

**STATE UNIVERSITY OF TRADE AND ECONOMICS  
VINNYTSIA INSTITUTE OF TRADE AND ECONOMICS**

**QUALITY MANAGEMENT SYSTEM**

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**Department of Finance**

APPROVED

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**УПРАВЛІННЯ ПУБЛІЧНИМИ ФІНАНСАМИ /**

**PUBLIC FINANCE MANAGEMENT**

**РОБОЧА ПРОГРАМА/CURRICULUM**

Ступінь вищої освіти/educational level	«магістр» /	“master”
Галузь знань/ Field of Study	28 Публічне управління та адміністрування /	Public Administration
Спеціальність/ Subject Area	281 Публічне управління та адміністрування /	Public Administration
Освітня програма/ Educational Programme	Публічне управління та адміністрування /	Public Administration

**The editor:** Olena Prutska, doctor of economic sciences, professor.

**Guarantor of the educational program "Public administration"** - Iryna Nikolina - candidate of sciences in public administration, associate professor, associate professor of the department of management and administration of VITE SUTE

Program discussed and approved at the meeting of the finance department dated 05/01/2023, protocol №. 9;  
at the meeting of the academic council of the accounting and finance faculty dated 05/18/2023, protocol №. 5.

**Reviewers:** Andrii Nikitishyn, Doctor of Economic Sciences, Professor,

Professor of the Department of Finance;  
Mykola Kopachevskyi, director of the Department of Finance  
Vinnytsia Regional Military Administration

Editor: Fateeva T.  
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## I. GENERAL PROVISIONS

**The purpose of studying the course:** training a competitive specialist in public management and administration who is able to solve complex specialized tasks and practical problems of ensuring the sustainable development of communities through democratic governance, effective management of organizations (institutions) of the public finance sector, taking into account the specifics of their functioning in crisis situations conditions

**The results of the study of the academic discipline, its place in the educational process.**

Formation of a knowledge system on issues of public finance management in the context of financial decentralization, features of the program-target method in the budget process, sequence of development, approval and implementation of budget programs, use of funds of the state regional development fund, implementation of a gender-oriented approach in the budget process.

The result of studying the course "Public Finance Management" for the educational program "Public Management and Administration" is the formation of a complex of the following competencies:

- **integral competence:** The ability to solve complex tasks and problems in the field of public management and administration and/or in the learning process, which involves conducting research and/or implementing innovations and is characterized by the uncertainty of conditions and requirements.

- **general competencies (GC):**

- GC4. Ability to improve and develop professional, intellectual and cultural level.

- GC5. Ability to make informed decisions and use modern communication technologies.

- GC6. Ability to communicate professionally in a foreign language.

- **special competences (SC):**

- SC4. Ability to determine indicators of sustainable development at higher, central, regional, local and organizational levels.

- SC9. Ability to carry out scientific and research activities in the field of public management and administration.

**The program learning outcomes (LO) are:**

LO1 To know the theoretical and applied principles of development and analysis of public policy, the foundations and technologies of management decision-making.

LO6. Carry out effective management of innovations, resources, risks,

projects, changes, quality, apply modern models, approaches and technologies, international experience in the design and reorganization of management and general organizational structures.

LO9. Communicate in a foreign language in a professional manner, discuss public administration problems and research results.

LO11. Develop well-founded management decisions taking into account issues of European and Euro-Atlantic integration, take into account goals, existing legislative, time and resource limitations, evaluate political, social, economic and environmental consequences of decision options.

LO12. Plan and carry out scientific and applied research in the field of public management and administration, including analysis of issues, setting goals and objectives, selection and use of theoretical and empirical research methods, analysis of its results, formulation of substantiated conclusions.

**Interdisciplinary connections:** the program is organized in accordance with the abstract of the educational and professional master's training program, is based on the study of such regulatory disciplines as "Public Policies, Programs and Projects in Multilevel Governance", "Strategic Management and Professional Development in Public Organizations", "Research methodology in digital multilevel governance".

