

Health care system in Tatarstan: present moment, problems and future perspectives

Chchelkova Ioulia Alexandrovna

Ph.D. student of Kazan State Technical University

Kazan, Russia.

Shaydullina Leysan Fatihovna

Kazan State Medical University

Kazan, Russia

1. Introduction and overview

The problems of improving health care system and education in this area are of vital importance nowadays in Russia and the Republic of Tatarstan. That is why our research is devoted to the studying of the health care system in Tatarstan, education practices in this sphere, problems and perspectives.

Basic tasks of our research were:

- evaluation of the functioning of the health care system in Tatarstan
- evaluation of the management efficiency
- studying the problems of management personnel training
- analysis of the problems in the health care system and possible ways of solution

According with the tasks mentioned above our research consists of 5 parts including appendixes – introduction and overview, country profile, health care system in the country profile, overview of public administration education practices and appendixes.

The first part of the research is devoted to the overview of the conducted research.

The second part of our research reflects the country profile. Recent initiatives to improve the quality of public administration are mentioned there. Furthermore this part of the research includes the overview of the current practice in this area.

The third part gives a detailed description of Russian health care system. There you can find information about the system itself. Here we cover the problems of transition to the insurance principle of financing within the system like the lack of financing, inexpedient distribution of financial means, providing of government guarantees and others. Also we mention there the problem of science development.

The next part comprises an overview of public administration education practice. In this part we focus our attention on the possibilities of getting higher education in the area of public administration. Also we stress the idea that education in the sphere of health care administration in Russia is provided only by higher medical institutions and no other institutions are allowed to train and retrain managers for the health care system. That is why we have no part concerning other educational practices in the area of health care administration. Further we mention the differences between the European and Russian system of education.

2. Country profile

The Republic of Tatarstan (RT) is a sovereign republic of Russian Federation (RF). Tatarstan is a large industrial and cultural center with a population more than 5 millions of citizens. The republic consists of 43 large industrial regions. The capital of the republic is Kazan with the population about 2 millions of citizens. It is the city that was historically formed, on one hand, as a border between the East and the West, on the other hand, as the place where the two met. Kazan is situated on the bank of Volga river in the central part of Russia.

So as the Republic of Tatarstan is one of the biggest republics in the structure of Russian Federation, the processes taking place within the republic are the reflection of the policy conducted by the government of Russia.

The structure of the state power in Russia is the following: the president, executive power and legislative power. Executive power consists of the government and legislative power consists of two-house Parliament. In Tatarstan we also have a president, State Council as a legislative branch and Cabinet of Ministers as an executive branch.

Nowadays there is a strong tendency to strengthening the vertical power and federal control over the local government bodies. It should help to raise the quality and efficiency of public administration. A great attention is paid to the education in the field of public administration. That is why there have appeared a great number of institutions that provide education in this area. But unfortunately Russian education system does not correlate with the European one. In Russia we have a one-stage education and in Europe it is multi-stage. That means that after a secondary school a person enters a university and having finished it gets a diploma. After that he has a right to work as a specialist in his area. And in Europe the system is the following:

- pre-graduate (bachelor)
- graduate (master degree)
- post-graduate PhD

So we can compare our education with a European master degree. Because of these differences Russian students have difficulties in international contacts. In connection with all mentioned above it is planned to adapt Russian system of education to the European one.

Nowadays the government of Russia pays much attention to the problems and questions of social welfare of Russian citizens and also to the developing of public health. Because of that the government of Russia worked out different social programs of a special purposes directed to the improvement of the level and quality of life of the citizens especially its socially unhappy parts. Some of these programs, for example, “Social support for disable people”, “ Preventing and treating of the socially grounded diseases ”, “ Prophylactics and treatment of arterial hypertension” and others are included in the Conception of the development of public health and medical science in 2000-2005. Although the attention of the government to the problems of social welfare and health of the population is rising every year, current level of financing and management of the health care system is not enough to cover the needs of the country.

Moreover the system of obligatory medical insurance (that is described further) is going to be reformed too.

