

## Certificate Programme `Public Leadership and Administration`


### Course Catalogue

<b>Dr. Hajo Bopst</b>	<b>German Lessons / Deutschkurs</b>
	<ul style="list-style-type: none"> <li>- Guten Tag. Willkommen in meinem Deutsch-Kurs! Mein Name ist Hajo Bopst. Und wie ist Ihr Name? Sprechen Sie Deutsch?</li> <li>- Nein, nur Ukrainisch und ein bisschen Englisch. Aber ich will Deutsch lernen.</li> <li>- Super! Englisch kann helfen. Wir sehen uns am Freitag, den 20. Mai, um 11.00 Uhr. Haben Sie verstanden?</li> <li>- Ja, ich denke, ich habe verstanden...</li> </ul> <p><b>IN ENGLISH:</b></p> <ul style="list-style-type: none"> <li>- Good day. Welcome to my German Lessons! My name is Hajo Bopst. And what's your name? Do you speak German?</li> <li>- No, only Ukrainian and a little bit of English. But I would like to learn German.</li> <li>- Super! English can help. We will meet on Friday, 20 May at 11 o'clock. Have you understood?</li> <li>- Yes, I think I have ...</li> </ul>
<b>Michael Boxheimer</b>	<b>Fundamentals of Project Management</b>
	<p>In the exercise fundamental definitions, concepts and methods for planning and realising a project are introduced. Based on a case study, the participants have the opportunity to apply different methods in group work and thus build up initial competences.</p> <p>Based on the training, participants can take an exam to obtain the „Basiszertifikat im Projektmanagement“ an independent certification of the „Gesellschaft für Projektmanagement (GPM)“. Link <a href="https://www.gpm-ipma.de/zertifizierung/projektmanager/basiszertifikat_gpm.html">https://www.gpm-ipma.de/zertifizierung/projektmanager/basiszertifikat_gpm.html</a></p> <p>The topics of the exercise "Fundamentals of Project Management": Project and Project Management, Project Types, Business Case, Project Order, Project Phases, Milestones, Project Planning, Roles in Project Management, Analysis of the Project Environment, Interested Parties / Stakeholders, Requirements and Objectives, Scope and Deliverables, WBS Work Breakdown Structure, Project Flow Chart, Software and Project Management, Competences and Project Management, Self-Reflection and – Management, Versatility / Diversity, Line- and Project Organisation, Project Organisation, Opportunities and Risks, Project Schedule, Network Plan and Critical Path, Project Resources, Cost and Financing, Project execution and controlling, Project Design, Complexity, Quality, Procurement, Project Business, Management of Project Management, Communication, Information and Documentation, Reporting, Contracts and Claims, Change Management, Project Team and Team Development, Intercultural Aspects, Success in Project Management, Other Topics of PM</p> <p><b>Training Methods:</b> Lectures, group work, presentation of results, discussion and reflection</p> <p><b>Preparation:</b> To prepare for the training please read the script „Fundamentals Project Management“ and the „Case Study - Relocation Retirement Home – Summer 2022“, available on <b>OLAT</b>.</p>