### Criteria for evaluating learning outcomes

The criterion for the student's successful completion of the final assessment may be his achievement of the minimum threshold levels of grades for each planned learning outcome of the academic discipline. The minimum threshold level of assessment should be determined using qualitative criteria and transformed into a minimum positive assessment of the used numerical (rating) scale.

Levels of competence	According to the SUTE scale	Assessment criteria
1	2	3
High (Research)	90-100	Has well-founded and comprehensive knowledge of the discipline, knows how to generalize and systematize acquired knowledge; independently finds sources of information and works with them; conducts own research, can use acquired knowledge and skills in solving problems.
Sufficient (partial search)	82-89	Possesses educational material, knows how to compare and generalize, shows creative interest in the subject, completes tasks with full explanation and justification, but makes minor mistakes; can realize facts and ideas that are new to him.
	75-81	Possesses the educational material specified by the program; solves the tasks provided by the program with a partial explanation.
Elementary (reproductive)	69-74	Possesses educational material at the reproductive level; can independently solve and explain the solution of the task.
	60-68	Acquaints with the educational material, reproduces it at the reproductive level; performs elementary tasks according to a sample or known algorithm.
Low (fragmentary)	35-59	Acquaints and reproduces educational material at the level of individual facts and material fragments; performs elementary tasks under the guidance of the teacher.
	1-34	Acquainted with educational material at the level of recognition and reproduction of individual facts.

Applicants of higher education, who have fully completed the discipline program and scored a sufficient number of points, receive a final grade without a survey or completion of an examination task (according to the Regulation on the evaluation of the results of education of applicants of higher education №12 dated 07.02.2022).

In the event that a student wishes to improve his grade, or if he did not score 75 points, he takes an exam covering the entire curriculum of the discipline in the form of a written survey of knowledge according to the tasks of the established sample.

The result of completing the exam tasks is evaluated taking into account the results in the ratio of 80:20, where 80 is the maximum score for the completion of the exam task, 20 is the result of current success according to the scale of translation of the current work to take it into account in the final evaluation.

A student of higher education who does not agree with the grade obtained during the final (semester) control has the right to request a review of the grade obtained on the exam (according to the Regulation on appeals of the results of the final control of students' knowledge №32 of 02.07.2022).

**The scope of the course in credits and its distribution (thematic plan)  
Curriculum**

Topics	Number of hours				Forms of control
	hours/ credits	of them			
		lectur es	practi cal	IWS	
Topic 1. Theoretical foundations of public finance management	14	2	2	10	OS, WS, A
Topic 2. Regulatory framework of public finance management in Ukraine	14	2	2	10	OS, WS, T, LMS
Topic 3. Organization of the tax system as an opportunity for the development of territories	17	2	4	11	OS, WS, A, LMS
Topic 4. The budget process and its features in modern conditions	17	2	4	11	OS, WS, A, LMS
Topic 5 Peculiarities of public finance management under martial law	12	-	2	10	A, IT
Topic 6. Methods of financing local government projects	16	2	4	10	OS, WS, LMS
<b>Total</b>	<b>90/3</b>	<b>10</b>	<b>18</b>	<b>62</b>	
<b>Final control - Exam</b>					

**Legend:**

OS - oral survey;

WS – written survey;

A – abstract;

T – testing;

IT – individual tasks;

LMS – learning management system "Moodle"

## **II. EDUCATIONAL DISCIPLINE PROGRAM**

### **Topic 1. Theoretical foundations of public finance management**

The essence and functions of public finance. Principles of public finance management. The system of public funds in the financial system of Ukraine. The budget system as the basis of public finances. Sources of formation and methods of mobilization of public revenues. The relationship between state functions and public expenditures. Evolution of approaches to public finance management. Public debt management as a component of public finance management.

### **Topic 2 Regulatory framework of public finance management in Ukraine**

Budget Code of Ukraine. Law of Ukraine on the state budget. Decisions of local councils on local budgets. Implementation of international legal norms in terms of organizing the work of financial bodies. Normative and legal regulation of public finances in the countries of the European Union.

