambers; (7) inspection executed by the Ombudsman, Chief Labor Inspector, Inspector General for the Protection of Personal Data and the National Broadcasting Council; (8) State liability for the activities of its organs in connection with the execution of public authority; (9) rules of liability for damages caused by activities undertaken with a breach of law or due to nonfeasance; (10) liability of a public administration employee and an official who is not a public administration employee; (11) differences between official, civil and penal responsibility; (12) specificity of the so-called white-collar crimes; (13) procedural aspects of executing public official's liability.

## **Specialist Subjects (electives)**

### **Administrative Regulation of Business Activities**

MPA 19 | 30 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

**Educational objectives:** The teaching of the subject is aimed at familiarizing students with the issues of public administration regulatory influence on companies making use of the freedom of economic activities and operating in the environment of free market competition. The subject concentrates on presenting the issue of combining the principle of free economic activity with the need to protect free market competition and public interest.

**Subject matter outline:** (1) public interest and superior public interest in the light of Polish and European Union law; (2) identifying and protecting public interest with respect for the principle of business activities freedom; (3) the concept and importance of competition in the market economy; (4) legal systems and forms of the protection of competition; (5) functions and tasks of public administration units in the system of competition protection; (6) antitrust law; (5) regulatory decision-taking; (6) licenses, permissions, and law on regulated activities as specified in the Act on the freedom of economic activity; (7) tasks and modern methods of inspection of business entities; (8) methods of assessment of the regulatory activities effects; (9) legal foundations and institutional solutions of the Regulation Effects Assessment program; (10) economic and social consequences of legal regulations and their influence on the activities of administration.

### **Penal Law Concerning Crimes against the Treasury**

MPA 20 | 30 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **Geodesy, Cadastre, Cartography and Geographic Information Systems**

MPA 21 | 30 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **Protection of Public Safety and Public Order**

MPA 22 | 30 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **Public Education Management**

MPA 23 | 30 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **Management of Public Health Service**

MPA 24 | 20 hours of classes | ECTS = 5





Scope of training: Specialist subject related to the educational program mission

### **Management of Municipal Services**

MPA 25 | 20 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **Employment, Unemployment and Social Services**

MPA 26 | 20 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **Management of Public Roads and Local Public Transport**

MPA 27 | 20 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **Management of the Municipal Greenery and Nature Protection**

MPA 28 | 20 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **Management of Cultural Institutions**

MPA 29 | 20 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **Management of Physical Education, Sport, Recreation and Tourism**

MPA 30 | 20 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **Non-Governmental Organizations**

MPA 31 | 20 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **Public Speeches and Professional Presentations**

MPA 32 | 20 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **Sociology of Organizations**

MPA 33 | 15 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **Process and Quality Management in Public Administration**

MPA 34 | 15 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **E-Administration**

MPA 35 | 15 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **Advanced MS Project Management**

MPA 36 | 15 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **Designing and Maintaining Internet Services**

MPA 37 | 15 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission

### **Advanced MS SharePoint Designer Management**

MPA 38 | 15 hours of classes | ECTS = 5

Scope of training: Specialist subject related to the educational program mission



## Additional requirements

### Internship

Minimum: 60 days, ECTS = 5 points

The student is obliged to serve an internship in public administration offices. In justified cases, internship can also be served in other organizational units of the public sector and administrative units of non-governmental organizations, consulting and training companies co-operating with public administration, and private businesses fulfilling functions commissioned to public administration. Internship can also be partially served in public administration of other European Union countries or European Union institutions. Internship can be served simultaneously with the tuition process, on days when there is no class instruction. Students who are employed by the above-mentioned institutions can obtain internship credits having submitted documents confirming such employment.

### Graduate Seminar

60 hours, ECTS = 15 points

The seminar is conducted during the second and third semesters. The requirement for obtaining seminar credits is the development and presentation of **Master's thesis**. Master's thesis should cover selected issues connected with the theory and practice of administration activities within the field of a chosen specialization. Master's thesis can be developed in the form of research, expert opinions or projects. They can be developed individually or by teams of up to 3 persons.

### Advanced Managerial IT Techniques Training

20 hours, ECTS = 4 points

The training is aimed at providing students with the skill of using e-learning platform while dealing with tasks connected with the execution of professional duties in the sector of public administration.

### Foreign Languages

60 hours, ECTS = 6 points

Candidates for second degree Administration studies should have the knowledge of the English language at the minimum B2<sup>3</sup> level of competence confirmed by an adequate certificate, or prove this level of language competence taking an English language test prepared by the University. The English language classes offered within the program are aimed at improving the English language skills and acquiring specialist vocabulary typical for Administration science and other fields within the program of studies. On students' request and if possible, the University will enable students studying an additional foreign language of the European Union countries.

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<sup>3</sup> Classification in accordance with the Common European Framework of Reference for Languages by the Council of Europe