<b>Prof. Dr. Désirée Christofzik</b>	<b>Comparative Public Finance and Fiscal Policy</b>
	<p>The two-day workshop provides an introduction to public finance and to the basics of fiscal policy. Emphasis is placed on country-specific differences, whose respective advantages and disadvantages will be discussed. On the first day, the institutional setting of public revenues and expenditures as well as the methodological framework for analysing the scope and structure of the public sector are presented. In this context, individual country examples will be examined in more detail. On the second day, selected topics will be dealt with in greater detail. These include the EU budget as well as issues such as tax harmonisation that are related to the European integration processes. In addition, the potential effects of tax and fiscal policy measures on goals such as growth, stability and the distribution of income and wealth are examined.</p>
<b>Dr. Kibreab Habtemichael Gebereselassie</b>	<b>Administrative Responsiveness in times of Migration</b>
	<p>The world is united with Ukrainian. The war has devastated infrastructures, basic health, and education facilities. Many homes have been destroyed and precious lives are being lost. Millions have left their homes and forced to migrate. Various EU governments and countries worldwide have shown their solidarity in different ways with Ukraine. Germany and many countries in EU have hosted Ukrainian refugees, offered them a place to live, and established a system to integrate them. Local administrations have added resources and manpower &amp; extended their working hours so that the responsiveness work functions properly.</p> <p>On the other hand, the administration in Ukraine will also require a strong responsiveness strategy, effort, and mobilization of resources. The participation of returnee Ukrainians in rebuilding the nation is immense. From these two perspectives, this seminar will offer various inputs on how to respond to migrant's needs at host countries and at the origin. The seminar will offer various instruments on how the Ukrainian administration could respond to returnee migrants in addressing their economic aspirations and overcoming the psychological impact of the war. Ukrainian 's participation during their stay in host countries and upon return is crucial in the responsiveness work.</p> <p><b>Seminar goal:</b></p> <p>The goal of this seminar is to familiarize participants with the necessary administrative responsiveness strategies in times of migration. Through discussions and case studies, participants of the seminar will be informed the success stories of countries and regions in responding to migration and rebuilding their nations. The seminar will also give each participant the opportunity to ask oneself about the role they can play in small steps that contribute to the rebuilding and renaissance of Ukraine.</p>
<b>Prof. Dr. Stefan Grohs</b>	<b>Local Government in Europe: Threats, Challenges and Opportunities</b>
	<p>Local Governments play an important role for the provision of public services and the participation of citizens in the in most European countries. The course introduces first in the varieties of local government functions, local political systems and their role in central-local relations. In a second step, we will discuss current challenges of the local level, e.g. fiscal stress, reforms in intergovernmental relations and declining participation. Thirdly, the course</p>

	discusses the impact of European integration on local governments, e.g. the funding opportunities of European cohesion policies. The aim of the course is to provide relevant information for the participants to discuss the role of local governments in a post-war Ukraine and to understand the opportunities of European integration for the development of strong local governments.
<b>Claudia Hipp/Lia Khatiashvili</b>	<b>Academic Writing</b>
	This workshop will focus on improving your skills as an academic writer. We will (re-)examine the fundamental structure of an academic paper, the academic writing style, how to properly use sources, grammar, topic sentences, the purpose of audience, and many other elements of academic writing. We will utilize writing exercises, readings, and discussions to accomplish this task. <b>Goals:</b> 1. To help you effectively convey your ideas in written form. 2. To improve your understanding of how to properly structure your thesis. 3. To enable you to proofread your own writing efficiently. 4. To provide you with several useful resources and skills that you can use throughout your “writing career”. 5. To (hopefully) make you enjoy writing more!
<b>Prof. Dr. Constanze Janda</b>	<b>Human Rights and Fundamental Freedoms in the Jurisdiction of the European Court of Justice</b>
	The European Economic Community (EEC) has been founded in the 1950s in order to promote Europe-wide trade and the mobility of capital, goods, services and employees. Whereas the right to mobility has been extended to all EU citizens in 1992, it was not before 2000 that the Charter of Fundamental Rights of the European Union has been proclaimed. The seminar “Human Rights and Fundamental Freedoms in the Jurisdiction of the European Court of Justice” aims at analyzing the scope and content of the European Human Rights approach and at reflecting it in the context of migration law, social security law and labor law. The sessions will cover: <ul style="list-style-type: none"> <li>• The Right to Equality and Non-Discrimination</li> <li>• The Right to Asylum</li> <li>• Migration and the Right to Social Security</li> </ul>
<b>Dr. Carsten Jennert</b>	<b>Public Leadership (Elements of Leadership, Organization, Tools, Decision Making, Leading yourself/others)</b>
	The Course „Public Leadership“ gives a packed and systematic overview of elements, objects, methods and goals of Public Leadership. Stretching from historic examples to instruments such as the operational and organizational structure, management by objectives and employee surveys, it covers both personal and technical aspects of Leadership. Each block will contain a short theoretical introduction and various case studies based on the professional experience of the lecturer in advising public authorities. Together with the opportunity to discuss personal experiences the course aims to give participants knowledge and impulse for further studies and professional development.
<b>Prof. Dr. Dr. h.c. Andreas Knorr</b>	<b>European Economic Integration</b>
	The course “European Economic Integration” is designed to familiarize students with the key economic concepts of regional blocs by example of the EEC/EU. After an introduction to the main principles of the economic theory of regional