3. Health care system

The history of public health development and training of medical personnel with higher education in Tatarstan has begun in 1814 with the opening of Emperor’s Kazan University department. It was a great event for Russia.

At the present moment training and retraining of medical personnel for the health care system of the Republic of Tatarstan is taking place in one of the oldest higher educational institutions of Russia – Kazan State Medical University (KSMU) and also in Kazan State Medical Academy (KSMA).

Since 1991 the work of the health care system of Tatarstan and Russia is realized according to the program of obligatory medical insurance (OMI).

Medical insurance is the form of social protection of citizen's rights in the sphere of health care. There are two different kinds of medical insurance – obligatory and voluntary.

Obligatory medical insurance provides equal possibilities to all of the citizens in getting medical and medicamental securing. This securing is conducted by means of obligatory medical insurance in the volume and on the conditions defined by the program of obligatory medical insurance.

Voluntary medical insurance is realized on the basis of the programs of voluntary medical insurance and provides citizens with supplementary medical services that are not included in the program of obligatory medical insurance of Tatarstan (e.g. plastic surgery, gestalt therapy)¹.

Obligatory medical insurance is carrying out according to the program “ Program of government guarantees for providing free of charge medical help for citizens of Russian federation”, confirmed by the government of Russia and Cabinet of Ministers of Tatarstan in 2000.

According to the law of Tatarstan “ Medical insurance of citizens in Tatarstan” citizens can count on providing medical help and services in the volume pointed out in the Basic program of obligatory medical insurance. On the basis of this program administrations of cities and regions confirm territorial programs of obligatory medical insurance. Territorial program of obligatory medical insurance cannot be of less volume than that of Basic program of obligatory medical insurance. Insurers in the obligatory medical insurance are: for not working citizens – local administration; for working citizens – employers; for individual workers, farms - state.

There are special organizations in the system of obligatory medical insurance – hospital fund. Hospital funds work as insurance companies in the system of obligatory medical insurance.

Voluntary medical insurance is carrying out by other insurance companies that posses state license for this kind of work.

Cabinet of Ministers of Tatarstan, local administrations of cities and regions, trade unions are responsible for protection of the citizen's rights in the system of medical insurance.

Sources of financing the system of public health in Tatarstan are:

- republic and local budgets
- means of state and public organizations, enterprises
- personal means of citizens and charity payments
- bank credits
- income from securities
- other sources that are not restricted by law

All of the sources mentioned above form the financial support of the republic system of public health.

Health care system of Tatarstan is an interaction of different ministries, departments and organizations that can be expressed by the following scheme².

The list of the abbreviations used in the scheme is in Appendix 4. The principles of interaction of the described institutions are the following:

¹ Law of the Republic of Tatarstan “ Medical insurance of citizens in the Republic of Tatarstan” N 1991-XII 20.10.93.

² Picture 1. Structure of health care system in Tatarstan (Appendix 1)

Ministry of Public Health of Tatarstan (MPHT) founded in 1922 is the main department that provides government policy in the sphere of health care and directs public health in the Republic of Tatarstan. MPH is directly submitted to the Ministry of Public Health of Russia (MPHR) and Cabinet of Ministers of Tatarstan.

MPHT is a state body that is responsible for providing state policy in the field of health protection and it also directs public health care in Tatarstan.

KSMU and KSMA carry out training and retraining of medical personnel according to the universal plan defined by MPHR.

Organizations interact with MPHT on the commercial basis (supplying of medical equipment, medicaments, technologies etc.)

MPHT directs and coordinate the work of the following departments:

- MS, MC that train medical personnel with secondary education
- TM that is responsible for management of public health in big cities and directs the work of TD.
- TD, that regulate the work of local medical institutions
- RMI, that are the largest medical institutions which provide highly specialized medical services of a high quality

Financing of medical institutions realizes through hospital funds that are the departments of Ministry of Finance of Tatarstan. Means for obligatory medical insurance that come from a social tax then are used by hospital funds for covering the bills given by medical institutions. So, first medical institutions provide medical help to the citizens according to the program of obligatory medical insurance. Then medical institutions pass the bills for their services to the hospital funds that have to cover these bills. Hospital funds use the money from a social tax for covering the bills. One more responsibility of hospital funds is to control the rational use of financial means in the system of obligatory medical insurance¹.

