

CURRICULUM VITAE

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Family name: KHECHOYAN

First name: TEREZA

Professional Experience:

1982-1987	Researcher of the Department of Macro-Economic Analysis; Economic Research Institute at the State Planning Committee of Armenia
1990-1997	Deputy Director on Marketing and Management, Representative office of the London Print Center in Kiev, Ukraine
1998 to present	Associate Professor; Departments of Public Regulation of the Economy, Public Administration and Public Finance, Management Lecturer in Innovation and <i>Investment Management, Risk Management; and Cost-Benefit Analysis;</i> Trainer of <i>Time Management;</i> Department of Public Servants' Training and Professional Development; Public Administration Academy of the Republic of Armenia (PAARA)
2002 - 2006	Head of Department of International Relations PAARA
March-May 2006	Vice-Rector for International Relations European Regional Academy
May 2006 to present	Vice-Rector for International Relations PAARA
1998 - 2001	World Bank Institute SPRITE (Social Policy Reform in Transition Economies) Program; Armenian Team Expert
1999-2000	Eurasia Foundation 'The Principles of Local Government' Project; Expert on <i>Entrepreneurial Activities in Local Communities</i>
November 2000- March 2001	World Bank Expert at the Ministry of Social Security of Armenia
October 2001-February 2002	EU TACIS Program; Civil Service Reform Project; Steering Group Member; <i>Public Service Marketing & Time Management Modules</i> Expert
October 2001 - October 2002	Expert of Poverty Reduction Strategy Project implemented by the World Bank and the Government of Armenia; Economic Strategy Working Group; Author of the Section on <i>Business Promotion as an Important Way to Poverty Reduction in Armenia</i>
2002 -2004	Lecturer in <i>Economics</i> French University in Armenia
June 2002 - January 2003	Eurasia Foundation 'Training of Trainers and Establishment of Training Centers for Local Government System' Project; Expert on <i>Business Plan Preparing Methodology</i>

2003 – 2013	Lecturer in <i>Economics and Business Plan Development</i> ; European Regional Academy of the Caucasus
April 2003 – January 2004	UNDP “Local Self-governance Strengthening” Project implemented by the Government of Armenia and Public Administration Academy of the Republic of Armenia; Finance Officer-Project Assistant
2003-2004	UK Department for International Development (DFID) - Pricewaterhousecoopers “Armenian Public Sector Reform” Program; TOT Expert on Discretionary Post Holders’ Training
2003 – 2007	Canadian Bureau for International Education (CBIE) “Public Policy Knowledge Network” Southern Caucasus Project Coordinator in Armenia
2004 - 2005	Open Society Institute (OSI) Local Government and Public Service Reform Initiative (LGI) Program; “Development for Materials for Public Policy Course in Armenia” Project Coordinator and Expert
2005	UNDP “Establishment of Municipal Service System” Project; TOT Expert for Municipal Servants’ Training in Armenia
2007-2010	Open Society Institute (OSI) Local Government and Public Service Reform Initiative (LGI) Program; “Public Policy Resources Development - Armenia” Project Director and Expert
2011-2012	EU Expert in Armenia on Enterprise Skills for the Eastern Partnership; “Entrepreneurial Learning and Enterprise Skills” Project
2012 - 2015	Tempus IV “Access to Society for the People with Individual Requirements”(ASPIRE) Project Coordinator at PAARA
2013- 2014	“Dual Master’s and PhD Programs in E-Public Administration and E-Business Administration” Project Coordinator (Competitive Innovation Fund for Armenian Higher Education, supported by the WB)
2013 - 2017	Tempus IV “Fostering Autonomy and Accountability: Development of State-of-the-Art HE Management System for Efficient Changes in Line with Bologna Principles” (GOVERN) Project; Governing Board Member
2013 - 2017	Tempus IV “Structural Development of the Third Cycle Based on Salzburg Principles” (VERITAS) Project; Governing Board Member
2015 - 2016	Senior Expert in Women Entrepreneurship; EU funded “Women Entrepreneurship in the Eastern Partnership Countries” high quality studies
2015 - 2017	“Online Master’s Program with Joint Diplomas” project Manager (Competitive Innovation Fund for Armenian Higher Education, supported by the WB)
2015 – 2018	Erasmus+ CBHE Program “Library Network Support Services (LNSS): modernising libraries in Armenia, Moldova and Belarus through library staff development and reforming library services” Project Coordinator
Since 2018	“Developing a Sustainable Platform for Open Access Publishing in Armenia” project Coordinator at PAARA (Norwegian Centre for International Cooperation in Education (SIU))

