

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
"CHERNIHIV POLYTECHNIC" NATIONAL UNIVERSITY**

**Department of Public Administration and Management of Organizations**

*Methodical instructions for practical classes and independent tasks in the  
discipline*

**Modern problems of economic development of Ukraine**

for students of the third (educational and scientific) level of higher education in the  
specialty 281 "Public Administration and Management"  
field of knowledge - 28 "Public Administration and Management"

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**Methodical instructions for practical classes and independent tasks in the discipline "Modern problems of the development of the economy of Ukraine"**  
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Methodical instructions are drawn up in accordance with the program of the course "Modern problems of the development of the economy of Ukraine" taking into account the main directions of the modern system of public administration, socio-economic development of the state, new approaches to its regulation. The specified methodical materials allow you to consolidate the studied material and deepen your knowledge and approach the development of the course program more thoroughly.

## INTRODUCTION

The economic reform of Ukraine is now one of the key elements of systemic reforms that will put Ukraine on the path of sustainable socio-economic development, and thus poses an important task for public administration to build a modern, sustainable, open and competitive society. This goal can be achieved, first of all, by training a new generation of managers capable of critically rethinking the existing and creating new holistic knowledge and professional practice in the field of public management and administration, socio-political and socio-economic development, who need to be taught to think creatively, analyze economic, political and social processes, systematize the practical experience of public administration in developed countries, and make fundamental conclusions about the strategy and tactics of governance in superpowers. The training of such specialists is possible in the course of mastering the discipline "Modern Problems of Economic Development of Ukraine", which is based on the latest conceptual foundations of public administration, focused on a deep analysis of the transformation processes of the modern world, based on a combination of theoretical training and the study of practical experience of public administration at various levels.

The discipline has an interdisciplinary character and involves a combination of the developments of social sciences - social philosophy, political science, economic theory, public administration, synergetics.

### **Purpose and objectives of the discipline**

The purpose of teaching the discipline "Modern Problems of Development of the Ukrainian Economy" is to form a holistic knowledge and understanding of the mutual influence and interconnection of the socio-economic and socio-political components by modernizing them in a single system of stabilizing economic development in the interests of citizens and state security.

The main objectives of the discipline "Modern Problems of Economic Development of Ukraine" are:

- the essence of the concepts and categories of the subject area of research;
- organization of the process of scientific research on topical issues of socio-political and socio-economic development, factors and their mutual influence on the specifics of the economy;
- the functional role of the state and public administration institutions in regulating socio-economic development, determining the main strategic priorities of public administration of socio-economic development of Ukraine in the context of modernization of the state;
- formation of a system of economic risk management in the context of globalization challenges in the interests of citizens and state security.

The discipline is aimed at developing the following abilities, skills and competencies among graduate students:

- ability to use information and communication technologies; to search,

process and analyze information from various sources;

- the ability to plan and conduct their own research; to work autonomously and in a team;

- ability to independently study modern research methodology, change the scientific profile of professional activity; abstract thinking, analysis and synthesis; ability to conduct research at a high scientific, theoretical and methodological level;

- ability to identify, pose and solve problems in the field of public administration, state regulation of socio-political and socio-economic development, apply the acquired knowledge in practical activities;

- ability to use theoretical knowledge and practical skills in the field of communication technologies, public speaking for business communications in the professional sphere;

- ability to present research results in the form of reports and publications in the state and one of the foreign languages; ability to work in an international context;

- the ability to act on the basis of ethical considerations (motives); to act socially responsible and civically conscious.

During the study of the discipline, the higher education student must acquire and / or expand the following general (GC) and professional (PC) competencies provided by the educational and scientific program:

**IC.** The ability to identify and predict complex problems in the field of public administration and management, including research and innovation, at the supranational, national, regional and local levels, to propose new approaches to their solution, which involves a deep rethinking of existing and creation of new conceptual knowledge and / or professional practice of public administration and management.

**GC 2.** Ability to critically rethink existing and create new holistic knowledge and / or professional practice in the field of public administration and management.

**PC 2.** Ability to identify, scientifically substantiate, critically evaluate the problems and strategic directions of development of the public administration system at the supranational, national, regional, local levels and at the boundaries of subject areas.

**PC 9.** Ability to take the initiative to implement and apply the results of scientific research to improve public management and administration.

In the course of studying the discipline, the students must achieve or improve the following programmatic learning outcomes (PLOs) provided by the educational and scientific program:

**PLO 1.** To know the scientific concepts (theories), terminology, history of development and current state of scientific knowledge, to identify theoretical and practical problems in public administration and management and at the boundaries

of subject areas, to have research skills sufficient to conduct basic and applied research.

**PLO 6.** Be able to evaluate and justify the priority directions of development of socio-economic systems of the state, regional socio-economic system.

**PLO 10.** To be able to obtain scientific and applied results that contribute to solving an important theoretical and / or applied problem in the field of public administration and management that are of national or global importance.

**PLO 12.** To be able to professionally present the results of their own research in scientific publications of leading scientific journals, present research results in the Ukrainian and foreign languages, and debate with the scientific and professional community.

The course "Modern Problems of Development of the Ukrainian Economy" focuses graduate students on scientific and practical activities in the socio-political and socio-economic spheres, promotes the formation of skills and abilities sufficient to solve complex social problems of the transformation period, identify problems and priorities of state policy of regulating socio-economic development at the supranational, national, regional and local levels in the interests of citizens and state security.