Up to 1991 financing of health care system in Russian was carrying out by means of federal budget. All managers had clear instructions about distribution of financial means. That is why they did not have to take any important decisions; everything was defined by the government instructions. In 1991 the system of obligatory medical insurance begun to function. The transition to a new system of financing became a reason of a serious crisis in the health care system in the first few years of a program realization. At the present moment the situation is not so tense but the transition to the insurance principle of payment is not yet totally completed. The system of medical insurance that exists today is not effective in many aspects. There is no a clear definition of “free of charge” medical services. A list of medical services that are covered from the public sources also does not exist. All of this leads to the situation that all of the regions feel the lack of financial means for realizing the program. As statistics show the deficit of means in the program is 30-40 %. All these facts shake the trust of the citizens to the government and to the institutions of social defense. Nevertheless the legislation in this sphere can help to improve the functioning of health care system.

As far as we concern most of the problems are connected with management in the system. The power is given to the individuals that do not possess necessary education and experience. They cannot manage with personnel and limited financial resources. We consider the problem of management exists on every level of leadership and we would like to examine each of the levels separately- federal level, republic level and local level.

On the federal level Russian health care system needs a strategic orientation from the government to the general (for the whole federation) goals in sphere of health care. It also needs consultancy support in the field of

¹ Decree of the Cabinet of Ministers of the Republic of Tatarstan, 6.03.01 N108

management, clear division of writes and responsibilities between departments of public health in federal, republic and local levels. Ministry of Public Health of Russia has to be the main federal body that concentrates its work on working out the policy and strategy of developing this sector and not on operative management. National politics that reflects basic goals in the sphere of health care and means of its reaching has to be formulated. This kind of document has to be adopted by the government and obligatory for fulfillment in the country. Political will is necessary for defining the goals in health care and for actions directed to planning and monitoring.

The other problem of a federal level is that medical science is suffering from the lack of financing. Although some of the institutes are trying to maintain their basic functions by means of different grants from foreign investors, most of the scientific structures are in difficult situation that is connected with bad reputation. Most of medical researches in Russia are not concentrated on the main problems of public health. Probably medical science and research activity need to be reoriented.

At the present moment there is a great scientific medical potential that cannot find a way for realization. Medical science could bring an essential contribution in developing reformed health care system by means of solution of special and strategic problems. Government departments in the health care system on federal and republic levels should support medical research institutions and involve them into restructuring of health care system. Unfortunately medical science is absolutely not connected with medical practice. That is why there is an urgent necessity to rationalize medical researches in Russia so they can correspond to the aims of health care system in the whole. It is possible to do by means of audit and elaboration of strategic plans of researches that would correspond to the national politics in the sphere of public health management.

The problem that needs to be solved on the federal level is the situation with medicamental provision. The analysis of the current situation shows that expenditures on medical provision are not effective because of several reasons. A great part of financial means is spent not on important medicaments (for treatment) but for generics. It happens because there is no control system in this area. Lack of government control was one of the reasons of appearing "hidden" pharmaceuticals market. Also Russian pharmaceuticals industry cannot provide citizens with the necessary volume of medicaments and because of that we have to buy very expensive imported medicaments. All mentioned above leads to the poor medical provision in the country. We suppose it is necessary to pay attention to political decisions, directed to working out well-coordinated policy of developing health care system and national pharmaceuticals industry.

