

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ «ЧЕРНІГІВСЬКА ПОЛІТЕХНІКА»

**АНГЛІЙСЬКА МОВА  
В ПУБЛІЧНОМУ УПРАВЛІННІ ТА АДМІНІСТРУВАННІ**

**МЕТОДИЧНІ ВКАЗІВКИ**

до практичних занять та самостійної роботи  
для здобувачів вищої освіти першого (бакалаврського) рівня  
спеціальностей 281 Публічне управління та адміністрування,  
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Англійська мова в публічному управлінні та адмініструванні. Методичні вказівки до практичних занять та самостійної роботи для здобувачів вищої освіти першого (бакалаврського) рівня спеціальностей 281 Публічне управління та адміністрування, 073 Менеджмент / Укл. Пермінова В.А., Сікалюк А.І., Литвин С.В. Чернігів : НУ «Чернігівська Політехніка», 2023. 45 с.

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### 3MICT

<b>MODULE 1</b>	<b>5</b>
UNIT 1 Public Administration	<b>5</b>
UNIT 2 Jobs in Public Administration	<b>6</b>
UNIT 3 City Managers	<b>8</b>
UNIT 4 What is Government	<b>10</b>
UNIT 5 Types of Government	<b>12</b>
<b>MODULE 2</b>	<b>14</b>
UNIT 1 Law	<b>14</b>
UNIT 2 Branches of Civil Law	<b>15</b>
UNIT 3 Common Law	<b>17</b>
UNIT 4 Administrative and Civil Law in Civil Law Countries	<b>18</b>
UNIT 5 Administrative and Civil Law in Common Law Countries	<b>20</b>
<b>MODULE 3</b>	<b>22</b>
UNIT 1 Labor law	<b>22</b>
UNIT 2 Occupations	<b>23</b>
UNIT 3 Public Administration Career	<b>25</b>
UNIT 4 Personnel Management	<b>27</b>
UNIT 5 Local Authority	<b>28</b>
<b>MODULE 4</b>	<b>31</b>
UNIT 1 Government Budget	<b>31</b>
UNIT 2 Taxes	<b>33</b>
UNIT 3 Public Affairs in Government Sector	<b>35</b>
UNIT 4 Public Policy	<b>37</b>
UNIT 5 Urbanization	<b>40</b>
Glossary	<b>42</b>
References	<b>45</b>

## Передмова

Англійська мова в публічному управлінні та адмініструванні. Методичні вказівки до практичних занять та самостійної роботи для здобувачів вищої освіти першого(бакалаврського) рівня денної форми навчання спеціальностей 281 *Публічне управління та адміністрування, 073 Менеджмент*.

Метою методичних вказівок є підготовка здобувачів вищої освіти до застосування англійської мови в професійній сфері, що досягається за допомогою відповідних текстових матеріалів зі спеціально розробленою методикою.

Лексичні вправи спрямовані на ознайомлення студентів з професійною лексикою. Активна лексика відбиває найважливіші поняття і явища, представлені в літературі зі спеціальності. Термінологічна лексика закріплена в різноманітних завданнях, які подані за принципом «від простого до складного» - від рівня слова, словосполучення, речення до рівня надфразової єдності.

Методичні вказівки підготовлені з метою підготовки фахівців, здатних представити проекти англійською мовою на міжнародних конференціях, брати участь в дискусіях з професійної тематики, налагоджувати міжнародні зв'язки з іноземними партнерами.

## MODULE 1

### UNIT 1

government	a. connected with the government and the services it provides for the people.
public	b. the state of being equal, especially in status, rights, or opportunities.
civil servant	c. the state of being free from danger or threat.
legislation	d. fairness in protection of rights and punishment of wrongs.
citizen	e. a law or set of laws.
equality	f. a group of people that governs a state or nation.
justice	g. a person who works in the civil service.
security	h. a person who belongs to a particular country.

#### 1. Read and translate the article.

### PUBLIC ADMINISTRATION

Public administration has two meanings. First, it is the implementation of government policy. Second, it is an academic discipline that studies this implementation and prepares civil servants for working in the civil service.



Public administration improves management of the government and improves policies so that government can function better. Public administrators are civil servants working in public departments and agencies at all levels of government.

They perform a wide range of functions, including managing city budgets, developing policy and legislation, implementing policies, and analyzing data

to determine public needs. These functions provide for the well-being of citizens. In universities, professors of public administration study government decision making, analyze policies, and think about how to improve policies and programs.

The goals of public administration are related to the democratic values of improving equality, justice, security, efficiency and effectiveness of civil services.

#### 2. Decide True or False. Correct false sentences.

1. Public administration has three meanings.
2. Public administration is the implementation of government budget.
3. Public administration as an academic discipline prepares civil servants for working in the civil service.
4. Public administrators are civil servants working in public departments and agencies.
5. University professors of public administration study government decision making and analyze policies.
6. The goals of public administration are related to the democratic parties.

#### 3. Choose where the words best fit the gaps. Then translate the sentences.

1. **government/justice**
  - a. The \_\_\_ is planning to implement a new tax system.
  - b. The police do all they can to bring criminals to \_\_\_.
2. **citizen/equality**
  - a. They are fighting for \_\_\_ of women.
  - b. She is a British \_\_\_, but lives in India.

3. **service/budget**
  - a. The President didn't approve the \_\_\_\_\_ for the next year.
  - b. American civil servants and academics promoted civil \_\_\_\_\_ reform in 19th century.
4. **administration/administrators**
  - a. Public \_\_\_\_\_ is both an academic discipline and a field of practice.
  - b. Public \_\_\_\_\_ are public servants working in public departments and agencies.
5. **decisions/policies**
  - a. Public administration attempts to explain how \_\_\_\_\_ in government are made.
  - b. A public administrator manages public agencies, sets budgets, and creates government \_\_\_\_\_
6. **career/nonprofit**
  - a. Public administration courses teach a range of skills that are essential for a \_\_\_\_\_ in \_\_\_\_\_ public service, policy or government.
  - b. Public administration trains people to become managers in government and \_\_\_\_\_ organizations.
7. **internship/participants**
  - a. Public administration professionals are the \_\_\_\_\_ in the creation and implementation of public policy.
  - b. The government \_\_\_\_\_ makes civil servants more effective public sector leaders.
8. **private/management**
  - a. Policy analysis and \_\_\_\_\_ are the basic areas in public administration.
  - b. After graduation you can work in the public sector or for \_\_\_\_\_ organizations

**4. Complete the gaps and then translate the words and phrases.**

1. \_u\_l\_i\_a\_m\_i\_s\_r\_t\_i\_n
2. c\_v\_l se\_v\_c\_
3. \_i\_i\_er\_an\_s
4. g\_v\_rn\_e\_t
5. b\_d\_e\_
6. p\_l\_c\_
7. \_e\_is\_a\_io\_
8. \_u\_li\_needs
9. c\_ti\_en\_
10. \_qu\_li\_y
11. j\_st\_c\_
12. s\_c\_r\_t\_

**UNIT 2**

**JOBS IN PUBLIC ADMINISTRATION**

**1. Complete the article with the phrases from the box.**

*a large employer in public administration/ individuals to plan and oversee various departments/ the day-to-day activities of local governments/ within government and non-profit organizations*

Most public administration positions are found 1) \_\_\_\_\_ at all levels. Individuals who want to work in public administration have a wide range of jobs from which they can choose. The federal government is 2) \_\_\_\_\_. Some of the most common choices are in management, business and financial occupations:

- Financial manager
- Human resources manager
- Labor relations adviser
- Tax analyst
- Budget analyst

In local and state governments, you can find a variety of public administration jobs. These positions involve monitoring 3) \_\_\_\_\_, including long-term project planning. The most common jobs are in business and financial areas:

- City Manager
- Chief administrative officer
- Human services director
- Urban planner

Non-profit organizations hire 4)\_\_\_\_\_Non-profit institutions encompass a wide variety of organizations, including hospitals, environmental or human rights advocacy organizations, charities and arts organizations:

- Fundraising manager
- Program director
- Marketing executive
- Advertising director

- |                                 |  |
|---------------------------------|--|
| 1. Financial manager            | a. радник із питань відносин із профспілками |
| 2. Human resources manager      | b. головний адміністратор                    |
| 3. Labor relations adviser      | c. представник міської адміністрації         |
| 4. Budget analyst               | d. начальник служби соціального забезпечення |
| 5. Tax analyst                  | e. директор служби реклами                   |
| 6. Chief administrative officer | f. директор із персоналу                     |
| 7. City manager                 | g. керівник програми                         |
| 8. Human services director      | h. керівний працівник служби маркетингу      |
| 9. Advertising director         | i. керівник фонду збору коштів               |
| 10. Program director            | j. фінансовий менеджер                       |
| 11. Marketing executive         | k. податковий аналітик                       |
| 12. Fundraising manager         | l. фахівець з аналізу бюджету та управління  |
| 13. Urban planner               | m. планувальник міст                         |

**3. Match the job titles with their descriptions.**

- A. Marketing executive
- B. Financial managers
- C. Tax analysts
- D. Human resources managers
- E. Chief administrative officers
- F. Budget analysts

1. \_\_\_\_\_ are responsible for providing financial advice and undertaking related accounts administration. They advise on business planning and help in decision making processes to ensure that businesses are financially successful.

2. \_\_\_\_\_ are responsible for leading an organization's Human Resources programs and policies as they apply to employee relations, compensation, benefits, safety, performance and staffing levels.

3. \_\_\_\_\_ are top executives who supervise the daily operations of a business and are ultimately responsible for its performance. They are in charge of administrative management of private, public or governmental corporations and the de facto heads of the organization.
  4. \_\_\_\_\_ help public and private institutions organize their finances. They prepare budget reports and monitor institutional spending. They work in government agencies and companies.
  5. \_\_\_\_\_ ensure that the organization that employs them is paying the correct amount of taxes. They are responsible for collecting and preparing tax data, reviewing returns, performing tax research, and maintaining records.
  6. \_\_\_\_\_ are responsible for maximizing profits through developing sales strategies that match customer requirements and by promoting products, services or ideas.
- 

### UNIT 3

**1. Complete the article with the following words: hire, familiar, take action, involved, prepare, employed.**



City managers are professional administrators who try to make city governments operate with the efficiency of successful businesses. However, they are not authorized to 1) \_\_\_\_\_ on their own. Their work is directed by elected officials, such as mayors and city councils, who 2) \_\_\_\_\_ them.

City managers 3) \_\_\_\_\_ budgets, hire administrative officers, oversee record keeping, and supervise the heads of such departments as law enforcement, fire protection, and sanitation. Because many cities employ great numbers of unionized teachers, police officers, firefighters, and refuse workers, city managers are usually 4) \_\_\_\_\_ in labor relations and contract negotiations. They often meet with business and community groups to explain city policies and hear citizens' demands.

City managers must be 5) \_\_\_\_\_ with all aspects of government and public works. However, they cannot take sides publicly in political disputes. Most city managers are 6) \_\_\_\_\_ by governments of small and medium-size cities - generally those with populations of ten thousand to five hundred thousand people. Smaller cities may only have a city manager and one administrative assistant. In larger cities a manager may have an assistant manager for each department, such as transportation or education.

**2. Decide True or False. Correct false sentences.**

1. City managers are hired by mayors and city councils.
2. City managers are authorized to take action on their own.
3. Refuse workers are involved in labor relations and contract negotiations.
4. City managers often meet with business and community groups.
5. It is not necessary for city managers be familiar with all aspects of government and public works.
6. Larger cities may only have a city manager and one administrative assistant.



### 3. Find the correct equivalent

1. an elected official	a. вимоги громадян
2. a mayor	b. той, хто перебуває у профспілці
3. to oversee record keeping	c. конфлікт
4. a dispute	d. освіта
5. education	e. переговори
6. a city council	f. мер
7. law enforcement	g. виборна посадова особа
8. citizens' demands	h. трудові відносини між адміністрацією та профспілками
9. unionized	i. міська рада
10. negotiations	j. сміттяр
11. a refuse worker	k. правоохоронні органи
12. labor relations	l. здійснювати нагляд за діловодством.

### 4. Choose the correct alternative. Then translate the sentences.

1. City managers are in charge of implementing policies adopted by the city's elected *officers/officials*.
2. City managers supervise city departments, maintain the city *dispute/budget* and represent the municipality in a variety of settings.
3. They research issues important to the city and advise the *mayor/education* and council on the best course of action.
4. City managers working for larger municipalities usually have a *citizen/staff* to help them with their workload.
5. Managers of smaller cities perform a wider variety of *tasks/departments*.
6. They work with the mayor and heads of each department/enforcement to make sure that city finances remain balanced.
7. City managers deliver information to city leaders and *public/policies*.
8. The leader of each city department reports to the refuse worker/city manager.
9. In many cases, city managers appoint the head of each *negotiation/department*.
10. City managers are responsible for hearing the concerns and requests of their *communiy/unionized* and bringing them to the government.

### 5. Read and translate.

#### WHAT KNOWLEDGE IS NEEDED TO BE A CITY MANAGER?

Administration and Management - Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, and coordination of people and resources.

Personnel and Human Resources - Knowledge of principles and procedures for per-sonnel recruitment, selection, training, compensation and benefits, labor relations and negotia-tions.

Law and Government - Knowledge of laws, legal codes, court procedures, government regulations, and executive orders.

Economics and Accounting - Knowledge of economic and accounting principles and practices, the financial markets, banking and the analysis and reporting of financial data.

Public Safety and Security - Knowledge of policies, procedures, and strategies to pro-mote effective local, state, or national security operations for the protection of people, data, property, and institutions.

Psychology - Knowledge of human behavior and performance; individual differences in ability, interests, personality and motivation.

Sociology and Anthropology - Knowledge of social behavior, trends, human migra-tions, ethnicity, cultures and their history and origins.

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## UNIT 4

### 1. Translate the words and phrases.

government (n)	force (n)
rule (v)	disagreement(n)
law (n)	knowledge(n)
tax (n)	military(adj)
justice (n)	advisor(n)
punishment (n)	invade(v)

### 2. Read the text.

#### WHAT IS GOVERNMENT



**A government** is a group of people that have the power to rule in a territory, according to the law. This territory may be a country, a state or province within a country, or a region. Governments make laws, rules, and regulations, collect taxes and print money. Governments have systems of justice that contain the acts or activities that are against the law and describe the punishments for breaking the law. Governments have a police force to make sure people follow the laws. Governments have diplomats who communicate with the governments of other countries. Diplomats try to solve problems or disagreements between two countries, which can help countries to avoid a war, make commercial agreements, and exchange cultural or social experiences and knowledge. Governments have a military force such as an army that protects the country if other countries attack or which can be used to attack and invade other countries. The leader of a government and his or her advisors are called the administration.

### 3. Decide True or False. Correct false sentences.

1. A government is a group of people that rule in a country.
2. Governments can't make laws.
3. Governments have systems of justice that collect taxes.
4. If somebody breaks the law, he or she gets a punishment.
5. A police force prints money.
6. Governments have diplomats who communicate with the administration of other countries.
7. Governments have a military force such as diplomats.

### 4. Answer the questions.

1. What is a government?

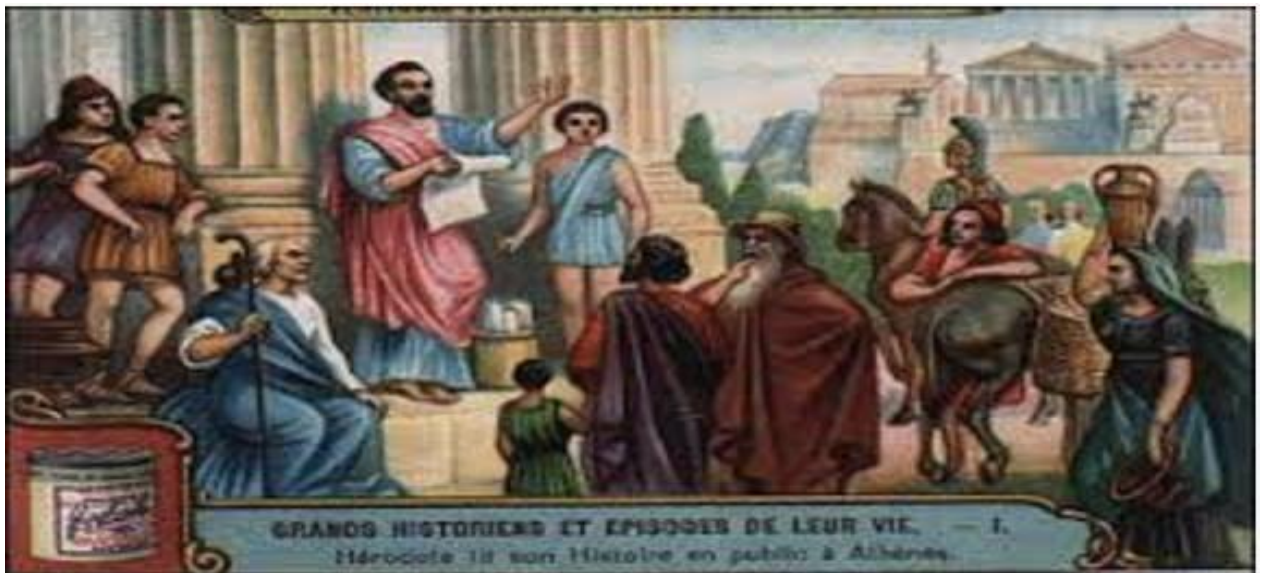
2. What are government's responsibilities?
3. What does a police force do?
4. Who communicates with the governments of other countries?
5. What do diplomats try to do?
6. What does a military force do?

### 5. Match

1.to contain	a. вирішувати
2.to break the law	b. уникати
3.to collect	c. обмінювати
4.to make sure	d. захищати
5.to solve	e. дотримуватися закону
6.to exchange	f. порушувати закон
7.to follow the law	g. описувати
8.to protect	h. переконатися
9.to describe	i. збирати
10.to avoid	j. утримувати, мати

### 6. Read and translate the article.

## ANCIENT GREECE GOVERNMENT



The Ancient Greeks are most famous for their ideas and philosophies on government and politics. The first democracy ideas were first developed and used as a primary form of government in Greece.

A concept of a city-state was introduced there. It made a city-state a major city in the surrounding areas. Each city-state had its own rule and government. Sometimes the city-states fought with each other. Athens and Sparta were the two largest city-states and they had many wars and battles.

There were three main types of government. Democracy is a government ruled by the people, or assembly. Officials and leaders were elected and all citizens had a say. Monarchy is a single ruler like a

king. In Athens this ruler was called a Tyrant. Oligarchy is when the government is ruled by a small group of people. Over time some city-states, like Athens changed governments. Sometimes they were ruled by Tyrants and, at other times, they were a democracy. Democracy in Ancient Greece was very direct. The Greeks had officials to run the government, however, most of these officials were chosen by a lottery. So every citizen had a chance, regardless of their popularity or wealth, to become an official.

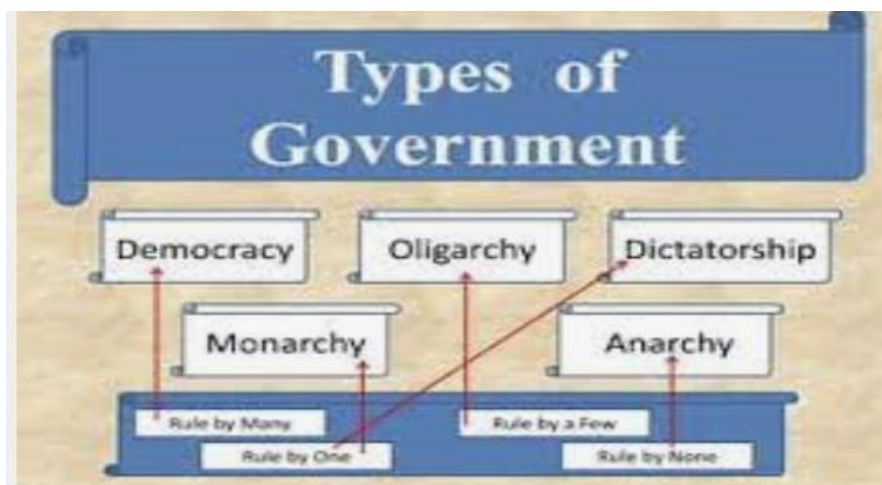
## UNIT 5

### 1. Match the types of governments with the key words.

Democracy	a. a king, a queen, to inherit, royal
Oligarchy	b. a small group of powerful people
Monarchy	c. one ruler, a dictator
Dictatorship	d. to vote, elections, political parties, people

### 2. Read the article and check your ideas from exercise 1.

## TYPES OF GOVERNMENTS



**Democracy.** The most common type of government in the Western world is called democracy. In democracies, people in a country can vote during the elections. Political parties are organizations of people with similar ideas about how a country should be governed. Democracy is the government of the people, by the people and for the people.