**The course consists of 3 initial modules.**

***know:***

- theoretical approaches to the analysis of socio-political, socio-economic development;
- directions of state policy of regulation of socio-economic development;
- criteria for selecting indicators of innovative development;
- mechanisms for creating attractive conditions for creators of innovations, stimulating innovation activity;
- features of open innovation in the context of globalization;
- directions and priorities of interaction between Ukrainian public authorities and international technical assistance organizations;
- tasks of public administration in regulating socio-economic development; functions of public administration in the field of socio-economic development;
- latest strategies for economic, social, environmental development and environmental safety;
- public sector development strategies based on foresight technologies;
- a system of measures, tools, and practices of risk management in the context of growing uncertainty and instability of the internal and external environment;

***be able to:***

- identify problems and patterns of development of the Ukrainian economy, its impact on the socio-economic development of the state;
- use the latest methodology for researching the current state of economic development;

- identify factors and trends in stabilizing the socio-economic development of the state in the context of globalization challenges;
- develop scenarios and forecasts of Ukraine's development based on modern indicators of the European Innovation Scoreboard;
- ways and directions of introducing innovations into the activities of public authorities;
- identify areas and ways to adapt the experience of leading countries in the development of the public sector and public administration system;
- identify factors that determine the degree of risk;
- analyze and monitor risk factors in the study of instability and insecurity;
- determine the criteria and indicators of the level of security/danger of society development;
- to predict the changing priorities of the public administration system in terms of socio-political and socio-economic stability in the interests of citizens and the security of the state.

Means of assessment and methods of demonstrating learning outcomes in the discipline are current and semester control. Current control consists of surveys conducted during lectures. Semester control is conducted in the form of a test, questions for which are posted in the MOODLE remote learning system at the beginning of the semester. The means of assessment and methods of demonstrating learning outcomes are also

- standardized tests;
- team projects;
- analytical reports, abstracts, essays;
- presentations of the results of completed tasks and research;
- presentations and speeches at scientific and communicative events

## **Program of the course**

### **Content module 1: The economy of Ukraine and its impact on the socio-economic development of the state**

***Topic 1.1. Socio-economic development of modern Ukraine and state policy of its regulation.*** Socio-political dimensions of regulation of economic development in Ukraine. Economic crisis in Ukraine: dimensions, risks, prospects. The economy of Ukraine and the vectors of its influence on the socio-economic development of the state. Socio-economic development as a priority for ensuring social stability. Problems, challenges and risks of socio-economic development. State policy of regulation of socio-economic development.

***Topic 1.2. Innovative development is a prerequisite for economic growth and welfare of the population.*** State support and stimulation of innovative activity in Ukraine. New methods (tools) of state support and ensuring the development of the national innovation system. Resource support for the implementation of the Concept of the National Innovation System Development. Indicators of innovation

development. Scenarios and forecasts of Ukraine's development according to modern indicators of the European Innovation Scoreboard. State policy on ensuring the development of the national innovation system.

***Topic 1.3. Strategy of socio-economic development of Ukraine in the context of globalization challenges.*** The newest methodology for studying the current state of economic development is the methods of transitive (involving the development of simulation models of the behavior of real systems by establishing the characteristics of transitional states of the system) and innovative (involving the development of probabilistic dynamic models of stable system development) modeling, innovative reduction (reducing the structure of social innovations to the constituent elements of the process of their formation using innovative filters) and stabilization analysis (a way to solve the problem of Systemic factors of stabilization of socio-economic development of the state in the context of globalization challenges. Influence of integration and globalization processes on the dynamics of stability/instability of the socio-economic sphere and strategic directions of its provision in public administration.

***Topic 1.4. Priorities of public administration of economic and socio-economic development of Ukraine.*** The main strategic priorities for the development of the national economy. Adaptation of the national innovation system to the terms of globalization in the context of increasing its competitiveness. Reorientation of the system of innovation production to the consumer of public services. Creating attractive conditions for creators of innovations, stimulating innovation activity. Innovations in public administration. Overcoming crisis contradictions in the implementation of public administration innovations. International factors of effectiveness of the system of public administration of economic development of Ukraine. Problems of attracting foreign investors. Ukraine's participation in international projects and programs. Interaction of public authorities of Ukraine with international technical assistance organizations.

## **Content module 2. Economic modernization of Ukraine as a determinant of the stability of socio-economic development**

***Topic 2.1 Contradictions of the innovation process in Ukraine and ways to resolve them.*** The speed of innovation processes. Science intensity and capital intensity of social and socio-economic development. Features of open innovation in the context of globalization. Open innovation and globalization. Cross-cultural factors of open innovation. Development of cross-cultural competencies of the innovation environment. Contradictions in the development of open innovations in Ukraine. Open innovations in the strategy of socio-economic development.

***Topic 2.2. Progressive social technologies and their impact on the economic modernization of Ukraine.*** Technologization and efficiency. Public

regulation of economic processes. Tasks of public administration in regulating socio-economic development. Functions of public administration in the field of socio-economic development.

***Topic 2.3. Foreign experience in developing and implementing effective strategies for the country's modernization.*** Innovative strategies for economic development in the UK and Sweden. Strategies of socio-ecological development and environmental safety. The experience of EU countries in choosing development priorities based on foresight (France, Germany, Sweden, Hungary). Public sector development strategies based on foresight technologies. Experience of the Eastern Partnership countries in the development strategy of the public administration system.

***Topic 2.4. Modernization of Ukraine: main directions and priorities. Modernization of the economy, modernization of the state and modernization of social relations.*** Overcoming the crisis socio-economic inequality of the population. Restoring public confidence in the state and government. The authority of the government, its willingness and ability to combine the strengthening of public administration with the consolidation of democracy. Stability of democracy. Socio-political modernization in the face of risks and crises.