Other Activities:

2001 to present	Principal Representative of PAARA in the NISPAcee (The Network of Institutes and Schools of Public Administration in Central and Eastern Europe)
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2002 - 2018	Civil Service Council of the Republic of Armenia; Member of Civil Servants' Accreditation and Selection Committees
Since 2010	Member of the International Advisory Council of the "Herald of Middle Russia's Social Sciences" Scientific Journal; Oryol Regional Academy of National Economy and Public Service at the President of Russian Federation
Since 2010	Member of the Conference Organizing Committees in Economics and Management at Center for Scientific Cooperation Development; Novosibirsk, Russian Federation
Since 2011	Member of "Public Administration" scholarly journal Editorial Board; PAARA
Since 2013	Representative of PAARA in ENTO (European Network of Training Organisations for Local and Regional Authorities)
May-June 2015	Chairman of the State Examination Commission at the Chair of Macroeconomics of Armenian State University of Economics; Yerevan, Armenia
Since November 2015	Chairman of the Ethics Commission of PAARA
Since 2016	Representative of PAARA in IASIA (International Association of Schools and Institutes of Administration)

Education:

Institution	Yerevan State University Yerevan State Institute of National Economy	Economic Research Institute at the State Planning Committee of Armenia (PhD Program)
Date: from	1973	1978
to	1978	1982
Degree or Diploma obtained	MA in Economics; Honour Diploma	Certificate

Training courses:

- *"Market Economy Problems; Enterprise Organization and Production Methods; Accounting and Audit; Marketing; Management and Human Resources; Sale and Distribution; Enterprise Law; International Trade, Financial Transactions; Banking System; Business Planning"*.

Certificate awarded by *GIA (France)* and the *Chamber of Commerce and Industry of Armenia*; Yerevan, 1998

- English Language Certificate (FCE) awarded by the *University of Cambridge*, 1999.

- *"Poverty, Ethnicity and Spatial Change in Central and Eastern Europe"*.

Certificate awarded by *Central European University; Budapest*; 2001.

- *"Trainers Programme for Developing Management Skills"*

Certificate awarded by the *EU TACIS Program* and the *Government of Armenia*; Yerevan; 2002

- *"Women in Conflict Resolution and Peace Building; United Nations Development Fund for Women (UNIFEM) "Women for Conflict Resolution and Peace Building in the Southern Caucasus" Project*

Certificate awarded by the *UNIFEM* and *Armenian School of Public Administration*; Yerevan, 2002

- *"Teaching 'Politico-Administrative Relations: Who Rules?'"*

Training Course organized by NISPAcee (The Network of Institutes and Schools of Public Administration in Central and Eastern Europe) and Ukrainian Academy of Public Administration at the President of the Ukraine; Kiev, Ukraine, 2002

- *“The Politics of Market Making and Industrial Relations in Europe”*
Certificate awarded by *Central European University; Budapest; 2003.*
- *Canadian Bureau for International Education (CBIE) “Public Policy Knowledge Network” Project.*
Training of Trainers: *“Curricula Development Program on Public Policy Analysis”*
“Economic Analysis for Public Policy”: *Course Design; Ukrainian Academy of Public Administration at the President of the Ukraine; Kiev, Ukraine, 2005*
- *“The Impact of the Enlarged European Union on New Member States and Prospects for Further Enlargement”*
Certificate awarded by the *Venice Commission of the Council of Europe; Trieste, Italy, 2005*
- *“Sustainable Human Development and the Millennium Development Goals: How to Go from International Frameworks to Regional Policies in Cooperation with the United Nations Development Program(UNDP)”*
Certificate awarded by *Central European University; Budapest; 2006*
- *Canadian Bureau for International Education (CBIE) “Public Policy Knowledge Network” Project.*
Public Administration Program Design and Institutional Development Study Visit to Canada (*Carleton University School of Public Policy & Administration, Canada School of Public Service, Public Service Human Resource Management Agency of Canada (PSHRMAC, Human Resource and Social Development Agency of Canada (HRSDC), Association of Professional Executives of the Public Service of Canada (APEX)*); *Ottawa, Canada, October, 2006.*
- *Open Society Institute(OSI) Local Government and Public Service Reform Initiative (LGI) Program;*
Study Visit to the Center for Policy Studies at the Central European University(CEU); *Budapest, Hungary, May, 2007*
- *Introductory Training of Trainers Course on Anti-corruption, organized by AEPLAC, SIGMA, and OECD in cooperation with Civil Service Council of Armenia and EU Advisory Group to the Republic of Armenia.*
Certificate awarded by *EU Delegation to Armenia and AEPLAC; Tsakhkadzor, Armenia, 2010.*
- *Curriculum Development within EU Tempus funded ASPIRE (Access to Society for the People with Individual Requirements) Project, Limerick Institute of Technology, Ireland, 2013.*
- *“Dual Master’s and PhD Programs in E-Public Administration and E-Business Administration” Project; Study Visit to Mykolas Romeris University; Vilnius, Lithuania, 2013.*
- *“Dual Master’s and PhD Programs in E-Public Administration and E-Business Administration” Project ; Training of Faculty Members in Introduction of Dual Degree Programs in E-Public Administration and E-Business Administration; Yerevan, Armenia, 2014.*
- *EU Tempus Program funded GOVERN “Fostering Autonomy and Accountability: Development of State-of-the-Art HE Management System for Efficient Changes in Line With Bologna Principles” Project workshop for University Management (Rectors and Vice-Rectors); World University Service (WUS)-Austrian Committee; Graz, Austria, July 2014*
- *EU Tempus Program funded VERITAS “Structural Development of the Third Cycle Based on Salzburg Principles” Project Workshop on Implementation of Salzburg Principles in the Republic of Armenia; World University Service (WUS)-Austrian Committee; Graz, Austria, May 2014*
- *EU Tempus Program funded GOVERN Project workshop for the office of academic affairs and registrar; CESIE-European Centre of Studies and Initiatives; Palermo, Italy, November 2014*
- *EU Tempus GOVERN Project; study of the strategic, administrative and financial management systems and the functions carried out by the university departments; Bath Spa University (BSU, UK), Leuven-Limburg University College (Leuven, Belgium) and the University of Koblenz-Landau (UKOLD, Germany), 2015.*
- *EU Erasmus+ International Credit Mobility Program. Participation in staff mobility in Limerick Institute of Technology (LIT), Ireland, 2016.*
- *Curriculum Development within Erasmus+ CBHE “Library Network Support Services (LNSS): modernising libraries in Armenia, Moldova and Belarus through library staff development and reforming library services” Project, Limerick Institute of Technology, Ireland, 2016.*

- “Online Master’s Program with Joint Diplomas” project funded by Competitive Innovation Fund for Armenian Higher Education, supported by the World Bank; Project staff training in Dresden University of Technology (TUD), Dresden, Germany, 2016

Language skills: (Mark 1 to 5 for competence)

Language	Reading	Speaking	Writing
Armenian	5	5	5
Russian	5	5	5
English	5	5	5
Ukrainian	4	4	4

International Conferences and Seminars:

- NISPAcee (The Network of Institutes and Schools of Public Administration in Central and Eastern Europe) 7th Annual Conference on “Improving Relations between the Administration and the Public” held in Sofia, Bulgaria, 1999. Presented paper *Labor Market and Unemployment Problems in Armenia*.
- NISPAcee 8th Annual Conference on “Ten Years of Transition: Prospects and Challenges for the Future of Public Administration” held in Budapest, Hungary, 2000. Presented paper *Unemployment and Poverty in the Republic of Armenia*.
- I World Virtual Congress of Entrepreneurs and SME's, organized by the European Commission and Ministry of Science and Technologies of Spanish Kingdom, Saragossa, Spain, 2002. Presented paper *Promotion of Entrepreneurship as a Way to Poverty Reduction in Armenia*.
- International Conference on “Liberalization of the Economy of Uzbekistan: Problems and Means of Solution” organized by the National University of Uzbekistan, held in Tashkent, Uzbekistan, 2002. Presented paper *Peculiarities of Small Business Development in Transition Period in Armenia*.
- International Conference on “The Problems of Effective Public Administration in Transition Period” organized by the Ukrainian Academy of Public Administration, held in Kiev, Ukraine, 2003. Presented paper *The Role of Small Business in Reduction of Poverty and Social Polarization in Armenia*.
- International Conference on “Strong Social Policy and Human Factor Development in Conditions of Liberalization of the Economy” organized by the National University of Uzbekistan, held in Tashkent, Uzbekistan, 2003. Presented paper *Labour Market and Unemployment in Armenia*.
- International Seminar on “Armenian Public Servants’ Training”, organized by Lithuanian Institute of Public Administration and Public Administration Academy of the Republic of Armenia, Yerevan, Armenia, 2004
- International Conference on “Innovation of Public Administration: Break to the Future” organized by Russian Academy of Public Service at the President of Russian Federation, held in Moscow, Russia, 2006. Presented paper *Innovative Methods of Public Servants’ Training in the Republic of Armenia*.
- International Regulatory Reform Conference on “From Red Tape Reduction to a Better Regulation Strategy?” organized by Bertelsmann Foundation, held in Berlin, Germany, 2007
- International Conference on “Together we are Stronger? Harmonizing the fight against fraud and corruption in Europe”, organized by DBB Akademie with European Commission European Anti-Fraud Office, held in Cologne, Germany, 2008.
- International Symposium on “Development of Public Administration in South East Europe”, organized by the University of Ljubljana, held in Ljubljana, Slovenia, 2008. Presented paper *Civil Servants’ Training System in the Republic of Armenia*.
- International Conference on “Well-being: are We Happy with our Standard of Living?” organized by the University of Cassino (Department of Economics), held in Cassino, Italy, 2008. Presented paper *The Impact of Social Transfers on Poverty in Armenia*.
- All-Russian 5th Scientific-Practical Conference on “Issues of Current Importance in Economic Sciences” organized by the Center for Development of Scientific Cooperation, held in Novosibirsk, Russia, 2009. Presented paper *Methodical Issues on Business Plan Development*.

- International Conference on “Administrative Development: Towards Excellence in Public Sector Performance” organized by the Institute of Public Administration of the Kingdom of Saudi Arabia, held in Riyadh, Saudi Arabia, 2009. Presented paper *Performance Measurement of Civil Servants in the Republic of Armenia*.
- International Scientific-Practical Conference on “Management of Financial Resources and Financial Risks of Enterprises (Organizations and Institutions)” organized by Russian State Social University, held in Moscow, Russian Federation, 2010. Presented paper *Investment Risks and Management Issues in the Republic of Armenia*.
- International Conference on “Anti Crisis Mechanisms for Regional and Municipal Development”, held in Kiev, Ukraine, 2010. Presented paper *Issues of Small and Medium-sized Entrepreneurship Development in the Republic of Armenia*.
- International Scientific-Practical Conference on “Youth and Education-2010: Factors and Strategy of Career Success”, held in Astrakhan, Russian Federation, 2011. Presented paper *Public Servants’ Training Issues in the Republic of Armenia*.
- “Human Capital Dimensions of the Small Business Act” Workshop organized by the European Training Foundation (ETF), held in Turin, Italy, 2011.
- The 2nd Regional Forum on ICT Capacity Building: “Where are we, where are we going and what will it take to fill the gap?”, organized by United Nations Asian and Pacific Training Centre for Information and Communication Technology for Development (UN-APCICT/ESCAP, held in Incheon and Cheonan, Republic of Korea, 2011.
- UNDP Workshop on MDG Acceleration framework Application in Armenia organized within the framework of the “Coordinated Support to Achieve Millennium Development Goals (MDG)” Project, held in Yerevan, Armenia, 2012.
- NISPAcee 20th Annual Conference on "Public Administration East and West: Twenty Years of Development", Ohrid, Macedonia, 2012. Presented paper *Public Policy of Small and Medium Sized Enterprises Training Support in Armenia*.
- “Eastern Partnership Platform 4 – International Conference on Entrepreneurship Key Competence: Policy and Practice in the Eastern Partner Region”, organized by The European Commission, the Government of Moldova and the European Training Foundation. Moderator of the Thematic Workshop on *Entrepreneurial Learning in Higher Education and Entrepreneurial University*. Chisinau, Moldova, 2013.
- International Conference on “Public Administration Reforms in South Caucasus: Balance and Perspectives”, organized by Institute of Administrative Sciences of Tbilisi State University and German Research Institute for Public Administration Speyer. Presented paper *Professional Development and Training of Civil Servants in Armenia*. Tbilisi, Georgia, 2013.
- International Conference on “Problems and Prospects of Development of State Institutions in Modern Conditions”, Ust-Kamenogorsk, Kazakhstan, 2014. Presented paper *Analysis of Civil Servants’ Remuneration and Performance Measurement in Armenia*.
- NISPAcee 23rd Annual Conference on *Insourcing and/or Outsourcing: How do they Contribute to the Public Administration Reform?*, Tbilisi, Georgia, 2015
- International Conference on *Women Entrepreneurship: Vision of New Developments*, organized by Armenian Young Women’s Association & Women Entrepreneurs Network in Armenia, under the umbrella of World Association of Women Entrepreneurs (FCEM); Yerevan, Armenia, 2015
- International Conference on “Support to Developing Capacities for Effective Governance, Public Administration and Service Delivery in Developing Countries for Sustainable Development” organized by United Nations Department for Economic and Social Affairs (UNDESA), Government of Uganda, and Uganda Management Institute; Kampala, Uganda, 2015
- International Conference on “Global Learn 2016: Global Conference on Learning and Technology” organized by Association for the Advancement of Computing in Education(AACE), Limerick Institute of Technology, University of Limerick; Limerick, Ireland, 2016
- First Congress of Eurasian People's Assembly, Round Table "Humanitarian Projects and Educational Cooperation in the Eurasian Space", RANEPА, Moscow, Russian Federation, 2017