**Monarchy.** A monarchy is a government ruled by a king or a queen who inherits their position from their family, which is often called the "royal family." There are two types of monarchies: absolute monarchies and constitutional monarchies. In an absolute monarchy, the ruler has no limits on their powers. In a consti-

**Dictatorship.** Under a dictatorship, the government is run by one person who has all the power over the people in a country. Originally, the Roman Republic made dictators to lead during a war. In modern times, a dictator's rule is not stopped by any laws, constitutions, or other social and political institutions.

**Oligarchy.** An oligarchy is a government ruled by a small group of powerful people. An oligarchy is different from a true democracy because very few people are given the chance to change

things. An oligarchy does not have to be hereditary. An oligarchy does not have one clear ruler, but several powerful people.

**3. Answer the questions.**

1. What is a political party?
2. What are the two types of monarchies?
3. In what type of government are ruler's powers limited by a constitution?
4. Who has all the power over the people in a country?
5. Can a dictator's rule be stopped by laws?
6. How is an oligarchy different from a true democracy?

**4. Match the words from the article with their definitions.**

1. An election	<b>a.</b> A male monarch who rules a kingdom
2. A king	<b>b.</b> Something inherited through the
3. A ruler	<b>c.</b> A choice, particularly a voting
4. A constitution	<b>d.</b> A person who rules or governs
5. A war	<b>e.</b> An armed conflict within a country or between countries
6. Hereditary	<b>f.</b> A system of laws and principles

**5. Complete the sentences with the words from the article in exercise 2.**

1. Democracy is th\_\_\_\_\_of the people.
2. A monarchy is a government ruled by a\_\_\_\_\_or a\_\_\_\_\_ .
3. An oligarchy does not have to be-----.
4. The Roman Republic made\_\_\_\_\_to lead during a war.
5. Political parties are\_\_\_\_\_of people with \_\_\_\_\_ ideas about how a country should be governed.
6. An oligarchy does not have one clear \_\_\_\_\_.
7. Under a----- the government is run by one person.
8. In democracies, people in a country can\_\_\_\_\_during the\_\_\_\_\_.

**6. Read and translate the article.**

**CONSTITUTION**

The constitution of a country (or a state) is a special type of law document that tells how its government has to work. It tells how the country's leaders have to be chosen and how long they stay in office, how laws are made, and what rights are people guaranteed.

The concept of a constitution dates to the city-states of ancient Greece. In modern Europe, written constitutions came into greater use during the eighteenth and nineteenth centuries. Constitutions such as that of the United States, created in 1787, were influenced by the ancient Greek models. During the twentieth century, an increasing number of countries around the world concluded that constitutions are a necessary part of democratic or republican government. Many countries adopted their own constitutions.

## MODULE 2

### UNIT 1

#### 1. Translate the words and phrases.

1. Govern (v)	2. Welfare (n)
3. Behavior (n)	4. Inhibit (v)
5. Court (n)	6. Freedom (n)
7. Judicial (adj)	8. Contribute (v)
9. Coercive (adj)	10. Enforce (v)
11. Unacceptable (adj)	12. Facilitate (v)
13. Penalty (n)	14. Prohibit (v)
15. Remedy (n)	16. Improve (v)

#### 2. Read the article.

### LAW



Law is the body of official rules and regulations, generally found in **constitutions**, legislation, judicial opinions which are used to govern a **society** and to control the behavior of its members. The nature and functions of law have varied throughout history. In modern societies, some authorized bodies such as a legislature or a court makes the law. It is ensured by the coercive power of the state, which enforces the law by means of appropriate penalties or remedies.

Formal legal rules and actions are usually distinguished from other means of social control and guides for behavior such as **morality**, public opinion, and custom or tradition. Of course, a **lawmaker** may respond to public opinion or other pressures, and a formal law may prohibit what is morally unacceptable.

Law serves a variety of functions. Laws against crimes, for example, help to maintain a peaceful, orderly, relatively stable society. Courts contribute to social stability by resolving **disputes** in a civilized way. Property law and **contract law** facilitate business activities and private planning. Laws limiting the powers of government help to provide some degree of freedom that would not otherwise be possible. Law has also been used as a mechanism for social change; for instance, at various times laws have been passed to inhibit social **discrimination** and to improve the quality of individual life in matters of health, education, and welfare.

#### 3. Translate the text and answer the questions.

1. What is law?

2. Who makes law in modern societies?
3. What are the functions of law?

**4. Complete the definitions with the underlined words from the article in exercise 2.**

1. \_\_\_\_\_ is the branch of civil law that deals with oral and written agreements.
2. \_\_\_\_\_ is an argument or quarrel.
3. \_\_\_\_\_ is a legislator.
4. \_\_\_\_\_ is a system or collection of ideas of right and wrong conduct.
5. \_\_\_\_\_ is a treatment based on class or category, such as race or gender.
6. \_\_\_\_\_ is the system of fundamental laws and principles of a government.
7. \_\_\_\_\_ is a community of interdependent individuals.

**5. Complete the sentences with the following words: penalty, freedom, government, prohibit, crime, court.**

1. We have a police force and a ( ) system to apply the laws equally to all.
2. People can come together and choose a form of ( ) suitable to them.
3. He is paying the ( ) for the loss of a hundred thousand innocent lives.
4. A bill he introduced to ( ) the importation of slaves was passed in 1778.
5. ( ) of speech and assembly can be threatening to government officials.
6. He tried to commit the ( ) , and only an accident prevented him from doing it.

## UNIT 2

### 1. Read and translate the article.



Civil law system is one of the two major legal systems of the modern world which is different from common law system. The origin of the civil law system is ancient Rome. Civil law concepts come from Roman law. An important feature of Roman law was that it did not depend on legal precedent by earlier cases but on the facts and merits of the current case. The civil law system is used in countries such as Germany, France, in many countries which were colonies of European countries and in some Asian countries. It has also been adopted in Latin America as well as in some parts of Asia and some African 80 countries use the common law system.

Civil law developed in Europe during the middle ages, at the same time common law developed in England. The rules and principles of civil law are found in codes which are available to both citizens and legal professionals. These codes clearly explain everyone's rights and duties.

Civil law deals with civil relationships such as citizenship, marriage, divorce, and certain contractual arrangements from other codes such as those dealing with criminal law. Civil law involves cases where there are private disputes between individuals or parties that cannot be resolved outside the court system. Torts, contracts and negligence are integral parts of civil law.

**2.Decide True or False. Correct false sentences.**

1. Civil law system is one of the two major social systems of the modern world.
2. The origin of the civil law system is ancient Rome.
3. Roman law depended on legal precedent by earlier cases.
4. The civil law system is used in countries such as Germany and France.
5. There are about 160 countries worldwide that use mainly civil law systems.
6. About 180 countries use the common law system.
7. Civil law developed in Europe in the 21st century.
8. Civil law deals with disputes between individuals in such areas as contracts, property, etc.

**3.Choose the correct alternative.**

- 1.Civil law system is one of the two merits/major legal systems of the modern world which is different from common law system.
- 2.The origin of the civil law system is ancient Greece/Rome.
- 3.The civil law system is used in many countries which were colonies/codes of European countries.
- 4.Civil law developed/dispute in Europe during the middle ages.
- 5.The rules and principles of civil law are found in codes which are available to both relationships/citizens and legal professionals.
- 6.Civil law deals with civil relationships such as citizenship/citizens, marriage, divorce, and certain contractual arrangements.
- 7.Civil law involves cases where there are private disputes between individuals or parties that cannot be resolved outside the contract/court system.
- 8.Torts, contracts and negligence/ precedent are integral parts of civil law.

**4.Match the words with their definitions.**

<b>Legal precedent</b>	an action or suit at law or something that forms sufficient grounds for bringing an action.
<b>Case</b>	a union established between a man and to form a legal familial bond.
<b>Merit</b>	the ending of a marriage by a legal process
<b>Citizenship</b>	something a person is allowed to have or do
<b>Marriage</b>	a set of laws or regulations
<b>Divorce</b>	a legal term used in deciding a legal case, meaning a trait or ability
<b>Code</b>	the fact or status of being a citizen of a particular place
<b>Court system</b>	something that a person is expected or required to do by moral or legal obligation
<b>Negligence</b>	an action that wrongly causes harm to someone but that is not a crime and that is dealt with in a civil court
<b>Rights</b>	failure to use the degree of care appropriate to the circumstances, resulting in an unintended injury to another.
<b>Duties</b>	a court decision that is cited as an example or analogy to resolve similar questions of law in later cases
<b>Tort</b>	a system of courts of law for the administration of justice



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## UNIT 3

### 1. Read and translate the article.



The term **common law** can refer to two things. The common law is the body of law formed through court decisions, as opposed to law formed through statutes or written legislation. A common law system is the system of jurisprudence that is based on the doctrine of judicial precedent.

**English law**, also called English Common law, is the legal system developed in England in about 1066 and is still in use today. As a legal system it has spread to former English colonies including Australia, Canada, the United States and New Zealand, as well as many other countries. English law is unique as it is based on applying legal precedent to present and future decisions made by judges. A judge must follow past legal decisions made by higher courts but not necessarily those made by lower courts. English law is not based on a constitution and there is no codification of laws. However, there are unofficial publications that provide organized lists of current laws. The Parliament has the power to create laws which are automatically considered valid and may not be reviewed by the courts. Only the Parliament has the power to change a law.

Democratic countries that have adopted the common law system have legislative bodies at the center of their democracies, and these bodies regularly pass new legislation. This legislation is then interpreted and applied by the judiciary during trials; these rulings are applied in future cases. Large bodies of law, for example those relating to property, contracts and torts, are traditionally part of the common law. More modern areas of law such as employment law, intellectual property law and health and safety tend to be based on statute rather than on common law.