### **Content module 3: Economic risk management system in the context of globalization challenges**

***Topic 3.1. Conceptualization of risks and crises in economic and management sciences.*** The concepts of "risk", "risk appetite", "uncertainty" about the economy, "risk as measurable uncertainty", "macroeconomic uncertainty", "investment" and "entrepreneurial" risks, risk classification. Social risks. Environmental and economic risks. Factors that determine the degree of risk. Assessment of probable risks of management decision-making, monitoring of innovations, risk management. A system of measures, tools, and practices of risk management in the context of growing uncertainty and instability of the internal and external environment. The mechanism of risk stabilization - "payment for risk".

***Topic 3.2. Risk management system.*** Risk management as a process of monitoring, accounting and influencing the factors that lead or may lead to threats to the stability of social development, public safety, production and economic systems, the environment, and disturbances in the state of equilibrium. Approaches to risk management through the interaction of public administration entities, identification of risk categories, factors of their occurrence, and forecast assumptions about changes in social and socio-economic development. Methods of risk and uncertainty management. Analysis of risk factors in the study of instability and danger. The concept of security/danger. Risk as a hazard assessment.



***Topic 3.3. Risk management in the context of globalization challenges.***

Criteria and indicators for determining the level of security / danger of society development. Predictive model of society security management. Risk - danger - crisis.

Changing basic priorities - environmental crisis, social inequality, crisis of global economic governance, global cultural crisis. Key global risks and their impact on the evolution of the value foundations of society. Structural reorganization of the public administration system to ensure socio-political and socio-economic stability in the interests of citizens and state security.

## **Practical tasks for Topic 1.1. Socio-economic development of modern Ukraine and state policy of its regulation**

*The stabilization of Ukraine's economy is connected with the state policy of social development of the state. The state policy of social development of Ukraine can be considered effective if it is aimed not only at social protection of the poor and needy, but also at the formation of high human potential of the nation through the system of education, health care, and culture. At the same time, the impact of social factors on the results of economic development is not sufficiently studied by economic science and is not taken into account by the current practice of economic management of the country and regions.*

○ Read additional materials on the topic: : 1) Вожняк М.Г. Соціально-економічний розвиток України в умовах сучасних глобальних викликів ([http://ierjournal.com/journals/24/2016\\_1\\_Wozniak.pdf](http://ierjournal.com/journals/24/2016_1_Wozniak.pdf)); 2) Головня О. М. Державна політика соціального розвитку України в контексті забезпечення стабілізації економіки: (теорія, методологія, перспективи): монографія / О. М. Головня. Запоріжжя:, 2017. 492 с. (<http://socrates.vsau.org/repository/getfile.php/19421.pdf>).

○ Answer the question: What is sustainable social development? What are the main global challenges? What instruments of the state economic policy do you know in terms of forming positive transformations of social development in Ukraine? Give a list of current global challenges to socio-economic development in Ukraine.

○ Provide personal answers to questions based on the lecture material.

### **The case study:**

#### **SWEDISH BANKS LAUNDERING MONEY IN THE BALTIC STATES KEY 1 ABSTRACT – GENERAL DESCRIPTION OF THE CASE**

Parallel with increasing financial globalisation also measures to counter money laundering have grown (Svedberg Helgesson & Mörth, 2018). Starting with attempting to counter organised criminal groups especially involved in drug trafficking, anti-money laundering (AML) has emerged as one central arena for global and transnational regulation (Tsingou, 2020). Money laundering is here taken to mean processes through which money originating from illicit sources such as crime, drugs etc. can be made appear as originating from non-criminal sources. AML regulation comprises a mix of «repressive» criminal law and «preventive» banking law and is thus commonly described as a public-private partnership to prevent, detect, and prosecute money laundering (Seyad, 2012). The «repressive» measures refer to post hoc legal sanctions whilst the «preventive» refer to practices to be followed in order to deter possibilities for money laundering to occur. However, there is an embedded contradiction in the organization of AML measures, which is that outsourcing crime prevention – those «preventive»

measures – can, and often are, counterproductive to the profit considerations of private enterprises.

The actors included in the AML regulatory complex are, on the one hand, the governmental and trans-governmental bodies that constitute the «supply side» of the AML regulation. These are organizations which, on behalf of governmental or supranational bodies, establish hard and/or soft rules or are responsible for supervising the compliance with such rules, for example, national law enforcement and financial supervisory authorities; the Financial Action Task Force (FATF), which is an intergovernmental policy body issuing recommendations that reflect hard regulation on EU level; Egmont Group, which is a network of Financial Intelligence Units around the world in cooperation against money laundering and terrorism financing; The Basel Committee on Banking Supervision, which produces guidelines and recommendations that set the standard for most countries' financial regulators; and AntiMoney Laundering Standing Committee (AMLSC), which is a standing committee of the European Banking Authority (EBA) and subordinate to the Board of Supervisors (BoS). Furthermore, US national authorities can impose regulations upon non-US banks around the world in the effort to pursue AML and to counter tax evasion practices globally.