	<p>integration, the course is dedicated to select aspects of the EEC/EU's integration process to identify and to explain its major successes, failures, and challenges ahead.</p> <p>In order to achieve these learning outcomes, the course is divided into two parts. Lecture-based Part A is conceived as a general introduction to the economics of regional integration. In Part B, students will be assigned topics for presentation on the principal policy areas in the framework of the EU's economic integration process which will be discussed in class. Topics will be assigned to individual students or as group work in the first session of the course.</p>
<b>Prof. Dr. Sanja Korać/ Sarah Müller</b>	<b>Public Performance Management</b>
	<p>The Seminar "Public Performance Management" will focus on the concept of performance in the public sector, on performance measurement, and the design of effective performance management systems. You will also learn about different types of performance-based budgeting systems, the potential and the pitfalls of benchmarking, and discover why public managers and politicians use performance information (and why not).</p>
<b>Prof. Dr. Sanja Korać/ Sarah Müller</b>	<b>Strategic Change Management</b>
	<p>In the Seminar "<i>Strategic Change Management in the Public Sector</i>" you will learn about the foundations of change and strategic change management, the role of structure and culture of public sector organizations for strategic change, and about actors and partners for change. The second part of the Seminar will focus on strategy development, route mapping, and tools and techniques for change. The conceptual foundations will be accompanied by the discussion of and reflection on different (international, cross-policy) cases of strategic change in the public sector.</p>
<b>Dr. Adam Krzywon</b>	<b>European Principles on Civil Service</b>
	<p>The seminar will focus on the most important principles of civil service in Europe. It will examine multiple legal mechanisms that guarantee the integrity, professionalism, objectivity and impartiality of the civil servants. Also, during the seminar, the interrelations between these principles and the right to good administration will be analysed. The relevant sources will be constitutional and administrative laws of selected European countries, EU law and Council of Europe documents, such as recommendations on codes of conduct and on the status of public officials in Europe.</p>
<b>Dr. Kai Masser</b>	<b>Decision Making in Public Administration: Benefit and Cost-Benefit Analysis</b>
	<p>The instruments of cost-benefit analysis and utility analysis are presented on the basis of concrete examples. Each analysis is based on real data.</p> <p><b>Utility Analysis:</b> After air traffic (not only) in Germany has come to an almost complete standstill in the course of the measures to combat the Corona pandemic, the question arises as to how things should "continue" after Corona with many of the medium-sized and smaller regional airports. In addition, the discussion about climate change raises the question of the extent to which domestic or short-haul flights will still be (politically) accepted in the future.</p>

	<p>Within the scope of the course, it will be examined which solutions (continued operation, closure of the airport and diversification scenario) exist for two fictional, but real locations, Northeast and Southwest.</p> <p><b>Cost-Benefit Analysis:</b> A economic analysis of Corona measures tries to determine whether costs exceed benefits, or vice versa. In the case of Corona measures, this means is "doing" (tightening, lockdown) or not doing ("Freedom-Day") the better alternative. Of course, between the extreme positions of "Freedom-Day" and "Zero-Covid" there is a wide spectrum of graded alternative actions. However, if the wrong alternative is chosen, there is a risk of welfare losses from an economic point of view. The success of the Anti-Corona-Strategies of eight countries are analyzed: <b>Ukraine</b>, Georgia, Hungary, Lithuania, Poland, Italy, Sweden and Germany.</p>
<p><b>Prof. Dr. Linda Mory/Dr. Rolf Ziegler</b></p>	<p><b>Storytelling in Business Settings</b></p>
	<p>What this sandwich has to do with storytelling, you will find out in our joint workshop "STORYTELLING as part of management tasks - a joint workshop to understand the concept and try it out yourself". The term "narrative" or "storytelling" is on everyone's lips. It is about meaningful stories that the recipients want to reach on an emotional level. Both in the private sector and in politics and administration, those who tell the best stories and are authentic will be successful. Especially for women in a men dominated environment, storytelling can be crucial for success.</p> <p>Methodology/Didactics: Workshop character with individual input sessions and exercises (in groups).</p>
<p><b>Prof. Dr. Dr. h.c. Karl-Peter Sommermann</b></p>	<p><b>Democracy and Rule of Law as Fundamental Values of the European Union</b></p>
	<p>For some time now, the European Union has seen itself as a union of values. Article 2 of the Treaty on European Union lists democracy and the rule of law among the fundamental values of the European Union. Both principles have developed dynamically over time. Even if different variations of democracy and a different scope of the concept of the rule of law can be observed in the Member States of the European Union, so far there has been rapid agreement on the core content of both concepts. The case law of the European Court of Justice has further concretised a common European understanding of both concepts. More recently, however, individual member states have questioned essential elements of both principles, which has led to new challenges for European integration policy.</p> <p>The course aims to discuss the conceptualisation of democracy and the rule of law in a comparative perspective, to elaborate common European standards that are also essential for the accession of new states to the European Union, and to discuss the guarantee and enforcement of both principles in the Union.</p>
<p><b>Prof. Dr. Ulrich Stelkens</b></p>	<p><b>Reconstructing Ukraine - Lessons from West-German Experiences from the Post-War Period and the Reunification Process?</b></p>
	<p>In this workshop we will discuss, if and how (West-)German experiences from the post-war period (1945 – 1960) and the reunification with the former German Democratic Republic (1989 – 1995) may be of help for the reconstruction of the Ukraine despite the completely different historical, cultural and social contexts. We may discuss German positive and negative experiences with regard to transformation processes and the role of 'old elites',</p>