### **Topic 3. Organization of the tax system as an opportunity for the development of territories**

The essence and composition of the tax system. Types of taxes. The concept and development of the tax potential of the territory. Resources and opportunities for increasing the tax potential of the territory. International aspects of taxation. Experience of EU countries in the organization of local taxation. Consequences of evasion of tax obligations, erosion of the taxable base and withdrawal of income from taxation. Losses to society due to tax evasion.

### **Topic 4 Budget process and its features in modern conditions**

Budget planning. Program-target method in the budget process. Development, approval and implementation of budget programs. Implementation of a gender-oriented approach in the budget process. The mechanism of introducing the public budget. Treasury maintenance of budgets: realities and new opportunities. Targeted funds of financial resources. Experience of state support of local communities in the countries of the European Union.

### **Topic 5 Peculiarities of public finance management under martial law**

Taxes during the war. Peculiarities of the budget process under martial law. Funding of the social sphere, social and pension payments during martial law. State support for temporarily displaced persons. Business relocation support. Problems of the growth of public debt. Increase in the volume of state borrowing. State support of local budgets. Budgetary control as a factor in strengthening the effectiveness of territorial budget policy.

## **Topic 6 Methods of financing local government projects**

Regional policy and financial decentralization The essence of financial decentralization. Formation of a strategic vision of community development, assessment of its weaknesses and strengths, determination of competitive advantages, planning of socio-economic processes for the medium and long term, prediction of possible consequences from the implementation of such goals and objectives. Concepts and components of the territory budget. Funds of financial resources for the purpose of local level. Use of funds from the state regional development fund. Projects implemented by authorities and methods of their financing. The latest methods of financing local government projects, in particular, at the expense of instruments from the financial market. Peculiarities of developing the organization's financial strategy in the field of public administration. Models of local economic development (successful practices).



## STRUCTURE OF THE COURSE

Learning results	Educational activity	Student work time, hours
1	2	3
<p><b>To know:</b> the essence and principles of public finance management.</p> <p><b>Be able to:</b> determine the object, goals and tools of public finance management</p>	<p><b>Topic № 1. Theoretical foundations of public finance management</b> Lecture #1 Lecture plan: 1. Purpose, subject and methodology of studying the discipline "Public Finance Management" 2. The relationship between state functions and public expenditures 3. Sources of formation and methods of mobilization of public revenues. <b>Recommended sources:</b> Basic: 1, 2, 4, 5, 6. Additional: 8, 10, 12, 14. Internet resources: 20-25.</p>	2
	<p><b>Independent work of students.</b> 1. The essence and functions of public finance. 2. Principles of public finance management. 3. Evolution of approaches to public finance management. 4. State debt management as a component of public finance management.</p>	10
	<p><b>Practical lesson №1.</b> Questions for the lesson: 1. Describe the main components of the public finance management system. 2. Summarize the essence of the budget system through public funds. 3. To systematize the features of public debt management: necessity, goals, tools.</p>	2
<p><b>To know:</b> the regulatory framework of public finance management in Ukraine</p>	<p><b>Topic № 2. Regulatory and legal framework of public finance management in Ukraine</b> Lecture #2. Lecture plan: 1. The main components of the regulatory framework of public finance management in Ukraine 2. Characteristics of the Budget Code of Ukraine 3. Law of Ukraine on the state budget <b>Recommended sources:</b> Basic: 1, 2, 4, 5, 6. Additional: 7, 8, 9, 12, 14. Internet resources: 22-25.</p>	2
	<p><b>Independent work of students.</b> 1. Local councils decisions on local budgets. 2. Implementation of international legal norms on the organization of financial bodies activities. 3. Normative and legal regulation of public finances in the countries of the European Union.</p>	10

<p><b>Be able to:</b> search for the legal justification of decisions regarding the management of public finances</p>	<p><b>Practical lesson №2.</b>  Questions for the lesson:  1. To describe the current legal framework for public finance management in Ukraine.  2. Compare the functions and features of public finance management at the local and national level.  3. To determine directions for improvement of the regulatory framework of public finance management in the context of the European integration of Ukraine.</p>	<p>2</p>
<p><b>To know:</b> the essence, composition and possibilities of the tax system in relation to the development of territories</p>	<p><b>Topic №3. Organization of the tax system as an opportunity for territorial development</b>  Lecture #3  Lecture plan:  1. The essence and composition of the tax system.  Types of taxes.  2. The concept and development of the tax potential of the territory  3. Experience of EU countries in the organization of local taxation.  <b>Recommended sources:</b>  Basic: 1, 2, 3, 5, 6.  Additional: 8, 12, 14, 17.  Internet resources: 22-27.</p>	<p>2</p>
<p><b>Be able to:</b> substantiate proposals for increasing the tax potential of the territory</p>	<p><b>Independent work of students.</b>  1. Consequences of evasion of tax obligations, erosion of the taxable base and withdrawal of income from taxation.  2. Losses to society due to tax evasion.</p>	<p>11</p>
<p><b>Be able to:</b> substantiate proposals for increasing the tax potential of the territory</p>	<p><b>Practical lesson №3.</b>  Questions for the lesson:  1. To reveal the concept of the tax system and its importance for filling the funds of the country's financial resources.  2. Give a comparative description of the main types of taxes.  3. To assess the losses of society due to tax evasion.</p>	<p>2</p>
<p><b>Be able to:</b> substantiate proposals for increasing the tax potential of the territory</p>	<p><b>Practical lesson №4.</b>  1. To introduce concepts and monitor the development of the territory's tax potential.  2. To characterize the resources and opportunities for increasing the tax potential of the territory.  3. Consider the experience of EU countries in increasing the tax potential of territories.</p>	<p>2</p>
<p><b>To know:</b> features of the budget process in modern conditions, methods and mechanisms of budget planning in the budget process, to possess the</p>	<p><b>Topic №4. The budget process and its features in modern conditions</b>  Lecture #4  Lecture plan:  1. Budget planning. Program-target method in the budget process.  2. Development, approval and execution of budget programs  3. Treasury maintenance of budgets: realities and new opportunities.</p>	<p>2</p>

methodology of analysis and planning of the income and expenditure part of budgets of all levels	<b>Recommended sources:</b> Basic: 1, 2, 4, 5, 6. Additional: 7, 8, 9, 12, 14, 17. Internet resources: 22-26.	
	<b>Independent work of students.</b> 1. Targeted funds of financial resources. 2. State support of local budgets. 3. Implementation of a gender-oriented approach in the budget process. 4. The mechanism of introducing the public budget. 5. Budgetary control as a factor in strengthening the effectiveness of budget policy	11
	<b>Practical lesson №5.</b> Questions for the lesson: 1. To detail the essence and features of budget planning 2. Highlight the program-target method in the budget process. 3. Summarize the features of development, approval and execution of budget programs.	2
	<b>Practical lesson №6.</b> 1. Highlight and analyze the peculiarities of state support of local budgets. 2. To substantiate the advantages and obstacles of implementing a gender-oriented approach in the budget process. 3. To reveal the Mechanism for the introduction of the public budget. 4. To analyze the experience of state support of local communities in the countries of the European Union.	2
<b>To know :</b> the essence of the tools and methods of mobilizing financial resources during the war	<b>Topic №5. Peculiarities of public finance management under martial law.</b> <b>Recommended sources:</b> Basic: 4, 5, 6. Additional: 7, 8, 9, 12, 14-16. Internet resources: 22-26.	-
	<b>Independent work of students</b> 1. Taxes during the war. 2. Peculiarities of the budget process under martial law. 3. Funding of the social sphere, social and pension payments during martial law. 4. State support for temporarily displaced persons. 5. Support for business relocation.	10

<p><b>To be able to:</b> evaluate growth prospects and the possibilities of repaying the state debt.</p>	<p><b>Practical lesson №7.</b>  1. Prepare a fragment of an analytical note on the financing of the social sphere, social and pension payments during martial law.  2. To analyze the main indicators of the growth of the state debt during the last two years.  3. Prepare an overview of the main tax innovations under martial law.  4. To conduct an analysis of the NBU's measures to stabilize monetary circulation during martial law.</p>	<p>2</p>
<p><b>To know:</b> the essence of regional policy, financial decentralization and methods of financing local government projects.</p> <p><b>Be able to:</b> prepare proposals regarding the sources and methods of financing local government projects, in particular at the expense of instruments from the financial market</p>	<p><b>Topic №6. Methods of financing local government projects</b>  Lecture #5  Lecture plan:  1. Regional policy and financial decentralization  2. Concepts and components of the territory's budget.  3. Use of funds from the state regional development fund.  4. Latest methods of financing local government projects.  <b>Recommended sources:</b>  Basic: 2, 3, 5, 6.  Additional: 7, 8, 10, 12, 14.  Internet resources: 22-27.</p>	<p>2</p>
	<p><b>Independent work of students.</b>  1. Peculiarities of developing the organization's financial strategy in the field of public administration.  2. Models of local economic development (successful practices).</p>	<p>10</p>
	<p><b>Practical lesson №8.</b>  Questions for the lesson:  1. List the main features and consequences of the financial decentralization reform  2. To reveal the role and significance of local-level targeted financial resource funds.  3. Highlight the concepts and detail the constituent parts of the territory's budget</p>	<p>2</p>
	<p><b>Practical lesson №9.</b>  1. To analyze the main areas of use of funds of the state regional development fund.  2. To conduct an overview of the projects implemented by the authorities, and to determine the methods and sources of their financing.  3. Consider examples of financing local government projects using financial market instruments</p>	<p>2</p>
<p><b>Total</b></p>		<p><b>90</b></p>

### III. RECOMMENDED SOURCES

#### 3.1. Basic

1. Бровдій А.М. Організація публічних закупівель: навч. посіб. Харків: ХНУМГ ім. Бекетова, 2018. 183с.
2. Луніна І.О., Бондарук Т.Г. Публічні фінанси та міжбюджетні відносини: навч. посіб. Київ: ДП «Інформ.-аналіт. агентство», 2019. 304с.
3. Опарін В.М. Публічні фінанси: тенеза, теоретичні колізії та практична концептуалізація / В. М. Опарін, В. М. Федосов, П. І. Юхименко. *Фінанси України*. 2017. № 2. С. 110-128.
4. Прутська О.О. Публічні фінанси України в умовах пандемії COVID-19. *Інфраструктура ринку*. 2021. С.127-132. Вип.53
5. Прутська О.О. Зміст та структура публічних фінансів: теоретичний аспект. *Приазовський економічний вісник*. 2021. №3 (26). С.131-135. URL: <https://pev.kpu.zp.ua/vypusk-3-26>
6. Теорія публічних фінансів: навч. посіб. / А.С. Абрамова, М.Г. Марич, М.В. Дубина, Л.В. Попова, А.В. Жаворонок, Д.Г. Савчук, А.О. Вікнянська. Кам'янець-Подільський, Аксіома. 2018. 322 с.