- 6th International Summit of the Book organized by Transilvania University of Brasov, Keynote Speaker. Presented paper *The Interpretation of Knowledge Economy and the Problems of Its Rise and Development in Armenia*. Brasov, Romania, 2017.
- International Conference on “Competence - Contemporary Perspectives on Teaching Performance” organized by Transilvania University of Brasov, Scientific Committee Member. Brasov, Romania, 2018.

Publications:

Forty articles on regional specialization of industry, promotion of entrepreneurship, public regulation of small business development, creation of favorable business environment, business support public policy, business plans preparing methodology, labor market, unemployment and poverty alleviation, innovation in public administration, knowledge economy, civil servants’ training and professional development, public policy development, implementation, monitoring, and evaluation, happiness economics, and the Textbook “*Tests and Tasks in Economics*”(co-author), Manuals in “*Public Policy Analysis*”(co-author), “*Public Administration*”(co-author) and translated from English into Armenian “*Benefit-Cost Analysis Guide(Treasury Board of Canada)*”, “*Beyond Policy Analysis: Public Issue Management in Turbulent Times*” by Leslie A. Pal, “*Writing Effective Public Policy Papers: A Guide for Policy Advisers in Central and Eastern Europe*” by E. Young and L. Quinn, “*Policy Analysis: Concepts and Practice (Fourth Edition)*” by David L. Weimer and Aidan R. Vining, and “*Evaluation: Methods for Studying Programs and Policies*” by Carol H. Weiss (co-translator) are published..

LIST OF PUBLICATIONS

Tereza Khechoyan

Public Administration Academy of the Republic of Armenia
Vice-Rector for International Relations
Associate Professor of the Chair of Public Administration