In addition to these «public» organizations, private sector organizations, such as banks, credit unions, trust companies, insurance companies, pension funds and investment banks, play an important role not only as constituting the «compliance side» of the AML complex, but as agents of crime prevention measures. Comprising mainly of financial institutions, the private actors are due to their business models exposed to risks of being used for money laundering and must therefore demonstrate that they possess complete and up-to-date knowledge of all of their customers and that they have adequate control and monitoring systems in place to detect suspicious transactions. Meanwhile, according to transnational regulation, financial institutions are obliged to work (pro)actively with crime prevention measures. In view of this, actors refer to participants in the negotiations behind, and the establishment of, hard and soft rules. The «senders» and «recipients» of AML regulation, that is.

Against this background, this case offers insight into experiences with AML regulation of Swedish banks operating in the Baltic States and provides an opportunity to examine the dilemma of accountability and good governance. The complexity of AML regulatory field means in practice that clear lines of accountability nor definite areas of responsibility are not always easy to establish. This dilemma is based on the premise that capitalism requires clear demarcation between the public and private sectors as their logics of operation are different. At the same time there is an increasing involvement of private actors in the public sector. The central question for this case is thus whether the public actors are able to make the private actors accountable for their decision, based on the principles of good governance under which public authorities must operate.

## **Scandinavian banks in the Baltic States**

Shortly after the fall of the Soviet Union, Scandinavian banks began to establish in the Baltic countries and were quickly to become dominant actors in the region's financial markets. Scandinavian and Swedish bank hold a significant share of the Baltic banking sector: the two Swedish banks operating in the region in 2021 account for 65 percent of the Estonian market; 59 percent of the Lithuanian market; and 46 percent of the Latvian market. It is thus in the interests of both the Swedish banks and the Baltics' financial sectors that the Swedish banks continue their extensive operations in the region. The former because of the profitability of the Baltic operations and the latter since the economies of the Baltic countries vitally depend on the presence of the Swedish banks (Westerberg, 2019). However, as we shall see below, the Scandinavian banks' operations in the country have been far from unproblematic.

As private, profit driven enterprises, banks often prefer to assess clients based on their profitability rather than the clients' propensity to utilise the bank for money laundering purposes. The first of 'scandals' was disclosed in international media in 2018, when Danske Bank admitted that suspicious payments totaling EUR 200 billion had flowed through its branch in Estonia. The alleged money laundering took place between 2007 and 2015 and the suspicious transactions have been linked to, among other things, criminal networks in Russia, individuals connected to the Russian intelligence service, and to business conducted with North Korea. Investigations into the highlighted transactions are still ongoing in several affected countries. However, in June 2020, as a result of the severe crisis that emerged, Danske Bank reached an agreement to sell off its entire Estonian branch to the local bank LHV (TT, 2020; Johnson & Fulton, 2020).

Barely six months after the Danske Bank money laundering scandal had been brought to light, Swedish television reported that Swedbank for almost a decade seemed to have been used for extensive money laundering in the Baltic region. According to the analysis presented in the television program, about SEK 40 billion had been channelled by 50 customers of the bank's Estonian branch from 2007 to 2015, among which the reporters claimed to have identified clear signs of money laundering (Bergsten & Lindahl, 2019). The crisis that arose was arguably exacerbated by the fact that the bank's management, referring to Swedbank's «completely different» customer portfolio, denied that something similar to what had been going on in Danske Bank's Estonian branch could have happened in Swedbank as well. The journalists behind the revelations, however, claimed that a large number of transactions had been made between the two banks' customers from 2007 and 2015 (Dyfvermark, Larsson Kakuli & Gordh Humlesjö, 2019). Swedbank lost a third of its market value in 2019 and a year later, the bank was fined a record of SEK 4 billion by the FI over flaws in its AML processes and procedures, and for withholding information from authorities (Johnson & Fulton, 2020; Finansinspektionen, 2020).

The 4 billion fine was in fact based on a warning about «serious deficiencies» in Swedbank's practices. As such, «deficiencies» did not constitute a criminal act, but indicated unwillingness to take seriously concerns about money

laundering. Such an unwillingness was corroborated by the fact that Swedbank in numerous occasions had withheld information from the FI. It should be mentioned, that FI's investigation did not investigate whether money laundering actually occurred; it focused on the (lack of sufficient) preventive practices in Swedbank. An Estonian criminal investigation has now been opened to find out whether money-laundering occurred in Swedbank's operations in Estonia.

### **The challenge**

As a representative of the Swedish Financial Supervisory Authority (Finansinspektionen, FI) you are taking part in a joint investigation with the Estonian Financial Supervisory Authority (EFSA) into the suspected money laundering cases from 2007 to 2016 with an intention of strengthening cooperation between AML institutions in the Baltic Sea Region. Your attention is drawn to the fact that starting from 2007, EFSA alerted the Swedish FI about repeated cases of incomplete, non-existent, and potentially falsified documentation about clients and beneficial owners among the Swedbank's high-risk clients. Until the scandal of Danske Bank in 2018, Swedbank continued the practice, not wishing to risk significant reduction of deposits and related fees, despite the alerts and the FI had shown little actual interest in EFSA's warnings. After reviewing FI's decision that issued a warning and an administrative fine to Swedbank in 2020 you must prepare a memo that argues for 1) overturning or 2) upholding that decision. In drafting your memo, you should consider the fact that a) Swedbank received a warning and a fine, no actual money laundering was investigated by FI, b) the FI received multiple warnings from its Estonian counterpart without acting on them, c) until another Scandinavian bank was exposed for allowing money laundering in the Baltic countries. You should further, d) relate the above to the European Code of Good Administrative Behaviour.