On the republic level we should mention the fact that too much attention is paid to the stationary medical help. It is well known that stationary medical help is much more expensive than outpatient medical help. In Russia 60-70% of financial means of the health care system is spent to the stationary medical help comparing to 30-35% in western countries. 75-80% of doctors work in inpatient hospitals comparing to 50% of doctors in western countries. The number of stationary beds is very much (12 on 1000 of patients), the period of staying in the stationary is also very long – 17 days comparing to 8-13 days in western countries. Every extra day of staying in the stationary costs much money. It should be mentioned that 30% of stationary bed is given to so called "social" patients. It means that the hospital fulfill not only medical functions but social functions also trying to compensate the disadvantages of social protection system. One of the reasons for that are that in our country there is a lack of hospices, gerontological and rehabilitation centers. That is way we think that it is necessary to reconsider the role of the hospitals on the government level and number of stationary beds. It is also needed to coordinate this work with the conception of the development of social protection sector.

The next problem that deserves our attention is the work in the field of prophylactics and building up citizens' health. The existed health care system is not oriented to the propaganda of health among citizens. It is not popular

to be healthy. So the question –who is responsible for citizens’ health: themselves, employers or a state – is still not answered. In the system of obligatory medical insurance there are two most important links – the prophylactics of the diseases and rehabilitation after illness. Although the level of expenditures in the health care system is relatively high, the health of the citizens cannot be considered as satisfactory. It is connected with the fact that the influence of the health care system on the health of citizens is only 10%. The other 90% are economic, biological, social factors. In connection with all said the expenditures in the health care system could be lowered if we pay more attention to the prophylactics and rehabilitation procedures and propaganda of health among the people, people need a motivation to be healthy.

Possible solutions could be:

- redistribution of the cash flow in the system of obligatory medical insurance and directing not less than 50% of it to the prophylactics and rehabilitation
- put in to operation different insurance payments for employers that would depend on sickness rate in the organization
- put in to operation privileges for employees who did not get sick during a year
- propaganda of health among the citizens
- reducing socially dependent diseases

On the level of local medical institutions management the main problem is the lack of professional knowledge of managers. In most of the cases doctors run the institution. At the present moment most of the institutions work passively basing on the experience of the previous years not taking into consideration new changed conditions in the country. Many of the managers with great difficulties reorganize their work in contemporary conditions. Basically the misunderstanding of economic knowledge necessity and lack of information in juridical questions, including medical law, cause the difficulties. Because of those, medical personnel is suffering, the interest in providing services of a high quality is lowering. Comparing to the international standards, doctors in Russia have less authority, public attention and social prestige. It is expressed by low incomes that are only 66% of an average salary in Russia. The motivation of the medical personnel should not base only on moral values but it also should have a support like good reputation and salary. New favorable conditions give a possibility of management a hospital like a commercial organization. It could help to get supplementary financial sources that could afford to get new diagnostic and medical equipment, raise the qualification of the personnel and motivate them on providing medical help of a high quality. One of the signs that show the necessity of economic education for the managers in medicine is that those very few hospitals that are run by specialists with medical and economic education, the quality of the services and salary of the employees are much higher.

In the conclusion we should say that for improving management of health care system on all of the levels we need professional managers and economists in this area that would have experience in decisions taking and problems controlling.

4. Overview of public administration education practices

In the process of transition to the market economy Russia has faced with a difficult problem of forming a new economic structure that would correspond to the new conditions of life. Attempts of reforming economy on the basis of simple applying international experience not taking into consideration Russian specific features did not work out. The crisis embraced the whole country. In connection with that a great attention nowadays is paid to education in the area of public administration and management. A few years ago the word “manager” was new and

hard for understanding. Nowadays you can get economic education almost in every higher educational institutions of the country.

In the Republic of Tatarstan you can get education in the area of public administration in the departments of economics in most of the higher educational institutions of the republic after five year of studying. At the present moment there are about 20 higher educational institutions that provide economic education in Tatarstan. Some of them are state institutions and the others are commercial. The approximate list of the institutes is in the Appendix 5. The leading ones among them are - Kazan State University and Kazan State Financial and Economic Institute.

It is obvious that the course of management includes basic knowledge in PA, but there is only one higher educational institution that deals directly with PA and a department of PA in Kazan State Technological University. Institution that gives education in PA is Institution of Civil Service that is supported by the president of the republic. The program of education is given in Appendix 6. As it was mentioned above it is very difficult to provide EU equivalent for the program but nevertheless we can compare it with graduate program.

The Institution of Civil Service was found in 2001 on the base of Republic Center of Advancing Qualification for Civil Servants that existed since 1996. As you can see it is rather new institution and the program is done according to the all-Russian standard of education in PA. So as health care management and PA education are rather new branches for Tatarstan they have not yet a chance to correlate with each other. We do not have health care management education in Institution of Civil Service.

Also it is explained by the fact that according to the present legislation only specialists with higher medical education can take the leading positions within the hospitals. That is why although there are a great variety of educational possibilities in economics; it is possible to get education in public health management only in Kazan Medical University and Kazan Medical Academy.

5. Overview of current education practices in the area of health care administration, management and policy

Kazan State Medical University is one of the oldest higher educational institutions in Russia that was found in 1814. KSMU one of the institutions among Moscow and St.-Petersburg surgical-medical academies, which was one of the founders of higher medical education in the territory of modern Russia.

Departments are the following: medical, the prophylactic medicine, pediatric, dental, pharmaceutical, department of graduate nurses. As you can see there is no department responsible for public administration management. There is only a subdepartment of public health administration. All of the students have 1-3 semesters of classes in this subdepartment. This subdepartment was found in 1985 and until now 43 residents, 6 post-graduate internals graduated from that department. The program of the course includes such subjects as medical statistics and informatics, medical law, basics of medical insurance and organization of medical help. After finishing the course you have to pass state exam. There is also a scientific students' society where students have a chance to study desired topics more careful and detailed.

There is also a post-graduate education in KSMU. The types of the graduate studies:

- advanced primary specialization of the alumnus – medical internship
- professional post-graduate training of the experts – clinical residency
- thematic and general advanced courses of doctors and pharmacutists with the work experience
- advancing the qualification of college teachers

The program of education in KSMU also includes the course of the theory of economics that lasts only for one semester. During such a short period of time students have a chance to get acquainted only with the basic items of

the theory of economics and they absolutely don't have enough time to study the subject in details. Also we have to mention that the program doesn't include such subject as management.

KSMU also provides an opportunity of postgraduate education in the area of public health administration in the subdepartment of public health administration. After finishing the course the students have to take qualification examinations. The questions for the exams are formed by the subdepartment of public health administration according to the program of the course. The program of the course is prepared on the basis of the letter of recommendation of the Ministry of Public Health of Russia and can be changed.

The next higher educational institution providing education in the area of public health administration is Kazan State Medical Academy (KSMA). There you can get postgraduate education and also it provides a possibility to advance the qualification of the medical personnel in the department of economics and public health management. The program of the course is in the Appendix 2.

As you can see the existed programs of studying in the area of public health management are not able to train a good managers for the work in the present economic conditions, to take responsibility and solve different problems. It's obvious that there is no optimum health management program in Tatarstan. The existed tracks do not satisfy the needs of current economic situation in the country. It also should be said that it is necessary to bring health management education and public administration education closer. But public administration is a new branch of science in Tatarstan and that is why nowadays it is early to speak about real collaboration between these two branches - health management education and public administration education. The only possibility for the present moment is to make the existed programs in the area of health care management better by attracting specialists in PA to the development of the programs. So as PA is very new for us, the experience of the colleagues from CEE countries could be very helpful for us.

By the way there is another problem – getting education in the mentioned departments is not of a high priority for the graduates. It is connected with a fact that after graduating they won't immediately become top managers of the medical institutions because of their young age. That is way graduates usually choose medical profile of their post-graduate education and then after few years of practice they can apply for the top management position. According to the law there are no any particular requirements for taking the top manager position (except to be a doctor). In reality doctors with experience of work and economic education have privileges. Unfortunately it is also important to remember the phenomenon of corruption existed in this sphere. It is obligatory after becoming the chief doctors to attend courses of advancing the qualification in the given specialization that last for 2 months. Attestation that takes place one time in five years and lasts for one month is also obligatory.

So all mentioned above clearly reflects present situation in our republic.

Concerning managers in the Ministry of the Public Health of Tatarstan, they have to attend one-month courses in the Institute of Civil Service once in 3-5 years. It should be mentioned that there is a Civil Service law in the Republic of Tatarstan that was adopted on January 24, 2002. This law regulates the relations in the sphere of civil service in the Republic of Tatarstan and the position of civil servants in the republic. According to this law civil servant is citizen of Russia who fulfills the duties according to his position and gets a salary that is paid from the budget of the Republic. There are 5 groups of civil servants:

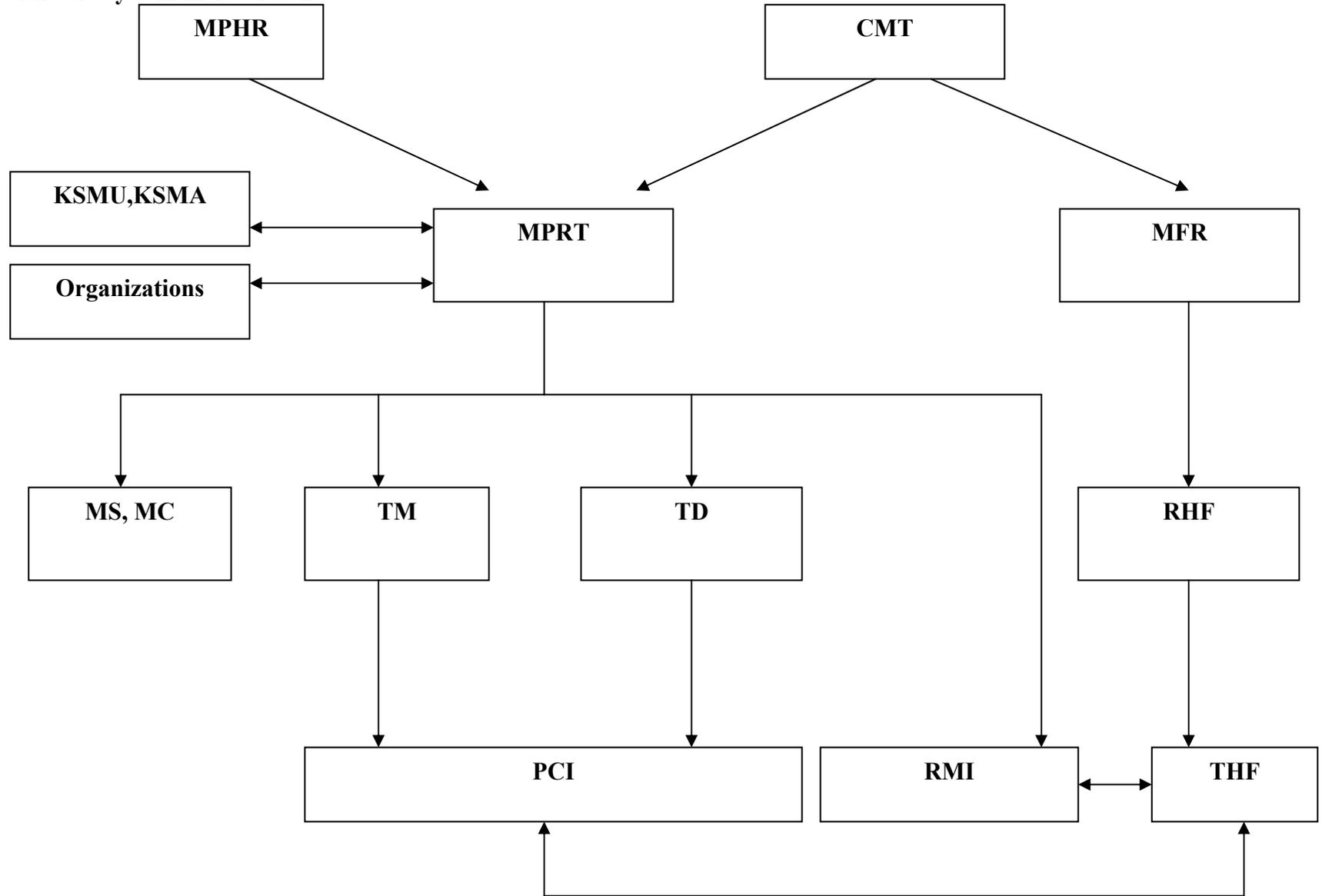
- 1) Higher civil servants
- 2) Basic civil servants
- 3) Leading civil servants
- 4) Senior civil servants
- 5) Junior civil servants

The positions of civil service are divided according to specializations that foresee necessary level of professional education. To become a civil servant of the 5th group is not obligatory to have the education in the Institute of Civil Service. It is enough to graduate from other higher educational institution according to your current specialization. After becoming a civil servant a person has to get education in the Institution of Civil Service. The duration of the education and its volume is identified together by the administration and the Institute.

Conclusions

1. At the present moment there is a great lack of educational programs in the field of public health administration in the republic. Nowadays it is impossible to get higher education in this area (like master degree). It is only possible to have it as a part of general medical education or to have a post-graduate education in this field in Kazan State Medical University and Kazan State Medical Academy (kandidat nauk).
2. There is a great lack of education in PA, no programs, and no training courses.
3. The existed programs do not provide the desired level of training for the specialists in this area.
4. Medical departments and academies should make their efforts more active in training the professional managers and economists in the field of public health administration.
5. It is necessary to bring HM education and PA closer in the future.

Appendix 1. Health care system in Tatarstan



Appendix 2. The program of internship in Kazan State Medical Academy (department of economics and public health management)

1. Organization of public health management in contemporary social and economic conditions
2. Social hygiene public health administration
3. Information technologies in public health management
4. Protection of the health of economically active population

The program of internship lasts for one year. The department of economics and public health management conducts this program. Usually 1-2 interns graduate from the department every year.

Kazan State Medical Academy actively interacts with Kazan State Medical University and Ministry of Public Health of Tatarstan. This medical institution plays a great role on the republic.

Kazan State Medical Academy
420012, Butlerov st. 42
Phones: +7 (8432) 36-08-81, 36-77-63
E-mail: ozioz@kgmu.kcn.ru

Appendix 3. The program of residency in Kazan State Medical University (subdepartment of public health administration)

Nearly 500 of students graduate from Kazan State Medical University every year. Residency is one of the opportunities of postgraduate education. The program of residency lasts for two years.

1st year

- 1) Organizational principles of public health administration (36 academic hours)
- 2) System of public health administration (74 h)
- 3) Social insurance and provision of the citizens (90 h)
- 4) Basics of the public health administration and its connection with medicine (150 h)
- 5) Training and retraining of medical personnel (36h)
- 6) Basics of the public health administration and management (72 h)
- 7) Ethics and deontology
- 8) Medical law (elective 72 h)
- 9) Informational technologies (144h)
- 10) Management psychology (36h)

2nd year

1. Theoretical and organizational basics of health care administration
2. Public health
3. Organization of medical and prophylactic help to the citizens:
 - organization of the first medical aid
 - familial medicine

Theoretical and organizational basics of health care administration

- 1) Medical insurance management (144h)
- 2) Traditional medicine and its connection with official medicine (150 h)
- 3) Financial, economic and planning aspects of public health administration (144h)
- 4) Basics of labor legislation
- 5) Information technologies on public health administration (elective 30h)
- 6) Psychology of management (elective 36 h)

Public health

- 1) Basic types of documents in medicine (elective 72h)
- 2) Disability – criteria of public health
- 3) Medical and social aspects of the demographic processes
- 4) Individual and group estimations of physical growth and development
- 5) Hygienic education
- 6) Health propaganda (72h)