### 2. Decide True or False. Correct the false statements.

1. The term common law can refer to the body of law.
2. English Common law is the legal system developed in France in about 1066.
3. English Common law system is still in use today.
4. Australia, Canada, the United States and New Zealand have Common law system.
5. English law is based on applying legal precedent to past decisions made by judges.
6. A judge follows past legal decisions made by lower courts but not those made by higher courts.
7. The Parliament has the power to create laws which are automatically considered valid.
8. No entity has the power to change a law in England.
9. Democratic countries have legislative bodies, and these bodies pass new legislation.
10. Employment law, intellectual property law and health and safety are based on common rather than on statute law

### 3. Complete the sentences with the words from the article in exercise 1.

1. The common law is the body of law formed through court. ( ), as opposed to law formed through statutes or written .
2. A common law system is the system of ( ) that is based on the doctrine of judicial
3. English law is based on applying legal precedent to present and future decisions made by ( ).
4. A judge must follow past legal decisions made by courts but not necessarily those made by ( ) courts.
5. English law is not based on a and there is noof laws.
6. The Parliament has the ( . ) to create laws which are automatically considered
7. Only the Parliament has the power to change a .
8. Democratic countries have ( ) bodies at the center of their democracies, and these bodies regularly pass new legislation.
9. This legislation is then interpreted and applied by the ( ) during .
10. Large bodies of law relating to. ( ) , and ( ) are ( ) traditionally part of the common law.
11. More modern areas of law such as ( ) l aw, property law and health and safety tend to be based on ( ) rather than on common law.

## UNIT 4

### 1. Read and translate the article.

#### ADMINISTRATIVE LAW IN CIVIL LAW COUNTRIES



**Administrative law** is the body of law that governs the activities of administrative agencies of government. Government agencies regulate social, economic and political spheres of human interaction in such areas as police law, international trade, manufacturing, environment, taxation, immigration and transport.

**In Brazil**, unlike most Civil-law jurisdictions, there is no specialized court or section to deal with administrative cases. In 1998 a constitutional reform introduced regulatory agencies as a part of the executive branch. Since 1988 Brazilian administrative law has been strongly influenced by the judicial interpretations of the constitutional principles of public administration: legality, publicity of administrative acts, morality and efficiency.

**In France** most claims against the national or local governments as well as claims against private bodies providing public services are handled by administrative courts. The main administrative courts are the Tribunaux Administratifs and appeal courts.

**Administrative law in Germany** generally rules the relationship between authorities and the citizens. It establishes citizens' rights and obligations. It is a part of the public law, which deals with

organization and acting of the public administration. It also contains rules, regulations, orders and decisions created by and related to administrative agencies, such as federal agencies, federal state authorities, and urban administrations.

**Administrative law in Italy** is a branch of public law. It governs the organization of the public administration and the relationship between the administration and the citizens. The administrative power in Italy is used to organize resources and people in order to achieve the public interest objectives.

**2. Complete the sentences with the correct countries: Brazil, France, Germany, or Italy.**

1. The main administrative courts in ( . ) are the Tribunaux Administratifs and appeal courts.
2. In 1998 a constitutional reform introduced regulatory agencies as a part of the executive branch in ( . ) .
3. Administrative law in ( . ) governs the organization of the public administration and the relationship between the administration and the citizens.
4. Administrative agencies, such as federal agencies, federal state authorities, and urban administrations can be found in ( . ) .
5. In ( . ) there is no specialized court or section to deal with administrative cases.
6. Most claims against the national or local governments as well as claims against private bodies are handled by administrative courts in ( . ) .
7. Constitutional principles of public administration in ( . ) are legality, publicity of administrative acts, morality and efficiency.

**3. Give the Ukrainian equivalent.**

government agency	
manufacturing	
international trade	
taxation	
regulatory agency	
executive branch	
legality	
publicity	
claim	
private body	
appeal court	

**4. Complete the sentences with the following words: agencies, cases, executive, administrative, interest, citizens, law, judges, regulatory, relationship, court, human.**

1. It is important to control government according to the interests of both state and \_\_\_\_\_.
2. In France, Italy, Germany and a number of other countries, there is a system of administrative court that deals with administrative \_\_\_\_\_.
3. As a natural consequence, \_\_\_\_\_ law develops on its own independent lines.
4. Administrative law encompasses laws and legal principles governing the administration and regulation of government \_\_\_\_\_.
5. Generally, administrative agencies are created to protect a public \_\_\_\_\_.
6. Administrative law \_\_\_\_\_ hear cases, find the facts and apply the law.
7. The \_\_\_\_\_ branch can afford fair procedures to the people of Florida through administrative law.
8. Professional associations, government boards and \_\_\_\_\_ agencies make rules that affect our daily lives.

9. The resolution of disputes involving government laws and how they are applied is called administrative\_\_\_\_\_ .
  10. Administrative\_\_\_\_\_deals with administrative cases.
  11. Administrative law establishes the\_\_\_\_\_between authorities and the citizens.
  12. Government agencies regulate social, economic and political spheres of\_\_\_\_\_interaction.
- 

## UNIT 5

### ADMINISTRATIVE LAW IN COMMON LAW COUNTRIES



Most countries that follow the principles of common law have developed procedures for judicial review that limit the reviewability of decisions made by administrative law bodies.

**American administrative law** often involves independent agencies. Many independent agencies of the United States government are created by statutes enacted by Congress. People often deal with administrative agencies when they apply for government benefits, for example to create and enforce workplace safety regulations.

**United Kingdom** administrative law is a branch of public law concerned with the composition, procedures, powers, duties, rights and liabilities of public bodies that administer public policies. The general principle is that a public official must act fairly, reasonably and according to the law.

**Canadian** administrative law is the body of law that addresses the actions and operations of governments and governmental agencies. The administrative law concerns the manner in which courts can review the decisions of administrative decision-makers such as boards, tribunals, commissions, or agencies.

Administrative law in **Singapore** is a branch of public law that is concerned with the control of governmental powers. Administrative law requires administrators - ministers, civil servants and public authorities to act according to the law. Singapore administrative law is based on English administrative law, which was inherited in 1965.

**Australian** administrative law defines the powers and responsibilities held by administrative agencies of Australian governments. It is basically a common law system, with an increasing statutory overlay that has shifted its focus toward codified judicial review and to tribunals with extensive jurisdiction.

#### 2. Complete the sentences with the correct countries: the USA, the UK, Canada, Singapore, or Australia.

1. Administrative law in \_\_\_\_\_ is a branch of public law that is concerned with the control of governmental powers.
2. In \_\_\_\_\_ administrative law defines the powers and responsibilities held by administrative agencies.

3. Many independent agencies of \_\_\_\_\_ government are created by statutes enacted by Congress.
4. The administrative law in \_\_\_\_\_ concerns the manner in which courts can review the decisions of administrative decisionmakers.
5. The general principle of \_\_\_\_\_ administrative law is that a public official must act fairly, reasonably and according to the law.
6. \_\_\_\_\_. administrative law is based on English administrative law, which was inherited in 1965.
7. People often deal with administrative agencies when they apply for government benefits in \_\_\_\_\_
8. Administrative law in \_\_\_\_\_ is basically a common law system, with an increasing statutory overlay.

### 3.Match.

- |                              |                                      |
|------------------------------|--------------------------------------|
| 2. judicial review           | a. законоположення; статут           |
| 3. a statute                 | b. Конгрес                           |
| 4. Congress                  | c. державна посадова особа           |
| 5. government benefits       | d. державний службовець              |
| 6. a public official         | e. техніка безпеки на робочому місці |
| 7. civil servant             | f. судовий перегляд; судовий нагляд  |
| 8. a tribunal                | g. судова або арбітражна установа    |
| 9. an extensive jurisdiction | h. державні пільги та допомоги       |
| 10. codified                 | i. розширена юрисдикція              |
| 11. workplace safety         | j. кодифікований                     |

### 4.Complete the sentences with the following words; industry, laws, security, departments, non-profit, benefits, state. Then translate the sentences.

1. Administrative law may also apply to review of decisions of so-called semi-public bodies, such as \_\_\_\_\_ corporations.
  2. Administrative law is the body of law created by the agencies and \_\_\_\_\_ of the government.
  3. People often deal with administrative agencies and administrative law when they apply for government \_\_\_\_\_.
  4. Congress has passed \_\_\_\_\_ that allow disabled individuals to receive government assistance.
  5. The Social Security Administration is created to implement Congress's social \_\_\_\_\_ and disability laws.
  6. Administrative agencies also implement federal and state laws affecting almost every \_\_\_\_\_.
  7. States have their own administrative agencies to implement and execute laws passed by their \_\_\_\_\_ legislatures.
- 
-

## MODULE 3

### UNIT 1

#### 1. Read the article.



### LABOR LAW

Labor law (also known as labor law or employment law) regulates the relationship between workers, employing entities, trade unions and the government. There are two categories of labor laws; collective and individual. Collective labor law involves relationships between the union and the employer. Individual labor law involves concerns for employees' rights in the workplace.

United States labor law sets the rights and duties for employees, labor unions, and employers in the United States. These rules are designed to keep workers safe and make sure they are treated fairly, although these laws protect employers' interests as well. Employment laws are based on federal and state constitutions, legislation, and administrative rules.

United Kingdom labor law regulates the relations between workers, employers and trade unions as well as in the USA. Employees in the UK benefit from employment rights, which are found in various acts and regulations. This includes the right to a minimum wage, 28 days paid holidays, the right to leave for child care, and the right to request flexible working hours, the right to retire, and a sick leave.

#### 2. Choose where definitions best fit. Then translate the sentences.

##### 1. employer/employee

- a. \_\_\_\_\_ is a person who works for another person or for a company for wages or a salary.
- b. \_\_\_\_\_ is a person or business that employs one or more people, especially for wages or salary.

##### 2. trade union/labor law

- a. \_\_\_\_\_ is a law that governs the employer-employee relationship.
- b. \_\_\_\_\_ is an organization whose membership consists of workers and union leaders, united to protect and promote their common interests.

##### 3. maternity leave/sick leave

- a. \_\_\_\_\_ is a period in which a woman is legally allowed to be absent from work to give birth or take care of infant children.
- b. \_\_\_\_\_ is an absence from work permitted because of illness.

##### 4. minimum wage/annual leave

- a. \_\_\_\_\_ is a wage fixed by legal authority or by contract as the least that may be paid.
- b. \_\_\_\_\_ is the time a person is allowed to take off work as holiday in any one-year period.

##### 5. unsocial working hours/pension

- a. \_\_\_\_\_ is an amount of money that a company or the government pays to a person who is old or sick and no longer works.

b. \_\_\_\_\_ are working hours different from normal office or factory hours that prevent an employee from enjoying family life and the usual social activities.

**6. job security/job safety**

a. \_\_\_\_\_ describes policies and procedures to ensure the safety and health of employees within a workplace.

b. \_\_\_\_\_ is an assurance that an individual will keep his or her job without the risk of becoming unemployed.

**7. bonus/salary**

a. \_\_\_\_\_ is an additional compensation given to an employee above his/her normal wage.

b. \_\_\_\_\_ is a fixed amount of money periodically paid to a person for regular work or services.

**8. to be dismissed/to be promoted**

a. \_\_\_\_\_ means to get a more important or responsible job or rank.

b. \_\_\_\_\_ means to end the employment or service.

**9. benefits package/severance package**

a. \_\_\_\_\_ is pay and benefits employees receive when they leave employment at a company.

b. \_\_\_\_\_ is the total amount of pay and all the other advantages that an employee may receive such as bonuses, health insurance, a company car, etc.

**3. Find the English equivalents to the words in the box. Use exercise 1 and exercise 2.**

соціальний пакет, трудове право, декретна відпустка, роботодавець, працівник, мінімальний розмір оплати праці, вихідна допомога, премія, профспілка, отримати підвищення, медична страховка, відпустка через хворобу, охорона праці, гарантія трудової зайнятості, заробітна плата, щорічна трудова відпустка.

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**UNIT 2**



## OCCUPATIONS

### 1. Match the occupations on the left with the job descriptions.

- |                      |   |
|----------------------|---|
| 3. mechanic          | a. designs houses and buildings.                    |
| 4. real estate agent | b. helps people with family problems                |
| 5. accountant        | c. installs and fixes lights, wiring, etc           |
| 6. secretary         | d. sells houses, property, and buildings            |
| 7. plumber           | e. builds furniture and houses.                     |
| 8. carpenter         | f. keeps financial records and does tax forms.      |
| 9. receptionist      | g. looks after children                             |
| 10. architect        | h. works as a cashier in a bank                     |
| 11. waiter           | i. repairs car engines                              |
| 12. journalist       | j. answers the phone and greets people in an office |
| 13. social worker    | k. takes orders and serves people in restaurants    |
| 14. teller           | l. makes and alters clothes                         |
| 15. electrician      | m. fixes water pipes, toilets, and sinks            |
| 16. tailor           | n. types letters and files office information       |
| 17. nanny            | o. writes for magazines and newspapers              |

### 2. Read the sentences below and write the name of the described occupation.

- This person works in a courthouse \_\_\_\_\_
- This person works in a hospital, looks after patients, and helps the doctors \_\_\_\_\_
- This person fights fires \_\_\_\_\_
- This person maintains and enforces order, and arrest criminals \_\_\_\_\_
- This person operates a farm or cultivates land \_\_\_\_\_
- This person is elected to be the head of the government of a city or town \_\_\_\_\_

### 3. Match each quality with the correct definition.

- |                         |  |
|-------------------------|--|
| 1. responsible/reliable | a. is on time                              |
| 2. punctual             | b. doesn't tire easily                     |
| 3. energetic            | c. acts like an adult, not a child         |
| 4. mature               | d. does what he/she says                   |
| 5. honest               | e. has good manners                        |
| 6. conscientious        | f. works well with others                  |
| 7. polite               | g. tell the truth, doesn't lie or steal    |
| 8. cooperative          | h. takes the job seriously                 |
| 9. thorough             | i. can accept new or different ideas       |
| 10. patient             | j. orderly, works according to plans       |
| 11. organized           | k. can wait, doesn't give up easily        |
| 12. open-minded         | l. pays attention to details               |
| 13. neat                | m. correct                                 |
| 14. flexible            | n. can accept change easily                |
| 15. accurate            | o. clean and tidy                          |
| 16. motivated           | p. pushes himself/herself to do a good job |
| 17. creative            | q. not lazy                                |
| 18. hardworking         | r. can control himself/herself             |



19. resourceful
20. disciplined

- s. talented for making new ideas, things
- t. can solve problems and make decisions

4. Make a list of ten occupations and write two qualities that you feel are most important for each job.

5. Complete the sentences with correct words from the box.

*reliable, motivated, flexible, punctual, creative, organized, cooperative, energetic, resourceful, strengths*

1. A person who can adapt to change easily is \_\_\_\_\_.
2. Mary is a very \_\_\_\_\_ person. I can always depend on her.
3. Artists and musicians are usually \_\_\_\_\_ very people.
4. An \_\_\_\_\_ person plans things carefully and keeps things in order.
5. She is a very \_\_\_\_\_ cook. If she doesn't have one of the ingredients, she just substitutes something else.
6. He is not very \_\_\_\_\_. He doesn't work well with his coworkers.
7. When an interviewer asks you about your \_\_\_\_\_ he wants to know about your good qualities.
8. A \_\_\_\_\_ student likes to learn and doesn't have to be pushed to do it.
9. He is rarely on time. He is not a very \_\_\_\_\_ person.
10. He is a very \_\_\_\_\_ person. He can work long hours without getting tired.

### UNIT 3

1. Match the words with their definitions. Then translate.



#### A PUBLIC ADMINISTRATION CAREER

2. job advertisement	a. a short document that describes your education, skills, work experience
3. cover letter	b. someone who applies for a job
4. curriculum vitae	c. an announcement in a newspaper about a job vacancy
5. qualification	d. an official document that employers ask all applicants for a position to fill in
6. requiremen	e. a special skill or type of experience or knowledge that makes someone suitable to do a particular job

7. applicant	f. a letter that is sent with CV to explain the reason for applying for a job
8. job application form	g. a special skill or type of experience or knowledge that is needed to do a particular job

## 2. Read and translate the article.

A public administration career is a good choice for people who are interested in administration but also in communications. As a public administrator you can expand your knowledge in administration by focusing on leadership and problem solving cases for the sake of the company's organization.

To be a public administrator you must have a degree in public administration; such degree is designed to teach students about governance and public management. As a result of these studies, the professional will be able to work in government institutions as a legislator, a city manager, or a court clerk. He/she can take up many other public and private management-related jobs.

The salaries on this career can vary depending on the position, although it is known that there is a bigger chance to find a job in the public sector where the salary always rely on the state funds. On the other hand, working for the public sector is a good option because it usually gives benefits to the employee that the private sector does not offer.

A public administrator CV should be complete and contain your whole professional experience.

## 3. Complete the sentences.

1. A public administration \_\_\_\_\_ is a choice for people interested in public sector.
2. As a public administrator you can expand your \_\_\_\_\_ in administration.
3. To be a public administrator you must obtain a \_\_\_\_\_ in public administration.
4. The professional can work in government institutions as a \_\_\_\_\_ or a city manager.
5. The \_\_\_\_\_ on this career can vary depending on the position.
6. A public administrator \_\_\_\_\_ should contain your whole professional experience.

**4. Complete the job advertisement with the following words: *budget, implementation, talented, master's degree, support, salary.***

### JOB ADVERTISEMENT

The City of Topeka is seeking a 1) \_\_\_\_\_ individual for the position of Assistant City Manager. Topeka is the capital city of Kansas and has a population of 127,000, employs 1,200, and has an annual operating 2) \_\_\_\_\_ of \$ 270 million.

Applicants will perform administrative work in analyzing, controlling, recommending and supervising the 3) \_\_\_\_\_ of policy concerning managerial, operational, and financial matters. Applicants will 4) \_\_\_\_\_ to the City Manager.

The successful applicant will hold a 5) \_\_\_\_\_ in public administration or related field; have five years experience in public administration, including supervisory responsibility; possess extensive knowledge of the principles and practices of public administration and management; public policy development; community relations; governmental finance and budgeting; public planning; and project management. 6) \_\_\_\_\_ range: \$ 50000-75000, depending on qualifications.

## 2. Answer the questions.

1. What job position is advertised?
2. What are the responsibilities of applicants?
3. What degree is required?

4. What other qualifications are required?
5. How much will applicants earn?

**3. Read the cover letter. Choose the correct alternative.**

Dear Sir/Madam,

I am interested in the position of Assistant City Manager of Topeka, Kansas. I learned about the job posting in the CV/job advertisement and found my talents and experience to match your requirements/qualifications for the position.

I have an extensive knowledge/application on the day-to-day operations related to administrations. I can prepare a city budget which is effective, monitor it and execute it in the proper manner. Furthermore, I am capable of conducting public meetings with all types of groups of people such as stakeholders, businessmen and the general crowd. My past experiences/cover letters will indicate my leadership qualities and how I have handled difficult situations. My experience and knowledge to carry out the responsibilities makes me an ideal candidate/degree for the position.

Best regards,  
John Smith  
Enclosure: CV

**UNIT 4**

**1. Match each group of Human Resources terms with an appropriate heading. Translate the terms.**

1. retire, portable, period of service, contribution	<b>a.</b> working conditions
2. accident, warning, inspector, first aid	<b>b.</b> recruitment
3. strike, deal, dispute, agree	<b>c.</b> training
4. contract, tribunal, dismissal, union rights	<b>d.</b> management development
5. time management, leadership, team building, assertiveness training	<b>e.</b> equal opportunities
6. course, role-play, visual aid, self study	<b>f.</b> pay
7. interview, objectives, performance, review	<b>g.</b> health and safety
8. wages, bonus, commission, incentive	<b>h.</b> employees relations
9. interview, apply, CV, headhunt	<b>i.</b> employment law
10. returner, flexible hours, homeworking	<b>j.</b> appraisal
11. duties, hours, holidays, full-time	<b>k.</b> pensions

## 2. Read the article

### PERSONNEL MANAGEMENT

Personnel management is the field of management which has to do with planning, organizing, and controlling various operative activities of a labor force.

The main objective of personnel management is to have a desirable working relationship between employer and employees.

Planning, organizing, motivating and controlling are basic functions of personnel management. The planning function of a personnel manager is to determine a course of action. This involves developing a personnel programme and specifying what and how operative personnel functions are to be performed.

After plans have been developed, the personnel manager must establish an organization to carry them out. This function, therefore, calls for groupings of personnel activities, assignment of different activities to different individuals, delegation of authority to carry them out and provision for coordination of authority relationships horizontally and vertically in the organization structure.

Motivation involves guiding and supervising the personnel. Personnel managers must develop in the workers a keen appreciation of the organization policies and motivate them to improve performance. Control involves measuring performance and correcting negative decisions through direct observation, direct supervision, as well as reports, records and audit.

## 3. Choose the correct alternative.

1. Personnel management is the field of a \_\_\_\_\_ management.

- a. people force
- b. union
- c. labor force

2. The main goal of personnel management is to establish a desirable working \_\_\_\_\_ between employer and employees.

- a. relationship
- b. personnel
- c. objective

3. Planning, organizing, motivating and controlling are basic \_\_\_\_\_ of personnel management.

- a. motivation
- b. controls
- c. functions

4. The planning function of a personnel manager is to determine a \_\_\_\_\_ of action.

- a. structure
- b. delegation
- c. course

5. \_\_\_\_\_ involves guiding and supervising the personnel

- a. record
- b. motivation
- c. audit

6. Personnel managers must develop in the workers a keen \_\_\_\_\_ of the organization policies and motivate them to improve performance.

- a. appreciation
- b. audit
- c. provision

7. Control involves measuring performance and correcting negative \_\_\_\_\_.

- a. observation

- b. decisions
  - c. supervision
- 

## UNIT 5

### LOCAL AUTHORITY



**1. Complete the article with the following words: *occasions, councillor, maintenance, supply, taxes, auditors***

The local authority comprises local governments, parish councils, boroughs and municipal corporations. These bodies are set up to deal with matters of local concern. The 1) \_\_\_\_\_ is elected at local government elections, by those who live in the area. Councillor's powers, duties and functions are defined by an Act of Parliament.

Each local government has a council with a chairman or mayor at its head. This chairman or mayor presides over the meetings of the council. He or she also represents the town or district on important civic 2) \_\_\_\_\_

The power of the local authority differs from country to country. However, in most countries, they are responsible for such things as water 3) \_\_\_\_\_, drainage, sewerage, waste disposal, street cleaning, community health services, the 4) \_\_\_\_\_ of roads, parks, markets and gardens, cleaning of drains, bushing of roads, provision of fire services and the maintenance of sports facilities.

The local authority is financed through central government grants, property 5) \_\_\_\_\_ and loans. The central government ensures that the money is properly spent by employing 6) \_\_\_\_\_ whose job it is to examine and check the accounts of the local authorities.

Local authorities play an important role in the commercial, social and economic development of the country.

**2. Answer the questions.**

1. What does the local authority comprise?
2. How is the councillor elected?
3. What defines councillor's powers, duties and functions?
4. What are chairman or mayor's functions?
5. What are the local authorities in most countries responsible for?
6. How is the local authority financed?

3. Match the words to make phrases from the article in exercise 1.

<i>Local, parish, civic, municipal, waste, street, community, property</i>
<i>Cleaning, authority, disposal, taxes, council, corporations, health service, occasions</i>

4. Complete the sentences with the phrases from exercise 3.

1. For over 40 years, \_\_\_\_\_ has been recognized as one of the most respected health systems in the region.
2. \_\_\_\_\_ will be conducted from March 1 to December 15 to eliminate litter, and leaves from the streets.
3. \_\_\_\_\_ includes collection, transport, treatment and disposal of waste together with monitoring and regulation.
4. A \_\_\_\_\_ is an organization that is officially responsible for all the public services and facilities in a particular area.
5. He was often called upon to take part in \_\_\_\_\_ such as opening a new football stadium.
6. \_\_\_\_\_ has a variety of powers and duties, all of which impact directly on the community.
7. As a taxpayer, you have online access to the information about your \_\_\_\_\_.
8. In Brazil, \_\_\_\_\_ are called *municípios* and are created by means of local legislation at the state level.

5. Choose the correct alternative. Then translate the article.

A local government is an administrative 1) *body/county* for a small geographic area, such as a city, town, county, or state. Local governments can elect 2) *officials/offices*, enact taxes, and do many other things that a national government would do, just on a smaller scale.

Common names for local governments include state, province, region, department, county, prefecture, district, city, township, town, borough, parish, municipality, shire and village. Local authorities are responsible for a wide range of 3) *environmental/public services* in a particular area. Local authorities promote the interests of the local 4) *commerce/community*, including the social, economic, environmental, recreational, cultural, community or general development of the area.

Responsibilities of local authorities are broken down into the following categories: housing, planning, roads, development incentives and controls, environmental 5) *protection/property*, recreation facilities. One of fundamental roles of 6) *elected/election* local government is the representation of local communities, voicing local concerns and responding to local needs.

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## MODULE 4

### UNIT 1

#### A GOVERNMENT BUDGET



#### 1. Match.

revenues and expenses	обмежені ресурси
index	державне споживання
income tax	показник
scarce resources	інвестиційні витрати
government consumption	прибутковий податок
investment expenditures	профіцитний бюджет
surplus budget	доходи та витрати
government receipts	бюджетні надходження

#### 2. Read the article.

A government budget is an annual financial statement presenting the government's revenues and spending for a financial year that is often passed by the legislature, approved by the chief executive or president. Only certain types of revenue may be imposed and collected to form a budget. Property tax is frequently the basis for municipal and county revenues, while income tax is the basis for state revenues.

The two basic elements of any budget are the revenues and expenses. In the case of the government, revenues are derived primarily from taxes. Government expenses include spending on current goods and services, which economists call government consumption; government investment expenditures such as infrastructure investment or research expenditure.

Government budgets have economic, political and technical basis. Unlike a pure economic budget, they are not entirely designed to allocate scarce resources for the best economic use. They also have a political basis to obtain benefits and avoid burdens. The technical element is the forecast of the likely levels of revenues and expenses.

A budget can be of three types:

**Balanced Budget:** When government receipts are equal to the government expenditure, it is called a balanced budget.

**Deficit Budget:** When government expenditure exceeds government receipts, the budget is said to be deficit. A deficit budget can be of three types, Revenue, Fiscal and Primary deficit.

**Surplus Budget:** When government receipts are more than expenditure.

**Government budget** is an important instrument of economic policy and an index of government's functioning.

### 3. Translate the article.

### 4. Answer the questions.

1. What is a government budget?
2. What are the two basic elements of any budget?
3. What do government expenses include?
4. What are three basis of a government budget?
5. What are three budget types?

### 5 .Complete the sentences.

1. A government budget is an \_\_\_\_\_ financial statement presenting the government's revenues and spending for a financial year.
2. A government budget is often passed by the \_\_\_\_\_, approved by the \_\_\_\_\_ or \_\_\_\_\_ president.
3. Certain types of \_\_\_\_\_ are imposed and collected to form a budget.
4. The basis for municipal and county revenues is \_\_\_\_\_ tax.
5. \_\_\_\_\_ tax is the basis for state revenues.
6. The \_\_\_\_\_ and \_\_\_\_\_ are the two basic elements of any budget.
7. Government expenses include spending on current \_\_\_\_\_ and \_\_\_\_\_.
8. Government budgets have economic, political and technical \_\_\_\_\_.
9. When government receipts are \_\_\_\_\_ to the government \_\_\_\_\_, it is a balanced budget.
10. When government expenditure exceeds government \_\_\_\_\_, the budget is \_\_\_\_\_.

### 6. Choose the correct alternative. Then translate the article.

#### BUDGET TYPES

Union Budget: The union budget is the budget prepared by the central government for the *1) country/surplus* as a whole.

State Budget: In countries like India, there is a federal system of *2) govern ment/income* thus every state prepares its own *3) deficit/budget*.

Plan Budget: It is a *4) document/expense* showing the budgetary provisions for important projects, programmes and schemes included in the central plan of the country. It also shows the central *5) scarce/assistance* to states and union territories.

Performance Budget: The central ministries and *6) departments/sales* dealing with development activities prepare performance budgets, which are circulated to *7) property/members* of parliament. These performance budgets present the main projects, programmes and activities of the government in the light of specific objectives and previous years' budgets and *8) achievements/derived*.

Supplementary Budget: This budget *9) index/forecasts* the budget of the coming year with regards to revenue and expenditure.



Zero-Based Budget: This type of budget is defined as the budgetary process which requires each ministry or department to justify its entire budget in detail. It is a system of budget in which all government expenditures must be *10) justified/receipt* for each new period.

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## UNIT 2

### TAXES



Tax is money that people pay to the government. In ancient times, people from one city or region attacked people from another place, and make them pay tribute. Tribute meant that the conquered people had to pay money or things like fur or gold, and then conqueror stopped attacking them.

Nowadays, the government makes its citizens pay money. Then the money goes to pay people who work for the government and to pay for things that the government does, such as building roads and bridges.

There are many different kinds of taxes. Some taxes are based on how much money a person earns. The more money is earned, the more a person must pay. This is called an income tax. There are three different types of income taxes: flat income tax, progressive income tax, regressive income tax. There are also taxes based on how much a person owns, called property tax. Things like houses have a property tax on them.

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Paying taxes should be done in a way that is comfortable to the taxpayer. Other taxes are based on how much a person buys. This is a sales tax or value added tax (VAT).

There are also taxes based on how much a person owns, called property tax. Things like houses have a property tax on them.

Paying taxes should be done in a way that is comfortable to the taxpayer. Collecting taxes should be as cheap as possible to the government. The government uses the money collected from taxes to pay for things. Taxes also used to pay for education, health sewers, and buildings.

#### 2. Match the terms with their definitions.

- a. Income tax
- b. Property tax
- c. A taxpayer
- d. Sales or value added tax

1. \_\_\_\_\_ is based on how much a person owns.
2. \_\_\_\_\_ is a type of tax based on how much money a person earns.
3. \_\_\_\_\_ is a tax based on how much a person buys.
4. \_\_\_\_\_ is someone who pays taxes.

**3. Match the sentence halves.**

- |  |   |
|--|---|
| 1. The tax money goes                      | a. from taxes to pay for things.                              |
| 2. Paying taxes should be done in a way    | b. education, health care, and to maintain things like roads. |
| 3. The government uses the money collected | c. how much money a person earns                              |
| 4. Taxes are also used to pay for          | d. to pay people who work for the government.                 |
| 5. Property taxes based on                 | e. money that people pay to the government.                   |
| 6. Income taxes are based on               | f. are based on how much a person buys.                       |
| 7. Tax is                                  | g. that is comfortable to the taxpayer.                       |
| 8. Value added taxes                       | h. how much a person owns.                                    |

**4. Choose the correct word. Then translate the article.**

**GOVERNMENT DEBT**

Governments take loans, issue bonds and make financial 1)\_. Government debt (also known as public debt or national debt) is 2) \_owed by any level of government: central or federal government, 3)\_government or local government. Some local governments issue bonds based on their taxing authority, such as tax increment bonds or revenue bonds.

As the government represents the people, government debt can be seen as an indirect debt of the 4)\_. Government debt can be categorized as 5)\_debt, owed to lenders within the 6)\_, and external debt, owed to foreign lenders. Governments usually borrow by issuing securities such as government bonds and bills. Less creditworthy countries sometimes borrow directly from commercial 7) \_or international institutions such as the International Monetary Fund or the World Bank.

