



"I approve"
Head of the _____ Department

Protocol No. 1
Date:

SYLLABUS

General information	Department	Marketing and Management
	Faculty	School Business and Local governance
	Major, code	Public and Municipal Administration
	Group №	533DBI
	Education level	Bachelor degree
	Form of education	Offline
	Academic year / Semester	II
	Academic year	2023/2024
	Academic semester	Spring
Information about the subject	Course name, code	Municipal Management
	Number of credits	8
	Teaching load (hours)	90 hours (60+30)
	Teaching methods	<input type="checkbox"/> Lecture <input type="checkbox"/> Seminar
	Language of instruction	Azerbaijan
	Type of course	Main
Information about the teacher	Prerequisite course/code	None
	Academic degree, academic title, honorary title, surname, first name, patronymic of the instructor	
	Instructor's email address	
	Instructor's contact number	
Description of the subject	Consultation hours	Every Tuesday, at 3:00 PM
	The subject <i>Municipal Management</i> aims to teach students about the local governance system, its structure, functions, and legal foundations. Within this course, students acquire knowledge about the role of municipalities, their operating principles, and the trends in the development of local self-governance. The Faculty. Students gain insight into the working principles of municipal executive bodies, the electoral system, and governance models. Special attention is also paid to the economic and social functions of municipalities. Studying the legal framework of municipal management is one of the core components of this subject. Topics include international documents on local self-governance, the legal basis of municipalities in the Republic of Azerbaijan, and procedures for adopting and implementing municipal decisions. Students learn to apply municipal legislation to real-life practical situations.	
The purpose of the subject	The main purpose of the <i>Municipal Management</i> course is to teach students the essence, functions, and legal framework of local self-governance, and to develop their knowledge and skills related to the theoretical and practical foundations of municipal management. This	

	<p>subject helps students understand the principles of municipal activities, their structure, management models, and the role of local authorities in the socio-economic development of society. At the same time, the course acquaints students with the economic, financial, and social functions of municipalities, including budget planning, local taxes and fees, investment strategies, and economic development issues. Decision-making processes, community participation, transparency, and accountability principles in municipal management are also key topics of the course. Furthermore, by studying international experience students learn about successful municipal management models worldwide and mechanisms for cooperation among local governance institutions. This enables students not only to gain theoretical knowledge but also to develop real managerial skills. The course also aims to explain the legal aspects of municipal management, preparing students to become professional staff in local governance. These skills are valuable for those planning to work in public service, public administration, or local development strategy formulation. Ultimately, students acquire the knowledge and abilities necessary to understand municipal management principles and contribute effectively to their functioning.</p>
<p>Learning outcomes of the subject</p>	<ol style="list-style-type: none"> 1. To understand the concept municipalities and local governance – Students will understand the essence of the local self-governance system, the legal status and functions of municipalities, and be able to explain their role within the state administration system. 2. To explain the structure and management models of municipalities – Students will be able to analyze the organizational structure of municipal councils and executive bodies, management principles, and decision-making mechanisms. 3. To know and apply the legal foundations of municipal management – Students will understand national legislative acts and international legal frameworks regulating local self-governance and will be able to apply them in real management processes. 4. To analyze municipal finance and economy – Students will understand the budget formation process of municipalities, financial resources, and local tax policies, and will be able to conduct analytical assessments in this area. 5. To evaluate the role of municipalities in social and economic development – Students will analyze the functions performed by municipalities to improve the social welfare of local communities, urban planning, environmental protection, and their social policies. 6. To develop decision-making and community participation skills – Students will understand the importance of public participation in municipal management and will be able to develop strategies to increase citizen involvement in local governance. 7. To study and compare international experience – Students will investigate municipal management models applied in various countries, compare their strengths and weaknesses, and identify suitable practices for Azerbaijan. 8. To apply innovative approaches in municipal management – Students will be able to use modern approaches in municipal management, apply digital management tools, and implement