1. **The Interpretation of Knowledge Economy and the Problems of Its Rise and Development in Armenia;** Proceedings from the 6th International Summit of the Book, “Book Power in Communication, Sociology and Technology”, Trivent Publishing, 2018, Hungary, Ed. A. Repanovici, M. Koukourakis, T. Khechoyan (in English)
2. **Analysis of Civil Servants’ Remuneration and Performance Measurement in Armenia;** Proceedings from the International Conference on “Problems and Prospects of Development of State Institutions in Modern Conditions”, Ust-Kamenogorsk, Kazakhstan, 2014 (in English)
3. **Professional Development and Training of Civil Servants in Armenia;** Proceedings from the International Conference on “Public Administration Reforms in South Caucasus: Balance and Perspectives”, organized by Institute of Administrative Sciences of Tbilisi State University and German Research Institute for Public Administration Speyer. Tbilisi, Georgia, 2013 (in Georgian)
4. **Public Policy of Small and Medium Sized Enterprises Training Support in Armenia;** Collection of Scientific Works, Series “Management”, Issue 2/2013. Academy of Municipal Administration, Kiev, Ukraine, 2013 (in English)
5. **Current State of Small and Medium Business in the Republic of Armenia;** Proceedings from the International Conference on “Problems and Perspectives of Entrepreneurship Development in Russia”, Rostov-on-Don, Russian Federation, 2012 (in Russian)
6. SBA Country Profile Armenia. SME Policy Index: Eastern Partner Countries 2012. Progress in the Implementation of the Small Business Act. **Chapter 13. SBA Country Profile: Armenia**
OECD, European Commission DG ENTER, ETF, EBRD. 2012
7. **Measuring Students’ Satisfaction in International Universities,** “Public Administration” journal, Yerevan, Issue # 3, 2012 (in English)
8. **Public Servants’ Training Issues in the Republic of Armenia,** Proceedings from the International Conference on “Youth and Education-2010: Factors and Strategy of Career Success”, Astrakhan, 2011 (in Russian)
9. **Measuring Subjective Well-being and Happiness,** in Collected research papers of the Academy of Municipal Administration of the Ukraine, Kiev, 2010 (in English)
10. **Happiness Economics: Financial-economic Crisis,** “Public Administration” journal, Yerevan, Issue # 1, 2010 (in Armenian)
11. **Policy Analysis: Concepts and Practice (Fourth Edition)** by David L. Weimer and Aidan R. Vining, Review in “Public Administration” journal, Yerevan, Issue # 1, 2010 (in Armenian)
12. **Issues of Small and Medium-sized Entrepreneurship Development in the Republic of Armenia;** Proceedings from the International Conference on “Anti Crisis Mechanisms for Regional and Municipal Development”, Kiev, 2010 (in Russian)
13. **Investment Risks and Management Issues in the Republic of Armenia** in “Management of Financial Resources and Financial Risks of Enterprises (Organizations and Institutions)” published in Moscow, Russian Federation, 2010 (in Russian)
14. **Training System of Civil Servants in the Republic of Armenia** in "Legal and Axiological Aspects of Public Service", Lublin-Warsaw, 2010 (in Polish)
15. **Happiness Economics: Interpretations and Approaches,** “Public Administration” journal, Yerevan, Issue # 1, 2009 (in Armenian)
16. **Methodical Issues on Business Plan Development** in “Issues of Current Importance in Economic Sciences”, Novosibirsk, 2009 (in Russian)