- |                 |               |                |
|-----------------|---------------|----------------|
| 1. a. price     | b. lender     | c. investments |
| 2. a. bank      | b. money      | c. borrow      |
| 3. a. monetary  | b. commercial | c. municipal   |
| 4. a. taxpayers | b. bills      | c. debt        |
| 5. a. internal  | b. monetary   | c. represent   |
| 6. a. world     | b. bonds      | c. country     |
| 7. a. credit    | b. banks      | c. external    |



## UNIT 3



### 1. Read the article

#### PUBLIC AFFAIRS IN GOVERNMENT SECTOR

Government relations and public affairs are the types of public relations that deal with how an organization interacts with the government, with governmental regulators, and the legislative and regulatory arms of government. Government relations are the branch of public relations that helps an organization communicate with governmental publics.

Public affairs are the type of public relations that helps an organization interact with the government, legislators, interest groups, and the media. Public affairs are often issues of public concern that involve grassroots initiatives, meaning that everyday citizens organize and create a movement in favor of a certain issue or perspective. In that case, public affairs specialists would work to resolve conflict or negotiate on behalf of an organization, working with these groups to create an inclusive solution to problems. Public affairs specialists might focus on a particular area of public policy, such as international trade agreements or exchange rates, security and terrorism, equitable wages and working conditions. Public affairs are also used to communicate about policy and procedures with investors, employees as well as communities.

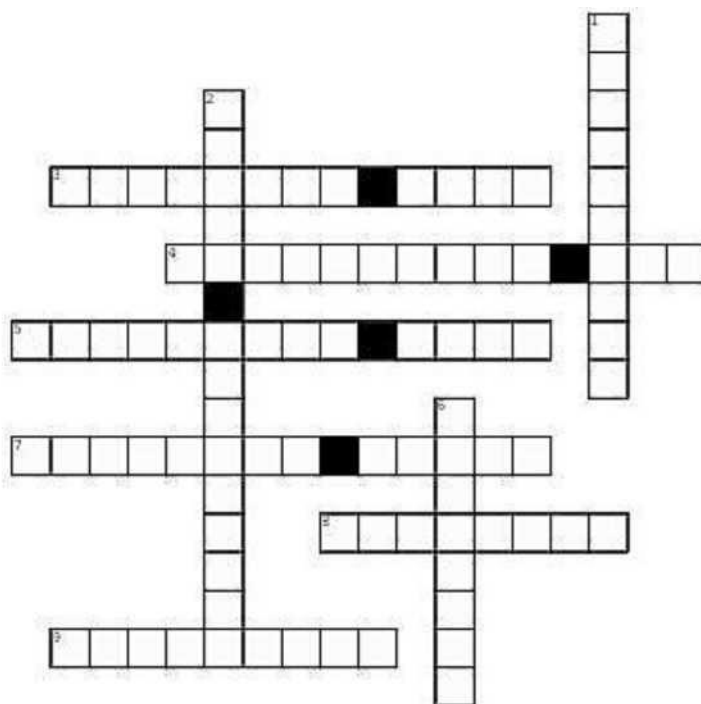
### 2. Choose the correct answer.

- Government relations and public affairs are
  - the types of public relations.
  - the types of public administration.
- Government relations help an organization
  - communicate with business entities.
  - communicate with governmental publics.
- Public affairs help an organization interact
  - with public concern.
  - with the government, legislators, interest groups, and the media.
- Public affairs are issues of public concern
  - that involve grassroots initiatives.

- b. that involve district councils.
5. Public affairs specialists might focus on
    - a. a particular area of public policy.
    - b. a particular area of agricultural sector.
  6. Public affairs are used to communicate about policy and procedures
    - a. with local taxation collection.
    - b. with investors, regulatory publics, employees.

**3. Complete the crossword with the English equivalents of the words in the box. Use the underlined words in exercise 1 to help you.**

чесна заробітна плата, нормативно-правовий важіль, рішення, вести перемовини, курс обміну валют, законодавець, безпека, група осіб, що мають спільні інтереси, торгівельна угода



**4. Choose the correct alternative. Then translate the article.**

**GOVERNMENT AFFAIRS MANAGERS**

Government affairs managers are public relations 1) *community/specialists* who coordinate legislative efforts by working with state, local, and federal governments as well as the 1) *minority/media*. They help meet legislative goals by creating policy proposals and working with government agencies and 3) *citizens/civilization*. Government affairs managers are generally responsible for a group of staff

4) *members/trade*. As part of their jobs, government affairs managers may perform 5) *research/objective*, manage internal and external communication. To ensure message continuity, they work internally with other management staff members and oversee 6) *legislation/employees*. They may also participate in financial matters including 7) *publicity/budgeting* and management. Externally, they work with government officials, including 8) *senators/security*, advocacy groups and citizens to convey their legislative goals.

As part of their job, government affairs managers 9) *prepare/provision* reports and presentations. They write talking points and often serve as a point of contact for the 10) *security/media*. They must also be present at forums and events. They may be required to travel in order to fulfill this job duty.

## UNIT 4



### WHAT IS

### POLICY?

### PUBLIC

Public policy is the means by which a government maintains order or addresses the needs of its citizens through actions defined by its constitution. Public policy is a term used to describe a collection of laws, mandates, or regulations established through a political process.

In the United States, for example, there have been recent changes to the health care system that now require every citizen to have health insurance. After a series of debates, evaluations, and analysis, the federal government arrived at the conclusion that this would be in the best interest of citizens and began crafting bills, insurance mandates, and other pieces of legislation to establish a system for how Americans receive health care treatment.

Imagine a jigsaw puzzle that contains 250 pieces. Now pretend that each of those 250 puzzle pieces represents a law. When you put all the pieces together properly, you arrive at your complete picture, which, in the case of this metaphor, would be the public policy.

Because public policies are in place to address the needs of people, they are often broken down into different categories as they relate to society. Looking at some examples of these categories should give you an idea of how public policy fits into each area of society.

Another important type of public policy in a society is its legal policy. Legal policy covers the laws used to determine, among other things, what will be considered a crime, how that crime will be punished, and who will be responsible for handing out the punishment. For example, in most cases, the

act of murder is a crime that is often punished with a prison sentence or even the death penalty. The classification of murder as a crime and the common punishment for the crime are both examples of how a government responds to a problem using public policy.

## 2. Complete the sentences.

1. Public policy is defined as a way government maintains \_\_\_\_\_ or addresses the needs of its \_\_\_\_\_.
2. Public policy is a term used to describe a \_\_\_\_\_ of laws, mandates, or \_\_\_\_\_ established through a political process.
3. In the United States, there have been recent changes to the \_\_\_\_\_ care system that now require every citizen to have health \_\_\_\_\_.
4. After a series of \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_, the federal government arrived at the conclusion that this would be in the best of citizens.
5. The government began crafting \_\_\_\_\_, insurance \_\_\_\_\_, and other pieces of legislation to establish a system for how Americans receive health care \_\_\_\_\_.
6. \_\_\_\_\_ policy covers the laws used to \_\_\_\_\_, among other things, what will be considered a \_\_\_\_\_, how that crime will be punished, and who will be responsible for handing out the \_\_\_\_\_.

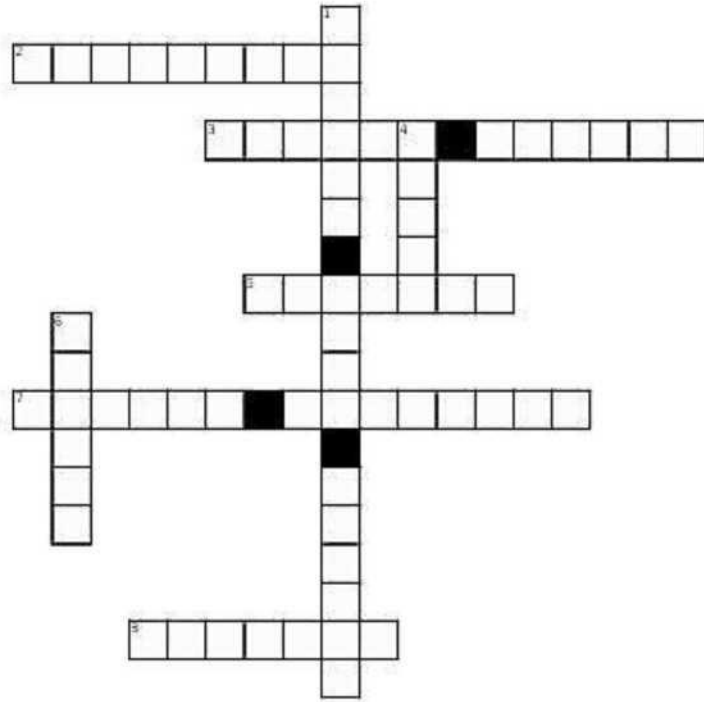
## 3. Complete the crossword.

### Across

2. Risk-transfer mechanism that ensures full or partial financial compensation for the loss or damage.
3. The laws, priorities and governmental actions that reflect the attitudes and rules selected for the public.
5. An organized group of people associated together for religious, cultural, scientific, political, patriotic purposes.
1. Confinement in prison as a punishment imposed on a person who has been found guilty of a crime.
2. A person who legally belongs to a country and has the rights and protection of that country.

### Down

1. Complex of facilities, organizations, and trained personnel engaged in providing medical service within a geographical area.
4. An illegal act for which someone can be punished by the government.
6. The unlawful killing of another human being without justification or excuse.



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**UNIT 5**

**URBANIZATION**



Urbanization refers to the population shift from rural to urban areas and the ways how society adapts to the change. It is the process when towns and cities are formed and become larger as more people begin living and working there. It is predicted that by 2050 about 64% of the developing world and 86% of the developed world will be urbanized.

Urbanization is relevant to a range of disciplines, including geography, sociology, economics, urban planning and public health. Urbanization creates enormous social, economic and environmental changes. There are some causes of urbanization:

Industrialization is a trend representing a shift from the old agricultural economics to non-agricultural economy, which creates a modernized society and attract people to move from rural to urban areas to have better employment opportunities.

Commerce and trade play a major role in urbanization. The distribution of goods and services and commercial transactions in the modern era has developed modern marketing institutions and exchange methods that have given rise to the growth of towns and cities.

There are numerous social benefits attributed to life in the cities and towns. Examples include better educational facilities, better living standards, better sanitation and housing, better health care, better recreation facilities, and better social life in general.

Modernization plays a very important role in the process of urbanization. As urban areas become more technologically advanced and offer highly sophisticated communication, infrastructure, medical facilities, liberalization, and other social amenities.

### 1. True or False. Correct false sentences.

1. Urbanization is a movement of the population from rural to urban areas.
2. Urbanization is the process when towns and cities are formed and become bigger.
3. By 2150 about 64% of the developing world and 86% of the developed world will be urbanized.
4. Urbanization creates minor social, economic and environmental changes.
5. Industrialization is the balance between the old agricultural economics and non-agricultural economy.
6. The distribution of goods and services and commercial transactions in the modern era has given rise to the growth of towns and cities.
7. Social benefits include better educational facilities, better living standards, better sanitation and housing, better health care, etc.

### 2. Choose the correct alternative.

1. Urbanization is *relevant/relation* to a range of disciplines, including geography, sociology, economics, urban planning and public health.
2. Urbanization creates enormous social, economic and environmental *shift/changes*.
3. Industrialization creates a *facility/modernized* society and attracts people to move from rural to urban areas.
4. There are numerous social *benefits/communication* attributed to life in the cities and towns.
5. Urban areas become more *commerce/technologically* advanced and offer highly sophisticated communication, infrastructure, medical *facilities/education*, liberalization, etc.

### 3. Find the English equivalents to the words in the box.

соціально-побутове обслуговування, країни, що розвиваються, розвинені країни, медичні заклади, освітні заклади, сільська місцевість, можливості працевлаштування, товари та послуги, комерційні операції, соціальні пільги, санітарні умови, торгівля.
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5. Match the words to make phrases about the negative effects of urbanization. Then match the phrases with the Ukrainian equivalents: *завантаженість доріг, житлові проблеми, незадовільний стан здоров'я та поширення хвороб, поява трущоб, проблема безробіття, проблеми водопостачання та водовідведення, перенаселеність.*

1. Housing	a. spread of diseases
2. Over	b. of slums
3. Development	c. Unemployment
4. Problem of	d. Crowding
5. Traffic	e. sanitation problems
6. Water and	f. Problems
7. Poor health and	g. Congestion

**4. Read and translate the article about solutions to the problems of urbanization.**

To lessen the negative effects of rapid urbanization while at the same time conserving natural ecosystems, private investments should be encouraged so as to utilize natural resources and create more job opportunities. Tourism promotion and the sustainable exploitation of natural resources can create more jobs for the urban populations. Subsidies and grants may as well be provided to foreign and private investment in environmentally friendly development projects that encourage job creation. Key stakeholders in urban areas must provide campaigns and counseling for effective medical health clinics and family planning to help reduce the high rates of population growth. Medical health clinics oriented towards family planning options must be made accessible across the entire urban area with the objective of controlling diseases and population growth.

## GLOSSARY

**Agency** Semi-autonomous public organisation that operates at arm's length from the government, usually reporting to a ministry and mandated to carry out public tasks (*e.g.* regulation, service delivery, policy implementation) in a relatively autonomous manner (*i.e.* with less hierarchy and political influence in daily operations and with more managerial freedom).

**Cabinet.** This term is used to refer to the collective meeting of Ministers. In some countries it is called the Council of Ministers, in others Government, and there are a number of other less common names.

**Centre of Government (CoG)** The term refers to the administrative structure that serves the Executive (President or Prime Minister, and the Cabinet collectively). The Centre of Government has a great variety of names across countries, such as General Secretariat, Cabinet Office, Chancellery, Office/Ministry of the Presidency, Council of Ministers Office, etc. In many countries the CoG is made up of more than one unit, fulfilling different functions. A unit that is shared by virtually all Centres of Government is the unit that serves specifically the head of the government. This too has a variety of names, such as the Cabinet of the Prime Minister or the Private Office.

**Civil servant** An employee of the state, either permanent or on a long-term contract, who would remain a state employee if the government changes.

**Full-time equivalent (FTE)** A full-time equivalent, or FTE, is defined as total hours worked divided by average hours worked in full-time jobs.

**Government** Specific group of people who occupy the institutions of the state and create laws. 'The government' is usually taken to define the individuals who exert political power over the state and its institutions at a given time (for example the prime minister, ministers and ministers without portfolio). The government is thus the particular group of people that controls the state apparatus at a given time, and is the means through which state power is employed (for example the adoption of laws). In a democracy, the state is served by a continuous succession of different governments. The number of governments is determined by the number of terms served by the head of the executive branch (where a term is defined by a change in the executive or an election that renewed support for the incumbent government). Government in this definition is not the same as the use of the term government in a statistical or expenditure context (as for example in "general government").

**Government Programme** The government programme is typically developed on the basis of an incoming government's policy manifesto (or in the case of coalition governments, the coalition manifesto). The programme covers policies and legislation that the government intends to implement during its period in office. It may be updated and refined on annual basis.

**Head of Government** This term is used to refer to the Prime Minister or President – or both - depending on the political system of the country.

**Implementation** The processes and actions that need to be taken, once a new policy and/or law has been adopted, in order to ensure that the policy or law is given concrete effect. Can also be called operationalisation, reflecting the fact that policies have no effect unless and until they are made operational.

**Minister** Political head of a ministry (in certain countries, the head of a ministry may be called Secretary or Secretary of State, and minister may be more junior in rank). Ministers are generally in charge of one or more ministries, and have a portfolio of responsibilities derived from the areas of responsibility covered by the ministry or ministries. Some ministers do not head up a ministry, but are in charge of specific issues supported by an office ('minister without portfolio'). In most parliamentary

systems, ministers are drawn from the legislature but keep their parliamentary seats. In most presidential systems, ministers are not elected officials and are appointed by the President.

**Ministerial Committee** Committees of ministers, usually set up to deal with specific sectors of government activity and policy such as economic affairs, social affairs, EU issues, in order to confirm a course of action and to resolve disagreements. They are usually chaired by a relevant senior minister. A key objective is to minimise the number of issues that need to be put to the Cabinet, and to identify the priority issues that merit Cabinet attention. Ministerial committees are often 'shadowed' by committees of officials, with the equivalent aim of preparing the ministerial committees, identifying priority issues for ministerial attention, and resolving disagreements.

**Ministry** An organisation which forms part of the central core of the executive branch of government. A ministry is responsible for the design and implementation of an area or sector of public policy and administration (e.g. agriculture, education, economy, foreign affairs), in line with the government programme and strategy. A ministry is also responsible for the direction of agencies under its authority. In some countries, such as Australia, Norway, the United States and the United Kingdom, ministries are called 'departments'. Sub-national governments may also be organised into ministries. A ministry has a delegated budget to exercise its responsibilities, under the authority and direction of the finance ministry or equivalent organisation responsible for the budget in central government. The term line ministry designates the majority of ministries, which exercise delegated, sectoral powers. The finance ministry is not a line ministry.

**Policy** A term which does not exist in all languages and which in some languages may be synonymous with politics. A public policy defines a consistent course of action designed to meet a goal or objective, respond to an issue or problem identified by the government as requiring action or reform. It is implemented by a public body (ministry, agency, etc.), although elements may be delegated to other bodies. Examples include a public policy to tackle climate change, educational reform, support for entrepreneurship. A public policy is, or should be, linked to the government programme and its strategic planning. It is often given a formal framework through legislation and/or secondary regulations, especially in countries with a system of civil law. It is given practical effect through a defined course of action, programmes and activities. It is, as necessary, funded from the state budget. A priority policy is a policy which matters more than others for the achievement of the government's strategic objectives. The responsibility for taking forward a public policy may rest with the relevant line ministry, or, in the case of policies that cut across ministerial boundaries, may be shared by relevant ministries.

**Political adviser** A member of staff who is not a civil servant, appointed by the President, Prime Minister or a Minister to assist them, and who would leave state employment if the government changes.

**Private Office of the Prime Minister or President (PO)** Many countries have a unit which is part of the CoG (at least for administrative purposes) that serves specifically the head of the government. This, too, has a variety of names, such as the Prime Minister's Office or Office of the President.

**Professional staff** This category of staff is to be distinguished from clerical/secretarial staff and managers. They are usually required to have a university degree, and may have leadership responsibilities over a field of work or various projects. They develop and analyse policies guiding the design, implementation and modification of government operations and programmes; review existing policies and legislation in order to identify anomalies and put-of-day provisions; analyse and formulate policy options, prepare briefing papers and recommendations for policy changes. Moreover, they assess the impact, financial implications and political and administrative feasibility of public policies. Their areas of expertise may include law, economics, politics, public administration, international relations, engineering, environment, pedagogy, health economics, etc.

**Risk anticipation and management** In this context, refers to focused efforts at anticipating and identifying emerging risks (may also be referred to as horizon scanning, or strategic foresight) and taking actions to manage the identified risks. A more technical definition focuses on risk assessment, risk management and risk communication as part of a cycle. Risk assessment is about identifying and assessing the extent of a potential hazard and to estimate the probability and consequences of negative outcomes for humans, property or the environment. Risk management refers to the design and implementation of actions and remedies to address risks Risk communication refers to the methods and practices for educating and informing the public about risks when making risk trade-offs.

**State** Set of enduring institutions, usually given legitimacy in a constitution and related legal forms, through which public power is distributed. In the social sciences, a sovereign state is a compulsory political organisation with a centralised government that maintains a monopoly of the legitimate use of force within a defined territory (Weber), and is internationally recognised as such (through for example membership of the United Nations).

**State Secretary** Administrative head of a ministry, i.e. a civil servant; may also be known as Permanent Secretary, Chief Executive or (non-political) Deputy Minister. There is great variability in the roles, responsibilities, place in the hierarchy and mode of appointment of state secretaries. Note that in some countries the same term may be used for (political) junior ministers, and a variant (Secretary of State) may be used to designate the senior minister in political charge of a ministry.

**Support and clerical staff** These staff are generally not required to have a university degree although many do. They perform a wide range of clerical and administrative tasks in connection with money-handling operations, travel arrangements, requests for information, appointments and communications, including recording, preparing, sorting, classifying and filling in information; preparing reports and correspondence; recording issue of equipment to staff; responding to telephone or electronic enquiries or forwarding to appropriate person; checking figures, preparing invoices and recording details of financial transactions made; transcribing information onto computers; updating Internet pages; and proofreading, correcting and laying out copy. Some assist in the preparation of budgets, monitoring of expenditures, drafting of contracts and purchasing or acquisition orders. Senior staff who supervise the work of clerical support workers are excluded from this category.

**Unit.** We use this generic term to refer to Departments, Directorates, Sections, or any other organizational segment that can be identified within the CoG.

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