Organization of medical and prophylactic help to the citizens

- 1) Organization of prophylactic and medical to citizens
- 2) Organization of stationary help to separate groups of citizens (144h)
- 3) Organization of medical help to different groups of population (144h)
- 4) Organization of sanatorium services (144h)
- 5) Quality management (72h)
- 6) Practice (elective 36h)

Kazan State Medical University
420012 Kazan State University
49 Butlerov str.
Phone: +7 (8432) 36-02-52
Fax: +7 (8432) 36-03-93
E-mail: rector@kgmu.kcn.ru
Contact person: Sedova Larissa Borisovna

Appendix 4. Abbreviations

1. MPHR. Ministry of public health of Russia
2. CMT. Cabinet of ministers of Tatarstan
3. KSMU. Kazan State Medical University. KSMA. Kazan State Medical Academy
4. Organizations
5. MPHT. Ministry of public health of Tatarstan
6. MS. Medical schools. MC. Medical colleges
7. TM. Territorial management of health care system
8. TD. Territorial departments of health care system
9. PCI. Patient care institutions
10. RMI. Republic medical institutions
11. MFR. Ministry of Finance of Tatarstan
12. RHF. Republic hospital funds
13. THF. Territorial Hospital funds

Appendix 5. Higher educational institutions providing education in the area of economics

1. Institution of economics, management and law (Kazan)
2. Kazan State Agriculture Academy (Kazan)
3. University of economics, management and law (Kazan)
4. Kazan State Technological University (Kazan)
5. Kazan subsidiary of Moscow State University of Commerce (Kazan)
6. Kazan State Financial and Economic Institute (Kazan)
7. Kazan State Technical University (Kazan)
8. Kazan State University (Kazan)
9. Tatar-American Regional Institute (Kazan)
10. Tatar Institute of Business Cooperation (Kazan)
11. Orient Institute of economics, the humanities, management and law (Almietievsk)
12. Kazan Institute of business and management (Almietievsk)
13. Municipal University (Almietievsk)
14. Zelenodolsk University of Management and law (Zelenodolsk)
15. Non-government Institute of Management (Nebereghnie Chelni)
16. Regional Institute of Advanced Technologies and Business (Nebereghnie Chelni)
17. Institute of Economics and the humanities (Nizghekamsk)
18. Nizghekamsk Municipal Institute (Nizghekamsk)
19. Institute of civil service (Kazan)

Appendix 6. The program of education at the Institute of Civil Servants under the auspices of the President of the Republic of Tatarstan

Specialization – Civil service

Qualification- manager

EU equivalent – graduate level (5 years of studying)

I. Humanitarian, social and economic disciplines

1. Foreign language
2. Physical culture
3. History of Russia
4. Politics and Law
5. Psychology and Pedagogy
6. Sociology
7. Philosophy
8. Russian language and skills of speech
9. History of Tatarstan
10. Tatar language
11. Logic (selective)

II. Mathematic and natural sciences

1. Mathematics
2. Computer literacy
3. Conception of natural sciences

III. Professional disciplines

1. Theory of economics
2. History of public administration in Russia
3. Theory of management
4. Demography
5. Organizational theory
6. Research of social and economic processes in society
7. Statistics
8. State and municipal finance
9. Geopolitics
10. Constitutional law
11. Administrative law
12. Civil law
13. Sociology of culture
14. Ethics and culture of management
15. State regulation of economics (selective)
16. System of state and municipal administration
17. Management of public relations
18. Informational technologies
19. Personnel management
20. Sociology of management
21. Decision making
22. Tax and budget system
23. Civil service

24. Crisis management
25. Innovation management
26. Property management
27. Investment management
28. Basics of social forecasting
29. Local economy and management
30. Document circulation in organization
31. Conflict management (selective)
32. Problems of social deviations

Selective:

1. Accounting and audit
2. Finance and credit
3. Sociology and national politics
4. Experience of international management

This program includes:

1. Theoretical education (152 weeks)
2. Practice (16 weeks)
3. Exams (30 weeks)
4. State attestation (3 weeks)
5. Diploma (12 weeks)