#### 3.2. Additional

7. A guide to public financial management literature for practitioners in developing countries. URL: <https://odi.org/en/publications/a-guide-to-public-financial-management-literature-for-practitioners-in-developing-countries/>
8. Бережна, А. Ю., Філонич, О. М. Значення діджиталізації в забезпеченні прозорості в управлінні публічними фінансами. *Економіка і регіон*. 2020. 1(76), 74-85. URL: [https://doi.org/10.26906/EiR.2020.1\(76\).1920](https://doi.org/10.26906/EiR.2020.1(76).1920)
9. Бліщук К.М., Козак І.І. Ефективність управління публічними фінансами в нових економічних умовах. *Ефективність державного управління*. 2020. Вип.2. С. 201-214. URL: [https://nbuv.gov.ua/UJRN/efdu\\_2020\\_2\\_16](https://nbuv.gov.ua/UJRN/efdu_2020_2_16)
10. Бліщук, К. М. Особливості управління публічними фінансами у воєнний період. *Ефективність державного управління*. 2023. (70/71). С. 62–67. URL: <https://doi.org/10.36930/507008>
11. Губерська Н. Л., Чуприна Л. М. Загальнотеоретична характеристика публічних фінансів в Україні та актуальні питання їх правового регулювання. *Юридичний бюлетень*. 2021. №22. С.76-84. URL: <https://doi.org/10.32850/LB2414-4207.2021.22.10>
12. Захаркіна Л. С., Чухно Р. Ю., Веремієнко Є. В.. Транспарентність публічних фінансів як фактор забезпечення фінансової безпеки держави. *Вісник Сумського державного університету. Серія Економіка*. 2021. №4. С.122 -130. URL: <https://doi.org/10.21272/1817-9215.2021.4-15>

13. Куценко Т. Сіренко Я. Забезпечення фінансової спроможності територіальних громад як пріоритет децентралізації управління: аналітична доповідь. 2019. 28с.
14. Про відкритість використання публічних коштів: Закон України від 11 лютого 2015 року № 183-VIII {Із змінами, внесеними згідно із Законами № 679-VIII від 15.09.2015, ВВР, 2015, № 46, ст.414 № 912-IX від 17.09.2020} URL: <https://zakon.rada.gov.ua/laws/show/183-19#Text>
15. Про внесення змін до Податкового кодексу України та інших законодавчих актів України щодо особливостей оподаткування та подання звітності у період дії воєнного стану: Закон України від 03.03.2022 р. №2118-IX. URL: <https://zakon.rada.gov.ua/laws/show/2118-2022-%D0%BF#Text>
16. Про внесення змін до Порядку виконання повноважень Державною казначейською службою в особливому режимі в умовах воєнного стану: Постанова від 9.04.2022 № 420. URL: <https://zakon.rada.gov.ua/laws/show/420-2022-%D0%BF#Text>
17. Фролов С., Григораш О., Орлов В., Фатхі Ш. Аналіз функціонування публічних фінансів як головної ланки фінансової системи України. *Проблеми і перспективи економіки та управління*. 2020. №4(24). С.121-134. URL: [https://doi.org/10.25140/2411-5215-2020-4\(24\)-121-135](https://doi.org/10.25140/2411-5215-2020-4(24)-121-135)
18. Шайнога А. Е. Публічні фінанси як складова фінансової системи. *Вісник Харківського національного університету імені В.Н. Каразіна серія Економіка*. 2021. №101. С.148-155. URL: <https://doi.org/10.26565/2311-2379-2021-101-15>
19. Швайко М. Л. Розвиток публічних фінансів України у сучасних умовах. *Ефективна економіка*, 2019. №11. URL: <https://doi.org/10.32702/2307-2105-2019.11.87>
20. Public Financial Management (PFMx) URL: <https://www.imf.org/en/Capacity-Development/Training/ICDTC/Courses/PFMx>
21. Fritz, V., Hedger, E., & Lopes, A. (2011). Strengthening Public Financial Management in Post-Conflict Countries, Washington DC: World Bank. URL: <http://siteresources.worldbank.org/INTPREMNET/Resources/EP54.pdf>

### 3.3. Internet resources

22. Офіційний сайт «Децентралізація» URL: <https://decentralization.gov.ua/uploads/library/file/.575/1/pdf>
23. Open Budget. Державний веб-портал бюджету для громадян URL: <https://openbudget.gov.ua/>
24. Офіційний Інтернет-сайт Державної комісії з цінних паперів та фондового ринку України. URL: <http://www.smida.gov.ua/>
25. Офіційний сайт Верховної Ради України. URL: <http://www.zakon.rada.gov.ua/>
26. Офіційний сайт Урядового порталу. URL: <http://www.kmu.gov.ua/>
27. Офіційний сайт Державної служби статистики України. URL: <http://www.ukrstat.gov.ua/>