	strategic planning methods.
Subject requirements	<ol style="list-style-type: none"> 1. Attendance and participation: Students must regularly attend classes and actively participate in discussions. Participation in group work on local governance issues is required. 2. Reading and preparation: It is important to read the assigned literature and prepare for topics before each class. Students are also encouraged to conduct research using additional sources. 3. Completion of assignments: Students must complete and submit written assignments, projects, and presentations on time. These tasks are essential for assessing how well students learned the subject. 4. Collaboration and group work: Collaboration skills are important in municipal management. Students should work together on group projects, case studies, and simulation exercises. 5. Critical thinking and analytical skills: Students are expected to analyze municipal management problems, compare different management models, and engage in critical reasoning. This is crucial for developing their analytical mindset. 6. Practical application: Within the course students are expected to work on real projects related to local governance and apply the theoretical knowledge they have gained to practical situations.
Academic integrity	<p>Academic integrity means ensuring the originality of the work done and sharing others' ideas or findings with proper citation of sources. Violations of academic integrity include:</p> <ol style="list-style-type: none"> 1. Plagiarism, 2. Cases of copying, 3. Submitting all or part of previously completed work, homework, or projects without citation in another course, 4. Referencing non-existent sources or creating fake data, 5. Preparing course materials or assignments on behalf of other students, 6. Demonstrating behaviors to gain unfair advantage (such as submitting a fake medical note without an actual illness, requesting deadline extensions, or making false excuses for other purposes), 7. Taking exams on behalf of someone else or having someone else take exams on one's behalf.
Ethical behavior	<ul style="list-style-type: none"> • Acquire knowledge, skills, and habits in accordance with state education standards; • Avoid unexcused absences from classes; • Complete assigned tasks on time and with quality; • Respect the honor and dignity of pedagogical staff; • Comply with the requirements of the educational institution's regulations; • Follow the requirements of legislation in the field of education, ethical

	<p>norms, and rules related to the teaching and educational process;</p> <ul style="list-style-type: none"> •Comply with rules of ethical behavior, pedagogical ethics; uphold the teacher’s reputation, set an example of intellectual integrity, and respect the honor and dignity of learners.
List of main literature	<ol style="list-style-type: none"> 1. Dövlət və bələdiyyə idarəçiliyi: dərslik. Bakı: İqtisad Universiteti, 2011. – 440 səh. 2. Azərbaycan Respublikasının Konstitusiyası və “Bələdiyyələrin statusu haqqında” Azərbaycan Respublikasının qanunu. 3. Azərbaycan Respublikasının bələdiyyə idarəçiliyi və yerli özünüidarəetmə ilə bağlı qanunvericilik aktları və normativ sənədlər. 4. Baldersheim, H., & Rose, L. E. (2010). Territorial Choice: The Politics of Boundaries and Borders. Palgrave Macmillan.
List of additional literature	<ol style="list-style-type: none"> 1. Denters, B., & Rose, L. E. (2005). Comparing Local Governance: Trends and Developments. Palgrave Macmillan. 2. Goldsmith, M., & Page, E. (2010). Changing Government Relations in Europe: From Localism to Intergovernmentalism. Routledge. 3. Rodinelli, D. (2002). Decentralization and Development: Policy Implementation in Developing Countries. Sage Publications. 4. Shah, A. (2007). Participatory Budgeting. World Bank Publications.
Internet resources	<ol style="list-style-type: none"> 1. Council of Europe – Local and Regional Democracy https://www.coe.int/en/web/congress (Information about the Congress of Local and Regional Authorities of the Council of Europe, international documents and research on local governance) 2. United Nations Human Settlements Programme (UN-Habitat) https://unhabitat.org (International strategies and reports on urban management, sustainable development, and local governance) 3. World Bank – Decentralization & Local Governance https://www.worldbank.org/en/topic/governance/brief/decentralization-and-subnational-governance (World Bank research and reports on local governance and decentralization) 4. OECD – Local Economic and Employment Development (LEED) Programme https://www.oecd.org/regional/leed/ (OECD research on regional development and local governance policies) 5. European Commission – Regional and Urban Policy https://ec.europa.eu/regional_policy/en/ (Official documents and projects about the European Union’s urban planning, local governance, and regional development policies) 6. Ministry of Justice of the Republic of Azerbaijan – Center for Work with Municipalities https://www.justice.gov.az (Legal regulation and legislative base of Azerbaijani municipalities) 7. National Assembly of the Republic of Azerbaijan – Legislation

	<p>Related to Municipalities https://meclis.gov.az/ (Current laws and legal normative acts regarding municipal governance)</p> <p>8. State Statistical Committee of the Republic of Azerbaijan https://www.stat.gov.az (Socio-economic development indicators of local governance and municipalities)</p>	
Rating: 100-point system	<p>The final grade is the sum of the current assessment—seminars and colloquiums (0–30 points), independent work (0–10 points), attendance (0–10 points)—and the midterm assessment—end-of-semester exams (0–50 points). If practical and lab classes are prescribed for the same subject, an additional 0–10 points are allocated for their evaluation. Final grade = current assessment + midterm assessment</p>	
Seminar and colloquium	<p>Colloquiums are held three times in a semester according to the academic calendar. Each colloquium is graded from 0 to 10 points. Attendance at colloquiums is mandatory. Students who do not attend a colloquium receive 0 points.</p>	0-30
Freelance work	<p>Writing requirements for independent work: Font and size: Arial 12 pt Line spacing: 1.5 Total length: minimum 3 pages Final submission deadline: 2 weeks before the end of the semester</p>	0-10
	<ol style="list-style-type: none"> 1. The essence of local self-government and the functions of municipalities 2. Formation and development of the municipal system in the Republic of Azerbaijan 3. Legal foundations of municipal administration: comparison of international and local legislation 4. Sources of municipal financing and budget policy 5. Principles of transparency and accountability in municipal administration 6. European Charter of Local Self-Government and its significance for Azerbaijan 7. The role of municipalities in ensuring social welfare 8. Citizen participation in local governance: international experience and the example of Azerbaijan 9. The role of municipalities in environmental protection and green governance policy 10. Innovative approaches and the application of digital technologies in municipal administration 11. The role of municipalities in urban planning and infrastructure projects 12. Models of municipal administration in developed countries and their applicability for Azerbaijan 13. Municipal strategies for local economic development and attracting investments 	