17. **Public Administration Manual** (co-author), OSI Local Government and Public Service Reform Initiative Program, Yerevan, 2008 (*in Armenian*)
18. **Poverty Reduction Problem in the Republic of Armenia** in Collected research papers of the Academy of Municipal Administration of the Ukraine, Kiev, 2008 (*in Russian*)
19. **Innovative Methods of Public Servants' Training in the Republic of Armenia (in Russian)** in "Innovation of Public Administration: Break to the Future", Moscow, 2006 (*in Russian*)
20. **Publications of Academy of PA; Yerevan, Armenia; "NISPAcee (The Network of Institutes and Schools of Public Administration in Central and Eastern Europe) News 2006"**, Volume XIII, No. 4, Autumn (*in English*)
21. **Beyond Policy Analysis: Public Issue Management in Turbulent Times** by **Leslie A. Pal**, Review in "Public Administration" journal, Yerevan, Issue # 2, 2006 (*in Armenian*)
22. **Public Policy Analysis Manual**, Co-author, Canadian Bureau for International Education "Public Policy Knowledge Network" South Caucasus Project, Yerevan, 2005 (*in Armenian*)
23. **"Benefit-Cost Analysis Guide"**, Review in "Public Administration" journal, Yerevan, Issue # 3, 2005 (*in Armenian*)
24. **Business Plan and Requirements to Its Preparation** (*in Armenian*) in "Contemporary Problems of Economic Policy of the Republic of Armenia: Collection of Research Papers", Yerevan, 2003 (*in Armenian*)
25. **The Role of Small Business in Poverty Reduction and Social Polarization in Armenia** in "Effectiveness of Public Administration during Globalization and Eurointegration" published in Kiev, Ukraine, 2003 (*in Ukrainian*)
26. **Labour Market and Unemployment in Armenia** in "Strong Social Policy and Human Factor Development in Conditions of Liberalization of the Economy" published in Tashkent, Uzbekistan, 2003 (*in English*)
27. **The Problems of Promotion of Economic Activities of Small and Medium-sized Enterprises in Armenia** in "Socio-economic Reforms in Armenia for 10 Years of Independence", Yerevan, 2002 (*in Armenian*)
28. **Peculiarities of Small Business Development in Transition Period in Armenia** in "Liberalization of the Economy of Uzbekistan: Problems and Ways of Solution" published in Tashkent, Uzbekistan, 2002 (*in English*)
29. **Business Plan Development** in "The Principles of Local Government: Management Skills (Training-Methodological Materials)", The Eurasia Foundation Project, Yerevan, 2002 (*in Armenian*)
30. **Labour Market and Human Resources Employment Issues in the Republic of Armenia** in Proceedings from the Conference "The Problems of Human Resources Public Policy in Armenia" organized by the EU TACIS Program and the Armenian School of Public Administration, held in Yerevan, 2001 (*in Armenian*)
31. **Unemployment and Poverty in the Republic of Armenia** in Proceedings from the NISPAcee (The Network of Institutes and Schools of Public Administration in Central and Eastern Europe) Conference "Ten Years of Transition: Prospects and Challenges for the Future of Public Administration" held in Budapest, 2000, published in Bratislava, Slovakia, 2001 (*in English*)
32. **Tests and Tasks in Economics: Textbook for Instructors and Students**, co-author, Yerevan, 2000 (*in Armenian*)
33. **Entrepreneurial Activities in Local Communities** in the Textbook "The Principles of Local Government", The Eurasia Foundation Project, Yerevan, 2000 (*in Armenian*)
34. **Employment and Poverty Problems in the Republic of Armenia** in "Issues of Democratization of Public Administration", Yerevan, 2000 (*in Armenian*)
35. **The Problems of Public Regulation of Small Business Development in the Republic of Armenia** in "Modern Problems of Public Administration", Yerevan, 1999 (*in Armenian*)
36. **Main Economic Indicators for Public Health in the Republic of Armenia** in the Proceedings from the International Conference organized by Yerevan Institute of Traditional Medicine and the International Academy of Integrative Medicine, held in Yerevan, 1999 (*in Armenian*)
37. **Issues of Policy Economics for Territorial Specialization of National Economy** in Proceedings from the All-Union Conference organized by the Economic Research Institute at the State Planning Committee of the USSR, held in Moscow, 1987 (*in Russian*)

38. **Problems of Improvement of Complex Development and Specialization of National Economy of the Republic** in Proceedings from the Conference organized by the Economic Research Institute at the State Planning Committee of Armenia, held in Yerevan, 1986 (*in Russian*)
39. **Evaluation of Territorial Specialization of Economy of the Republic** in the Proceedings from the Conference organized by the Economic Research Institute at the State Planning Committee of Armenia, held in Yerevan, 1986 (*in Russian*)
40. **Combination of Territorial Organization and Specialization of Industry** in Proceedings from the Conference organized by the Economic Institute of the Academy of Sciences of Armenia, held in Yerevan, 1980 (*in Russian*).

TEXTBOOKS AND MANUALS TRANSLATED FROM ENGLISH INTO ARMENIAN

1. **Beyond Policy Analysis: Public Issue Management in Turbulent Times** by Leslie A. Pal, translated from English into Armenian (co-translator), Canadian Bureau for International Education “Public Policy Knowledge Network” South Caucasus Project, Yerevan, 2005
2. **Benefit-Cost Analysis Guide**, translated from English into Armenian (co-translator), Canadian Bureau for International Education “Public Policy Knowledge Network” South Caucasus Project, Yerevan, 2005
3. **Writing Effective Public Policy Papers: A Guide for Policy Advisers in Central and Eastern Europe** by E. Young and L. Quinn (co-translator) OSI Local Government and Public Service Reform Initiative Program, Yerevan, 2008
4. **Policy Analysis: Concepts and Practice (Fourth Edition)** by David L. Weimer and Aidan R. Vining, translated from English into Armenian (co-translator), OSI Local Government and Public Service Reform Initiative Program, Yerevan, 2010
5. **Evaluation: Methods for Studying Programs and Policies** by Carol H. Weiss (co-translator), OSI Local Government and Public Service Reform Initiative Program, Yerevan, 2010.