### **THE CASE STUDY TARGET AUDIENCE**

The target audience is students of public administration or practitioners in public administration. The case is designed especially to discuss difficulties in a) public-private partnerships from the perspective of public administration, and b) engaging in ethical evaluation – with the help of the European Code of Good Administrative Behaviour or another similar good governance principle – of competing standards and conflicting interests in public administration. The instructor can divide the participants so that a half work on overturning the decision and the other half for upholding it.

### **THE PROBLEM (OR PROBLEM SITUATION) TO BE SOLVED**

The problem involves in broad terms the dilemma between efficiency and democratic governance. This dilemma can further be broken down to three different dimensions. 1) Public-private partnerships bring together two often oppositional logics: that of public good and private good. The definition of public good is not obvious as economic growth may be considered public good, whilst achieving it in criminal ways is not. This leads to the second dimension which

concerns 2) the need to decide on different definitions of public good. The European Code of Good Administrative Behaviour is one example of normative regulation designed to help civil servants to orient in such situations. However, the principles of good governance are not seldom used to regulate relations between the EU and association countries and those between EU member states. Good governance has often both institutional and political aim: principles of good governance are expected to create robust but also democratic institutions. The principles of good governance are also used to sanction a certain hegemonic administrative culture that may a) stifle local variation in public administration, and b) establish more vertical than horizontal relations between sovereign countries making transnational cooperation susceptible to attempts at external control. Given that money laundering is often transnational phenomenon, this case also adds to the above two dimension the third dimension of 3) transnational (uneven) cooperation between public authorities from two or more countries requiring a clear – and shared – understanding of respective authorities' competences in ensuring that all parties abide to sufficient AML legislation and practices.

### **CASE DISCUSSION QUESTIONS (ASSIGNMENTS)**

Participants in groups are assigned a task to review the FI's decision to warn and fine Swedbank for not showing sufficient rigour in combatting money laundering and argue in favour or against that decision. Both groups should consider the following points and discuss in what way they point towards a) overturning FI's decision, b) upholding FI's decision: efficiency versus democracy considering that private profits may also mean general economic growth and more jobs public-private partnerships in crime prevention unclear boundaries of responsibility and competence between EFSA and FI FI's negligence towards EFSA's prior warnings concerning Swedbank In considering these points, the participants should relate to the EU's principles of good governance as illustrated, for instance, in the European Code of Good Administrative Behaviour. The options are not equally challenging. It is easier to argue in favour of FI's decision than against it, but there is a pedagogical point in thinking also about the arguments that could be raised against it. Depending on the participants, more complexity can be added by including more details from the FI's decision. The bottom line is that the decision is a warning based on observed deficiencies in AML practices, no actual money-laundering had been proven in that decision.

### **Practical tasks for Topic 1.2. Innovative development is a prerequisite for economic growth and welfare of the population**

*In recent decades, the world economy, especially that of developed countries, has entered a period of radical structural transformation associated with a significant increase in the role of knowledge-intensive, high-tech industries, whose development is determined mainly by the intensive use of knowledge and the widespread introduction of innovations in various spheres of economic life. Ukraine's European choice to integrate into a high-tech competitive environment*

*necessitated the formation and implementation of an innovative development model that would ensure high and stable economic growth, address certain social and environmental issues, ensure the competitiveness of the national economy, increase the country's export potential, and guarantee its economic security and a prominent place in the European Union.*

○ Read additional materials1) Смулка О. І., Черевко Г. В. Інноваційний розвиток: світовий досвід та рекомендації для України (<https://conf.ztu.edu.ua/wp-content/uploads/2018/09/210.pdf>); 2) Інновації та економічна безпека держави ([https://ndipzir.org.ua/wp-content/uploads/2017/07/Zadykhaylo/1\\_2.pdf](https://ndipzir.org.ua/wp-content/uploads/2017/07/Zadykhaylo/1_2.pdf)). Answer the question: What is the main priority of economic development for Ukraine?

○ Create a presentation or report on the topic: "State influence on innovative economic development: world experience";

○ Oral answers to questions on the lecture material;

○ Register on the Coursera platform and take the course "Innovation Management" at the following link: <https://www.coursera.org/learn/innovation-management> (this course must be completed before the last practical lesson).

### **Practical tasks for Topic 1.3. Strategy of socio-economic development of Ukraine in the context of globalization challenges**

*The globalization challenges of the world economy have made it necessary for Ukraine to develop in the face of the country's unreadiness for global competition and global integration. The development of Ukraine's economy in the context of globalization is taking place in the context of an incomplete systemic socio-economic and political transformation, which raises problems related to the optimal integration of the country's economy into the global economy. At the same time, the impact of globalization processes creates the need for new theoretical approaches to justify the structural transformation of the country's economic development model. The directions of globalization processes' impact on economies are quite complex and controversial.*

○ Personal answers to questions on the topic;

○ Read additional materials: Sokur, M. Strategic priorities of socio-economic development of Ukraine in the context of global challenges (<https://periodicals.karazin.ua/soceconom/article/view/16664>) and describe the current model of Ukraine's development.