	the financing of the reconstruction by 'burden-sharing-systems', the organization of debris removal and urban planning, war victim care solutions and ways (not) to deal with post-traumatic stress, gender equality in post-war societies, etc.
<b>Prof. Dr. Ulrich Stelkens</b>	<b>Good Administration and the Council of Europe - Standard Setting and Relevance</b>
	In this two-day workshop we will explore the evolution, the content, the functions, the effectiveness and the possibilities of enforcing the pan-European principles of good administration. These principles are expressed in the rich trove of international conventions of the Council of Europe (CoE), recommendations of the Committee of Ministers of the CoE, resolutions of its other various bodies (such as the Venice Commission) and the case law of the European Court of Human Rights (ECtHR). These sources often refer to and build upon each other. They form a 'coherent whole', specifying as a 'package' of concrete legal requirements for the administrative law of the CoE Member States in order to legitimize administrative action and to ensure the respect of the rule of law and individual rights by the administration. Their development is the result of the CoE Member States' common historical experience with regard to the requirements of a 'good' administrative law. Building on this, we will look at the content and function of the different pan-European general principles of good administration topic by topic. This may serve as background information for examining whether and to what extent the existing Ukrainian legal order and administrative practice meet these standards. This is of relevance because the pan-European general legal principles of good administration 'as a package' are also an expression of general principles of Union law. Thus, their effective implementation within the Ukrainian legal order may be considered as a crucial element in the EU membership negotiations.
<b>Prof. Dr. Colette Vogeler</b>	<b>Participation and Interest Mediation in Comparative Perspective</b>
	Political participation and channels of interest mediation are an essential part of democratic governance. Forms of political participation vary between countries and between levels and have expanded continuously. This includes activities as diverse as voting, direct democratic instruments but also tweeting, and demonstrating. In this seminar different participatory instruments and ways of formal interest mediation will be presented in an international comparative perspective and the implications for local, regional and national decision-makers will be discussed.
<b>Prof. Dr. Wolfgang Weiß/Lea Christmann/Roman Kalin</b>	<b>Introduction into the Law of the European Union</b>
	The lecture lays the foundations for understanding the legal order of the European Union and its effect in the member states of the Union. Both national administrative activity and national economic governance operate within the framework established by the EU and its legal order. To convey these insights, the course introduces the essence of the EU as a compound for the joint exercise of sovereign powers. The constitutional foundations of the EU, especially with regard to its institutions, the distribution of competences between the EU and its Member States and the effect of EU law in the constitutional and administrative order of the Member States will be explained.

	Furthermore, the importance and function of the internal market of the EU with regard to the movement of goods between the Member States is explained. The influence of the EU on national administration and economy will be illustrated.
<b>Dr. Victor Yurkov</b>	<b>Mediation and Dispute Management in Public Service</b>
	This one-day workshop will give you a good overview on conflict management in public administration. During this introductory lecture you will briefly explore the most relevant processes and techniques for dispute resolution in this context, focusing especially on mediation. Theoretical insights will be followed by lively discussions in small group breakout sessions and interactive exercises and accompanied by short videos. With this set of tools and techniques you will be better able to address the challenges of conflict resolution in your professional environment.