	14. Gender equality in local governance and the leadership role of women 15. The role of municipalities in education and cultural policy 16. Decision-making mechanisms in local governance and their effectiveness 17. Municipal preparedness for emergencies and management strategies 18. Anti-corruption measures in municipal administration 19. The role of municipalities in rural development and the challenges they face 20. Municipalities and state administration: cooperation and division of powers	
Attendance	During the semester, for every 10% of missed classes from the total allocated hours of the course, 1 point is deducted. Students who miss more than 25% of the classes are not allowed to take the exam.	0-10
Exam		0-50

The knowledge of students based on the total points accumulated during the semester for the course is evaluated as follows:

Distribution of points

Score	Letter grade	Indicator
100 – 91	A	“excellent”
90 – 81	B	“very good”
80 – 71	C	“good”
70 – 61	D	“satisfactory”
60 – 51	E	“sufficient”
Below 51 points	F	“insufficient”

Calendar Thematic Plan					
№	Date	Subject topics	Lecture	Seminar	Textbook / Assignments
1.		Topic 1. The Concept of Municipality and the Essence of Local Self-Government.	2	1	Dövlət və bələdiyyə idarəçiliyi: dərslik. Bakı: İqtisad Universiteti, 2011. – 440 səh.
2.		Topic 2. Historical Development of Municipal Administration and Global Experience.	2	1	Dövlət və bələdiyyə idarəçiliyi:

					dərslük. Bakı: İqtisad Universiteti, 2011. – 440 səh.
3.		Topic 3. Local Governance Systems: Municipal Administration in Unitary and Federal States.	2	1	Dövlət və bələdiyyə idarəçiliyi: dərslük. Bakı: İqtisad Universiteti, 2011. – 440 səh.
4.		Topic 4. Legal Basis of Municipalities: International and Domestic Legislation.	2	1	Azərbaycan Respublikasının Konstitusiyası və “Bələdiyyələrin statusu haqqında” Azərbaycan Respublikasının qanunu Azərbaycan Respublikasının bələdiyyə idarəçiliyi və yerli özünüidarəetmə ilə bağlı qanunvericilik aktları və normativ sənədlər
5.		Topic 5. Fundamental Principles and Functions of Local Governance.	2	1	Dövlət və bələdiyyə idarəçiliyi: dərslük. Bakı: İqtisad Universiteti, 2011. – 440 səh.
6.		Topic 6. Structural Model of Municipalities.	2	1	Baldersheim, H., & Rose, L. E. (2010). <i>Territorial Choice: The Politics of Boundaries and Borders</i> . Palgrave Macmillan.
7.		Topic 7. The Decision-Making Process in Municipal Governance.	2	1	Baldersheim, H., & Rose, L. E. (2010). <i>Territorial Choice: The Politics of Boundaries and Borders</i> . Palgrave

					Macmillan.
8.		Topic 8. Citizen Participation and Public Oversight in Local Self-Government.	2	1	Baldersheim, H., & Rose, L. E. (2010). <i>Territorial Choice: The Politics of Boundaries and Borders</i> . Palgrave Macmillan.
9.		Topic 9. Public Relations in Municipal Bodies.	2	1	Baldersheim, H., & Rose, L. E. (2010). <i>Territorial Choice: The Politics of Boundaries and Borders</i> . Palgrave Macmillan.
10.		Topic 10. Economic and Financial System of Municipalities	2	1	Dövlət və bələdiyyə idarəçiliyi: dərslik. Bakı: İqtisad Universiteti, 2011. – 440 səh.
11.		Topic 11. Financial Transparency in Municipalities and Anti-Corruption Measures.	2	1	Azərbaycan Respublikasının Konstitusiyası və “Bələdiyyələrin statusu haqqında” Azərbaycan Respublikasının qanunu Azərbaycan Respublikasının bələdiyyə idarəçiliyi və yerli özünüidarəetmə ilə bağlı qanunvericilik aktları və normativ sənədlər
12.		Topic 12. Social Policy of Municipalities: Healthcare, Education, and Culture.	2	1	Baldersheim, H., & Rose, L. E. (2010). <i>Territorial Choice: The Politics of Boundaries and Borders</i> . Palgrave Macmillan.