### **Situation for analysis:**

Ukraine has a significant potential for strengthening the economic motivation of foreign investment, which to some extent does not depend on reforming the investment climate, but is related only to organizational factors. Investment policy should be based on the main strategic goal of economic reform, define a system of national, sectoral and regional priorities, and apply progressive approaches to investor participation in the stabilization and development of all sectors of the economy. In order to organize and coordinate the implementation of

these priorities, it is necessary to prepare program documents that specify the goals, objectives, timelines, resources and implementers of measures aimed at fundamental shifts in approaches to attracting investment, determining the directions of investment policy formation, increasing its impact on the processes of economic reform and the efficient use of the production potential of business organizations. A systematic consideration of ways and proposals to significantly accelerate and improve the efficiency of investment activity allows us to group them around the following main issues 1) creation of an investment environment favorable to investors; 2) determination of state, sectoral and regional priorities; 3) formation of a comprehensive system of state management of investment activity; 4) consolidation and development of sources of investment financing; 5) creation of a system of state support for investment activity of industries, territories, business entities and investment projects. Preference in determining state investment in production should be given to key industries, as well as industries that provide infrastructure, knowledge-intensive and high-tech industries. An important element of creating a positive investment climate in Ukraine is to intensify cooperation with international economic institutions, whose influence on financial flows in the global economy is quite significant.

**Questions (tasks) for the case discussion:**

1. Express your opinion on the economic motivation for foreign investment in Ukraine.
2. Suggest a draft action plan to improve the business climate and boost the investment component of the economy.

**Practical tasks for Topic 1.4. Priorities of public administration of economic and socio-economic development of Ukraine**

*The crisis in Ukraine is leading to a deterioration in socio-economic conditions. Therefore, the formation of socio-economic security at the state and regional levels should be a priority. An effective tool for this is public administration, which promotes the participation of civil society in the process of regulating regional development. Therefore, the task of studying the prerequisites for its implementation and the ability of public administration to achieve the desired results becomes relevant.*

- Personal answers to questions on the topic;
- Analyze the instruments of strategic management of regional development in developed countries and present the information in the form of a table (Table 1).

Table 1

Tool	Tool Description	Country in which it was used
...	...	...



## **The situation for analysis:**

*Problems and Prospects of Public-Private Partnership in Ukraine* A prerequisite for the proper functioning of a market economy is constructive interaction between business entities and public authorities. The nature of this interaction, methods and specific forms may differ significantly depending on the national peculiarities of market relations. At the same time, the state is never relieved of its functions related to national interests, and business, in turn, always remains a source of development and increase of social wealth. International experience demonstrates the success of the public-private partnership mechanism, primarily for creating new and maintaining existing public infrastructure. Thus, the issue of public-private partnerships is one of the most pressing in Ukraine today, and it is constantly discussed at various levels of government.

Questions (tasks) for discussion:

1. Describe the relations of public-private partnership in Ukraine.
2. Analyze potential risks in the implementation of public-private partnership projects.
3. Propose a system for monitoring risks in public-private partnership projects.

## **Practical tasks for Topic 2.1. Contradictions of the innovation process in Ukraine and ways to solve them**

*When discussing the need to stimulate the innovation sector of the economy, it should be noted that in recent years the government has adopted many resolutions and decisions, state programs aimed at improving innovation performance in various industries, but most of them have not been fully implemented in the real economy. In these conditions, economic contradictions arise between the interests of the state and enterprises focused on innovative development, which require in-depth research to resolve.*

- Oral answers to questions on the topic;
- Analyze additional materials: Кендюхов О. В., Болгов В. Є., Тарапата С. О. Дослідження тенденцій інноваційного розвитку економіки України (<http://www.venu-journal.org/download/2019/2/14-Kendiukhov.pdf>);
- Answer the question: What are the sources of funding for innovation in Ukraine? Describe the innovation activity of Ukrainian enterprises; Name the problematic aspects of the innovation process.
- Prepare a report on the topic for participation in the conference.

## **Practical tasks for Topic 2.2. Progressive social technologies and their impact on economic modernization of Ukraine**

*Economic modernization involves the intensification of the process of economic reproduction, which is achieved through the growth of specialization and differentiation of labor, energy production equipment, the transformation of science into a productive (economic) force and the implementation of rational management of innovative production development.*

- Personal answers to the questions on the topic;
- Analyze additional materials Ситник Н.С., Шушкова Ю.В. Реіндустріалізація економіки на основі технологічної модернізації: сутнісна о Give the main characteristics of the concept of reindustrialization;
- Read the theory of broken windows and answer the question: Why, in your opinion, did the "stopcock" work? What decisions of the Mayor of New York City do you consider to be the most successful in solving the current problem?

### **Practical tasks for Topic 2.3. Foreign experience in developing and implementing effective modernization strategies**

*In order to implement systemic reforms in Ukraine, it is not necessary to blindly copy other people's reforms or look for universal formulas for success. At the same time, the study of foreign experience allows us to identify common factors of reform effectiveness for ensuring the structural development of the national economy. Analyzing the foreign experience of structural transformation of the economy, scientists conclude that the formation of a harmonious structure of Ukrainian national production should be based on increasing the share of enterprises that produce the final high-tech product (IT, aerospace, instrumentation).*

- Personal answers to questions on the topic;
- Familiarization with additional information: Гедз М. Й. Підходи до формування стратегії модернізації економіки регіону (<http://www.economy.nayka.com.ua/?op=1&z=3299>);
- Answer the question: What is meant by strategic planning of the process of economic modernization?
- Analyze the foreign experience of the EU countries in choosing the country's development priorities based on foresight (France, Germany, Sweden, Hungary). To create a presentation, students are organized into teams and choose a country in consultation with the teacher.

### **Practical tasks for Topic 2.4. Modernization of Ukraine: main directions and priorities**

Ukraine's economic structure requires not only social and economic reforms, but also technological modernization of industry and infrastructure, and the development of new industries. A successful form of stimulating economic development is a combination of large-scale deregulation and technological modernization, which is impossible without overcoming the investment crisis.

- Personalized answers to questions on the topic;
- Review of additional information: "Пріоритети модернізації інфраструктури життєдіяльності сільських територій". Аналітична записка (<https://niss.gov.ua/doslidzhennya/regionalniy-rozvitok/prioriteti-modernizacii-infrastrukturi-zhittediyalnosti-silskikh>). Can you supplement the list of priority development areas in line with current challenges?
- Situation for analysis "Human potential and economic development of the state in the context of modern transformational changes"

**Description of the situation.** The definition of "human potential" is seen as a set of human living conditions in its social, political, cultural, spiritual, material and other aspects. An indicator of the effectiveness of the social level is a reflection of the rational or minimum needs of the population of a certain socio-territorial entity. In a post-industrial society, the requirements for physical qualities, and especially for the employee's education, in particularly their ability to continuously improve their skills, are growing. Today, Ukraine is suffering from the combined impact of economic, educational and demographic crises, which reinforce each other and impede the country's ability to improve the quality of life and socio-economic development. Competitiveness remains low. As a result, low incomes and wages are not only a consequence, but also one of the main reasons for the country's low socioeconomic development and the economy's prolonged crisis.

At the same time, there are trends toward deterioration in the quality of labor resources: declining health indicators, decreasing demand for quality education; negative demographic processes and, consequently, the quality of human capital are intensifying. In order to improve the quality of human capital in Ukraine, it is necessary to solve, first of all, three main problems: demographic, economic, and educational. Of course, there are a number of other equally urgent and relevant measures to improve the quality of human capital in Ukraine that will help solve such problematic issues as healthcare financing, improving the financial situation of the population, increasing the efficiency of the labor market and modernizing the economy in the future, etc.

**The problem.** Today, the question is what the state and society should do to improve people's lives. According to the United Nations, the optimal level of human development is a decent standard of living, quality education, and a healthy person with a long life expectancy. In addition, political will, guarantee of human rights, and active participation in society are necessary. Human potential involves a quantitative assessment, which is expressed by the Human Development Index. In the 90s of the twentieth century, the United Nations Development Program (UNDP) introduced the concept of the Human Development Index (HDI) into public circulation. It takes into account both the economic and social efficiency of countries and the quality of life of the population. The index provides a summary evaluation of the human process, covering three parameters: 1 longevity - life expectancy (national average); 2 education level - a combination of the adult literacy index and the total share of students in primary, middle, high school and higher education; 3 living standards are calculated on the basis of real GDP per capita

**Question.** Analyze the main problems that affect the development of human potential in Ukraine. For example, low life expectancy and high mortality rate; low level of physical and mental health of the population under the influence of social and environmental factors; difficult economic situation of children, young families

and youth as the main elements of human potential; negative trends related to the practical application of scientific and technological achievements; new cultural environment surrounding young people. What institutional and programmatic measures do you plan to introduce to develop human potential in Ukraine in order to prevent the critical negative socio-economic consequences mentioned above?

### **Practical tasks for Topic 3.1. Conceptualization of risks and crises in economic and management sciences**

*Risk is an integral part of human activity in which there is uncertainty about the outcome of a decision or process existence in the "global risk society" (W. Beck) also implies consolidation of efforts to assess risks, manage them, and develop strategies to counteract risks at different levels.*

- Personal answers to questions on the topic;
- Review of additional information: Risks in a modern unstable society: social and cultural dimensions; соціальні і культурні виміри; за ред. Л.Г. Скокової. Київ: Інститут соціології НАН України, 2021. 295 с ([https://i-soc.com.ua/assets/files/journal/monografiya21\\_04\\_22.pdf](https://i-soc.com.ua/assets/files/journal/monografiya21_04_22.pdf));
- Describe in the form of presentations: the risks of deepening socio-economic inequality, education and employment disparities in modern societies; risks of social tension in Ukrainian realities; digital communications and participation in culture: imbalances and risks.

#### **Complete the assignment:**

- Is risk a threat or an opportunity for modern public administration? Justify your opinion.
- Suggest from your own experience the risks of public administration in the context of globalization.
- Identify the possible risks of public administration in today's conditions.
- Evaluate the risks according to the criteria of the probability of risk occurrence and the amount of losses in the process of risk occurrence. - Draw up a risk map and identify critical risks.
- Identify constructive and destructive factors that influence the processes of globalization.
- Propose an action plan to minimize, neutralize, and avoid risks.
- Justify the relationship between risk management processes and effective management decision-making by a public servant.

#### **Practical tasks for Topic 3.2. Risk management system:**

*Risk management is considered to be one of the most important elements of strategic management and internal control, which ensures the improvement of corporate governance, stability of the financial position, and support of the development strategy. The purpose of the risk management system is to minimize the negative impact of external and internal factors on the activities. The risk management system includes: division of responsibilities between risk management*

*employees; risk management procedure; organizational methods of risk management; control over risk management.*

- o Personal answers to questions on the topic;
- o Familiarization with additional information "What is risk management?" at the link: <https://www.ibm.com/topics/risk-management>;
- o Answer the question: Why is risk management important?
- o Prepare a report on the topic: "The concept of safety/danger" or "Risk as an object of public administration".

### **Practical tasks for Topic 3.3. Risk management in the context of globalization challenges**

*Macro-level programs and strategies provide for counteracting systemic risks - complex, poorly predictable, poorly controlled risks that can have long-term negative consequences at the level of both individual social groups or territories and the entire planet. Global systemic risks require consolidation of efforts to predict and counteract them at the supranational level, at the level of international organizations, international public networks and movements.*

- o Personal answers to questions on the topic;
- o Familiarization with additional information: Шкурат І.В. Трансформаційний розвиток і державне управління в умовах глобалізації (<http://www.pag-journal.iei.od.ua/archives/2020/15-2020/6.pdf>). Name the main directions of globalization's impact on the state and public administration in the context of transformational development.
- o Choose a topic for your report from the following list: environmental crisis, social inequality, crisis of global economic governance, global cultural crisis.

## **REQUIREMENTS FOR PREPARATION OF PRESENTATIONS**

The presentation should be prepared using Microsoft PowerPoint and should not exceed 20 slides, but it is better to present the material in 15-17 slides. It is advisable to choose one slide body for the entire presentation. You can use templates. It is advisable to have no more than 10 lines of text per slide.

Structure of the presentation:

- the topic of the report, as well as the name, course, specialty and form of study of the speaker (1 slide);
- relevance of the chosen research problem (1 slide);
- basic visual information on the topic that will complement (but not completely duplicate!) the speaker's presentation (12-14 slides);
- a bibliographic list of the main sources used (1-2 slides).

Each slide should be presented clearly, concisely and without ambiguous wording.

### **Methods of control**

The assessment of knowledge of the university is carried out in accordance with the "Regulations on the current and final assessment of knowledge of higher education students of "Chernihiv Polytechnic" National University, approved by the Academic Council of the National University "Chernihiv Polytechnic" (Minutes No. 6 of 31.08.2020) and put into effect by the order of the Rector of "Chernihiv Polytechnic" No. 26 of 31.08.2020.

Current control - up to 60 points, including: practical classes - up to 50 points, final module control - up to 10 points.

Semester control in the form of a test is conducted during the session in the form of testing (maximum 40 points). The grade based on the results of studying the discipline is formed by adding the final results of the current control to the grade for the test.

If a student has not fully completed all types of academic work provided for in the curriculum during the semester or has not scored the minimum required number of points (21), such a student is not allowed to take the test during the session, but has the right to eliminate academic debt in the manner prescribed by the "Regulations on the current and final assessment of knowledge of higher education students of "Chernihiv Polytechnic" National University . Students are not allowed to retake the test in order to improve their grade.

## Distribution of points received by students

### Current control

Module on the thematic plan of the discipline and form of control	Number of points by type of work	
	Personal answers, preparation for practical classes Completeness and timeliness of assignments	Completeness and timeliness of assignments
<b>Content module 1: Basic concepts of institutional foundations of public management and administration</b>	0...5	0...10
Content module 2. Formation of a modern paradigm of public administration	0...5	0...15
<b>Content module 3: Implementation of the conceptual framework of public management and administration</b>	0...5	0...10
Final current grade for the semester	15	35

## Recommended literature

### Basic

1. Конституція України. К.. Основи, 1996. 54с.
2. Закон України «Про інвестиційну діяльність». [Електронний ресурс]. Режим доступу: [www.rada.gov.ua](http://www.rada.gov.ua)
3. Закон України «Про захист іноземних інвестицій в Україні». [Електронний ресурс]. Режим доступу: [www.rada.gov.ua](http://www.rada.gov.ua)
4. Закон України «Про наукову і науково-технічну діяльність». [Електронний ресурс]. Режим доступу: [www.rada.gov.ua](http://www.rada.gov.ua)
5. Закон України «Про національну безпеку України». Режим доступу: <https://ips.ligazakon.net/document/T182469>.
6. Закон України «Про охорону навколишнього природного середовища». [Електронний ресурс]. Режим доступу: [www.rada.gov.ua](http://www.rada.gov.ua)
7. Рішення Ради національної безпеки і оборони України «Про Стратегію економічної безпеки України на період до 2025 року». Режим доступу: <https://ips.ligazakon.net/document/MUS35837>.
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10. Загурська-Антонюк В.Ф. Державне управління національною безпекою в умовах геополітичних трансформацій: монографія. Житомир: Житомирська політехніка, 2020. 334 с.
11. Економіка: теорія і практика. Підручник. Чернівці: Чернів. нац. ун-т. 2020. 232 с.
12. Економічна безпека та конкурентоспроможність регіонів України: монографія / З. С. Варналій, Р. Р. Білик. Чернівці: Технодрук. 2018. 454 с.
13. Практикум з публічного управління та адміністрування : Збірник навч. кейсів для професійної підготовки та підвищення кваліфікації фахівців за спеціальністю «Публічне управління та адміністрування» / [Н. Алюшина, Ж. Кравченко, Н. Наулік, Я. Турунен, С. Хаджирадєва (заг. ред.) та ін.]. Київ: УШУ, 2022. 160 с.
14. Романюк С.А. Теорія та практика стратегічного управління: монографія / С.А.Романюк. Київ: НАДУ, 2019. 232 с.
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17. Хаджирадєва С. К. Системний аналіз і прийняття рішень в публічному управлінні: навч.-метод. посібник / С.К.Хаджирадєва, Т.К.Гречко. Київ: НАДУ, 2019. 247 с.



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### Supplementary

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### **Information resources**

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4. Офіційний сайт бібліотеки ім. В. Вернадського. <http://nbuv.gov.ua/>
5. Офіційний сайт Наукової бібліотеки НУ «Чернігівська політехніка». <http://library2.stu.cn.ua/>
6. Офіційний сайт Верховної Ради України. <http://www.rada.gov.ua>
7. Урядовий портал. Єдиний веб-портал органів виконавчої влади України. <http://www.kmu.gov.ua>