13.		Topic 13. Employment and Support for Entrepreneurship in Local Governance	2	1	Baldersheim, H., & Rose, L. E. (2010). <i>Territorial Choice: The Politics of Boundaries and Borders</i> . Palgrave Macmillan.
14.		Topic 14. Urban Planning and Infrastructure Development in Municipalities.	2	1	Baldersheim, H., & Rose, L. E. (2010). <i>Territorial Choice: The Politics of Boundaries and Borders</i> . Palgrave Macmillan.
15.		Topic 15. Environmental Policy and Local Environmental Protection.	2	1	Baldersheim, H., & Rose, L. E. (2010). <i>Territorial Choice: The Politics of Boundaries and Borders</i> . Palgrave Macmillan.
16.		Topic 16. Municipal Preparedness for Emergencies and Public Safety.	2	1	Azərbaycan Respublikasının Konstitusiyası və “Bələdiyyələrin statusu haqqında” Azərbaycan Respublikasının qanunu Azərbaycan Respublikasının bələdiyyə idarəçiliyi və yerli özünüidarəetmə ilə bağlı qanunvericilik aktları və normativ sənədlər
17.		Topic 17. Electronic Municipal Governance and Digital Transformation.	2	1	European Commission – Regional and Urban Policy https://ec.europa.eu/regional_policy/en/

					(Official documents and projects on urban planning, local governance, and regional development policy of the European Union)
18.		Topic 18. Digital Services and the "Smart City" Concept.	2	1	European Commission – Regional and Urban Policy https://ec.europa.eu/regional_policy/en/ (Official documents and projects related to the European Union's urban planning, local governance, and regional development policy)
19.		Topic 19. Principles of Open Government and Transparency in Municipal Decision-Making	2	1	
20.		Topic 20. Application of Artificial Intelligence and Innovations in Local Governance	2	1	Baldersheim, H., & Rose, L. E. (2010). <i>Territorial Choice: The Politics of Boundaries and Borders</i> . Palgrave Macmillan.
21.		Topic 21. International Municipal Cooperation and Best Practices	2	1	Baldersheim, H., & Rose, L. E. (2010). <i>Territorial Choice: The Politics of Boundaries and Borders</i> . Palgrave Macmillan.
22.		Topic 22. Gender Policy and Women's Participation in Municipalities	2	1	Baldersheim, H., & Rose, L. E. (2010). <i>Territorial Choice: The Politics of Boundaries and Borders</i> . Palgrave Macmillan.

23.		Topic 23. Development Differences Between Rural and Urban Municipalities	2	1	Denters, B., & Rose, L.E. (2005). Comparing Local Governance: Trends and Developments. Palgrave Macmillan. Goldsmith, M., & Page, E. (2010). Changing Government Relations in Europe: From Localism to Intergovernmentalism. Routledge.
24.		Topic 24. Sustainable Development and Green Economy in Municipalities	2	1	Denters, B., & Rose, L. E. (2005). Comparing Local Governance: Trends and Developments. Palgrave Macmillan. Goldsmith, M., & Page, E. (2010). Changing Government Relations in Europe: From Localism to Intergovernmentalism. Routledge.
25.		Topic 25. Strategic Planning in Municipal Management	2	1	Denters, B., & Rose, L. E. (2005). Comparing Local Governance: Trends and Developments. Palgrave Macmillan. Goldsmith, M., & Page, E. (2010). Changing Government

					Relations in Europe: From Localism to Intergovernmentalism. Routledge.
26.		Topic 26. Governance Models and Leadership in Municipalities	2	1	Dövlət və bələdiyyə idarəçiliyi: dərslik. Bakı: İqtisad Universiteti, 2011. – 440 səh.
27.		Topic 27. Human Resource Management in Municipal Governance	2	1	Dövlət və bələdiyyə idarəçiliyi: dərslik. Bakı: İqtisad Universiteti, 2011. – 440 səh.
28.		Topic 28. Project Management in Municipal Governance	2	1	Dövlət və bələdiyyə idarəçiliyi: dərslik. Bakı: İqtisad Universiteti, 2011. – 440 səh.
29.		Topic 29. Ethical Principles and Responsibility in Municipal Governance	2	1	Dövlət və bələdiyyə idarəçiliyi: dərslik. Bakı: İqtisad Universiteti, 2011. – 440 səh.
30.		Topic 30. Future Development and Contemporary Challenges of Municipalities	2	1	Dövlət və bələdiyyə idarəçiliyi: dərslik. Bakı: İqtisad Universiteti, 2011. – 440 səh.
			60	30	

Instructor: