


МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

«ЗАТВЕРДЖУЮ»
Заступник керівника
(проректор з науково-педагогічної роботи)
проф. Афанасьєв М.В.
№02071211

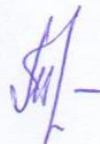


ТЕОРІЯ УПРАВЛІННЯ
робоча програма навчальної дисципліни

Галузь знань	07 «Управління та адміністрування»
Спеціальність	073 «Менеджмент»
Освітній рівень	перший (бакалаврський)
Освітня програма	Бізнес-адміністрування

Вид дисципліни	базова
Мова викладання, навчання та оцінювання	англійська

Завідувач кафедри
менеджменту та бізнесу



Т.І. Лепейко

Харків
ХНЕУ ім. С. Кузнеця
2019

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

THEORY OF MANAGEMENT
syllabus of the academic discipline

Subject area	07 Management and administration
Speciality	073 Management
Educational qualification	first (bachelor)
Education program	Business administration

Type of the discipline	basic
Language of teaching, studying and assessment	English

Head of Management and Business department

Lepeyko T.I.

Kharkiv
S. Kuznets KhNUE
2019

APPROVED

at the meeting of the Management and Business department
Protocol № 1 dated 29.08.2019.

Compiled by:

I. Gruzina, PhD, Associate professor of Management and Business department

O. Nechyporuk, Senior Lecturer of Management and Business department

**Sheet of renewal and re-approval
of the academic discipline syllabus**

Academic year	Date of the department meeting – developer of syllabus of the academic discipline	Protocol number	Sign of Head of the department

1. Introduction

Abstract of the discipline: One of the most difficult problems in the conscious human activity is the management of the systems into which one enters as a key component of organizational systems. Organizational factors had a dominant role in society at all times and in the culture of all peoples. Organization theory is designed to give the key to mastering the laws and principles of organizational systems to make them intelligible in terms of internal structure and mechanism of functioning. Special significance it has for modern domestic organizations, whose position in a market economy radically changed. Now the organization has to create their own goals and objectives, develop strategy and tactics of development, to find the necessary material and human resources for the implementation of tasks, decide on the establishment, merger and liquidation of business units, departments and branches, restructuring of government. This leads to an expansion of the scope of work included in the scope of the manager, the complexity of the process of their implementation.

The purpose of discipline: the formation of a modern, based on a systematic approach, outlook on creation, operation and evolution of organizations.

Academic year	1	
Semester	2	
Number of credits ECTS	4	
Studies in class	lectures	30
	seminar (practical)	30
Independent training		60
Final assessment	test	

Structural logical scheme of the discipline studying:

Previous disciplines	Next disciplines
Economics	Management
Sociology	Marketing
Business Ethics	Decision-making
	Organization of Labor Manager

2. Competencies and results of discipline study:

Competencies	Study results
working with monographs, reference, statistics, electronic sources of socio-economic issues and management	knowledge of: nature, principles, stages of development, laws that ensure its functioning
formulation of objectives and main tasks of forming and managing organizational structures	knowledge of: evolution of theoretical concepts, major organizations theories and models, nature, value, substance and practical orientation of modern organizational paradigm
calculating and use of methodological tools for knowledge-changing events and processes that affect the state of the organization	knowledge of: shaping the evolution of system concepts, principles of systems and their classification
methodological and instructional techniques of evaluation and design organizations	knowledge of: main types of social organizations and the mechanisms of their regulation
explore characteristics of different types of organizations, recognizing their strengths and weaknesses	knowledge of: nature and content of organizational activities, alternative paradigms of organizational processes, policies and management practices

1. The syllabus of the academic discipline

Content module 1. The general theory of organization management

Theme 1. The essence and content of the theory of management

Definition of Management: Management is the art, or science of achieving goals through people. Management Objectives, Functions, Goals, and Essentiality (The Essentiality of Management in Any Organization). Managerial Skills. Why Study Management Theory?

Theme 2. Evolution of managerial thought

Industrial Revolution. The principles of Scientific Management. The influence of the Hawthorne studies on worker productivity. Maslow's Hierarchy of Needs. The difference between Theory X, Y, and Z. What TQM stands for and Deming's 14 pts. Japanese management concepts and American management practices.

Theme 3. Basic management functions

Management functions: Planning, Organizing, Staffing, Leading, Controlling. The process of decision-making. organizational structure. Designing an organizational structure. Recruiting, selecting, placing, promoting, appraising, planning the careers of, compensating, and training.

Theme 4. The management of organization as a system

Formation of system concepts: Plato, Aristotle, Kant, Adam Smith. Consistency as a general property of matter. The systems approach. System status, system properties, system behavior. The structure of systems: a subsystem, element, structure, communication. Attributes of communication. Classification of systems. General classification: abstract systems, specific system, open systems, closed systems, dynamical systems, adaptive

systems, hierarchical systems and their characteristics. Classification by features: origin, the description of variables, the method of administration, the type operators. Aspects of institutional order. Classification of organizations on the grounds of: classification of the principles of management, classification by functional characteristics, classification on the basis of social functions, classification based on determining the target.

Theme 5. The management of Organization as a society

Social organization and social community. Man as an element of the social system. Activity and resistance to social organization. General features of social organization. The main types of social organizations: formal and informal organizations. Mechanisms of regulation in social systems: self-regulation of target management, organizational order.

Theme 6. The management of Organizational process

Organizational activities. Alternative paradigms of organizations process. Control system - cybernetic approach. Management principles: the principle of open-loop control, the principle of open-loop control with compensation of disturbances, the principle of closed management, the principle of a single administration. Optimizing management. Adaptive system. Methods of Control: Deterministic control method, programm-target control method, value-oriented management.

Theme 7. Theoretical foundations of organization as facility of management

Organization and management. Value concepts of "organization" and "management" Processes of the organization (getting resources from the environment, making product, transfer the product into the environment). Structure. Organizational dimensions of departments, their rights and obligations, system interactions and communication with other departments. Mechanistic and organic type of management. The control system of the organization. The process, object and subject management. The communication management. Management decisions as a result of the analysis, forecasting, optimization, feasibility study. The roles of managers. The system of scientific management (F. Taylor). 12 Principles of productivity (G. Emerson). Six areas of the organization that need to be managed by A. Fayolle (technical, commercial, financial, accounting, administrative and protective). The art of management. The basic principles that characterize the organization as a managed system. Technology management organization: theoretical foundations. Managerial levers. Management organization. The main functions of management. Complex management technologies.

Content module 2. Management of functioning and development of organization

Theme 8. Methodology and methods of management

Organizational theories: classical organizational theory, organizational behavior theory, theory of institutions and institutional changes, population-ecological (evolutionary) theory; Bogdanov's tectology, Vernadsky's noosphere. The evolution of theoretical concepts. Basic model of organization: organic and mechanistic models. The current organizational paradigm: the nature, meaning, content, practical orientation.

Theme 9. Laws and principles of management

Laws of management. Laws of static: composition law, the law of proportionality. Laws of dynamic: the law of ontogeny (transformation), the law of synergy, law awareness-ordering, law of the unity of analysis and synthesis, the law of self-preservation. Principles of management: the principle of the chain of communication; the principle of selection, the principle of dynamic equilibrium, the principle of weak links.

Theme 10. Management of organizational design

Conceptual terms: organizational form, controls relations, decentralization strategy, structure, industrial structure, technological structure, communications, management structure, link management, management level. Essence and stages of organizational design. Advantages and disadvantages of traditional organizational forms of governance. Advantages and disadvantages of adaptive organizational forms of governance. The theoretical basis of the creation and development of organizational forms of governance. Methodology for designing organizational forms of governance. Conceptual approaches to the design of organizational forms of governance. Basic methodological principles of designing organizational forms of governance. Methods for designing organizational forms of governance. Technology of organizational forms of governance. The design process of organizational forms of management. Organizational development work of the project. Evaluating the effectiveness of organizational forms of governance. Approaches to evaluating the effectiveness of organizational forms of governance. Performance evaluation of effectiveness. The crisis of the traditional management paradigm. Prospects for the development of organizational structures.

Theme 11. Structure of the organization as a factor of its effectiveness

The concept of organizational structure and principles of its construction. The organization as a system. The structure of organizations. Principles of effective organizational structure. Formal and informal organizational structure. The essence of the concepts of "formal" and "informal" structure of the organization. Informal groups. Social control. Resistance to change within the organization. Informal leaders. Reliance informal leader. The influence of informal relations. Elements of structure and relationships within the organization. Horizontal relations of organization. The vertical relations of organization. Functional relations of organization. Concept of organizational structures. The classical theory of organization. The modern theory of organizational systems. The essence of the concepts of "differentiation" and "integration". Approaches to the development of organizational structures. The main methods of coordination. Structural forms of organization (simple structure, mechanistic or machine bureaucracy, professional bureaucracy, divisional structure or structure for departments). The design and structure of the matrix organization. Project: the nature and content. The network structure of organization. Virtual Organization. Characteristics of organizational structure. Complexity, formation and centralization of organizational structure. Horizontal differentiation. The main types of specialization. The level of specialization. The wide scope of management. Bureaucratic structure. Organic structure. The centralization of the organizational structure. Decentralization. Absolute centralization or decentralization. The advantages of centralization.

Theme 12. The influence of the external and internal environment of the organization on the management process

The internal environment of the organization. Variables within the organization (internal factors): aims, objectives, structure, technology, people. Culture and image of the organization as its internal factors. The relationship of the internal factors. The external environment of the organization. Microenvironment (environmental factors of directly influence). Macroenvironment (environmental factors of indirectly influence). Relationships of factors external and internal environment of the organization.

Theme 13. Self-organization

Natural-scientific principles of synergetics. The essential content of synergy. Synergetic concept of self-organization. Summary of synergy concept of self-organization. Attractor, bifurcation, deterministic chaos. The processes of self-organization. Self-organization. The principles of self-organization: the principle of negative feedback, the principle of positive feedback. The flexibility of the organization. Flexibility orientation and

implementation. The flexibility of the system. Manufacturing flexibility: factors and functional and structural characteristics of production flexibility. Static and dynamic stability of the organization. Constancy and change management.

Theme 14. Management of organization culture

Meaning of "culture" and "organizational culture". Conceptual approaches to organizational culture. Models of organizational culture. Characteristics of organizational culture. Civic and corporate culture. The typology of organizational cultures. Determinants of organizational culture. Approaches to typing organizational cultures. Characteristics of the types of culture based on the competing values. Modern Ukrainian Organizational culture: origins and main content.

Theme 15. The effectiveness of the organization: economic and social aspects

The concept of efficiency of the organization. Determinants of organizational effectiveness. Criteria for Organizational Effectiveness and types of effects. Evaluation of the effectiveness of the organization. Evaluation of the effectiveness of organizational systems.

4. The system of the study results assessment

The system of evaluation of the developed competencies takes into account the types of lessons, which, according to the syllabus, include lectures, practical lessons, and independent training. Assessment of the developed competencies is carried out using a 100-point accumulation system. In accordance with the Provisional Regulations "On the Procedure for Assessing the Results of Students' Learning Based on the Accumulated Bulletin-Rating System" Simon Kuznets KhNEU, control measures include:

current control during the semester during lectures and practical, seminar and is estimated by the sum of the points scored (the maximum amount is 40 points);

modular control carried out in the form of a colloquium as an intermediate mini-exam on the initiative of the teacher, taking into account the current control over the relevant content module and aims to integrate the evaluation of the student's learning outcomes after studying the material from the logically completed part of the discipline - content module (the maximum amount is 30 points):

final / semester control carried out in the form of a credit as the sum of the points scored in the discipline (maximum - 100 points), is defined as the sum of points for the student's progress in the current control, including colloquiums (modular and final (the maximum amount is 30 points)). Colloquium points are added to the sum of the points scored for student's current control. The credit is given on the results of the student's work throughout the semester.

The procedure for carrying out the **current assessment** of students' knowledge. Assessment of student's knowledge during seminars, practical and performance of individual tasks is carried out according to the following criteria:

at lectures – understanding; degree of assimilation of the theory and methodology of the problems under consideration, when discussing topical issues; the level of activity in the discussions (maximum amount is 0.5 points (14 lectures per semester) and 1 point before the class, which includes the final colloquium for the semester);

at practical classes – the degree of assimilation of the actual material of the discipline; acquaintance with the recommended literature, as well as contemporary literature on the issues (maximum amount is 0.5 points (14 practical classes per semester) and 1 point before the class, which includes the final colloquium for the semester)

while defending practical tasks by topic – the ability to combine theory with practice when considering production situations, solving tasks, performing calculations in the process of performing individual tasks and tasks submitted for consideration in an audience; logic, structure, style of presentation speeches in the classroom; the ability to justify their position

(maximum amount is 2 points, except for the first task – maximum amount is 1 point (required to complete five practical tasks throughout the semester));

when presenting an essay – the ability of generalizations of concepts and phenomena; the ability to conduct a critical and independent assessment of certain problem issues; the ability to explain alternative views and the presence of their own point of view, position on a particular problem issue; the ability to justify their position, implement summarize and draw conclusions; logic, structuring and validity of conclusions about the problem; style of presentation in speeches in the classroom; literacy of presentation; registration of work (maximum amount is 3 points for essay and 3 points for presentation);

when performing express tests – arithmetic correctness of the implementation of an individual and complex settlement task; application of analytical approaches; quality and clarity of reasoning; style of presentation in written works; independence of work; use of comparison methods; registration of work (maximum amount is 3 points (three express tests during the semester));

when performing final tests (colloquiums) – the degree of assimilation of the actual material of the discipline; logic, structuring and style of presentation in speeches in the classroom; the presence of their own point of view, position on a particular problem issue; the ability to justify their position; quality and clarity of reasoning (maximum amount is 30 points (two colloquiums during the semester)).

The extracurricular students' independent work includes:

1) study of theoretical material from the previous lecture before each subsequent lecture. It is estimated at 2 points for each class (15 during the semester) according to the following criteria: the depth and strength of the knowledge level of thinking, the ability to organize knowledge on certain topics, the ability to make informed decisions, possession categorical aid;

2) collecting, summarizing, processing information necessary for active work in practical classes. It is estimated at 2 points for each class (15 during the semester) according to the following criteria: skills and techniques of practical tasks; the ability to find relevant information carry out its systematization and processing; self-realization on practical and seminars.

The task of **final control** (colloquium) of the students' knowledge and competencies is to check the student's understanding of the program material in general; the logic and interrelations between the individual sections; the ability to use the accumulated knowledge creatively; the ability to formulate their attitude to a particular problem of academic discipline, etc. It covers the program of the discipline and provides for determining the degree of mastery of students competencies, diagnostics of the level of their theoretical training.

The credit is given on the results of the student's work during the semester as final score in the discipline, as the accumulation of points, in particular, for active participation in lectures, the completion of practical tasks, homework, points for express tests, as well as for colloquiums and independent work of the student.

The total score in the points for the semester is: «60 or more points are passed», «59 and less points are not passed» and entered in the record «Record of success» of the discipline.

Distribution of points for weeks

Topics of content module			lectures	practical	essay	presentation	Express-testing	Written test	Colloquium	Total
Content module 1.	Theme 1	week 2	0.5	0.5						1
	Theme 2	week 3	0.5	0.5						1
	Theme 3	week 4	0.5	0.5				3		4
	Theme 4	week 5	0.5	0.5			1			2
	Theme 5	week 6	0.5	0.5						1
	Theme 6	week 7	0.5	0.5			2			3
	Theme 7	week 8	0.5	0.5					30	31
Content module 2.	Theme 8	week 9	0.5	0.5	3		2			6
	Theme 9	week 10	0.5	0.5				3		4
	Theme 10	week 11,12	1	1		3	2			7
	Theme 11	week 13	0.5	0.5				3		4
	Theme 12	week 14	0.5	0.5						1
	Theme 13	week 15	0.5	0.5			2			3
	Theme 14	week 16	0.5	0.5						1
	Theme 15	week 16	0.5	0.5					30	31
Усього			8	8	3	3	9	9	60	100

Evaluation scale

Total score on a 100-point scale	ECTS assessment scale	Assessment on the national scale
90 – 100	A	excellent
82 – 89	B	good
74 – 81	C	
64 – 73	D	satisfactory
60 – 63	E	
35 – 59	FX	unsatisfactory
1 – 34	F	

5. Recommended reading

Main

1. Акимова Т. А. Теория организации: учеб. пособ. для вузов / Т. А. Акимова. – М. : ЮНИТИ-ДАНА, 2003 – 367 с.
2. Иванова Т. Ю., Приходько В. И. Теория организации. Краткий курс : учеб. пособие / Т. Ю. Иванова, В. И. Приходько – СПб. : Питер, 2004 – 268 с.

Additional

3. Латфуллин Г. Р., Райченко А. В. Теория организации : учеб. для вузов / Г.Р.Латфуллин, А. В. Райченко – СПб. : Питер, 2004 – 394 с.
4. Менеджмент : учебник / под ред. М. М. Максимцова, М. А. Комарова. – 2-е изд., перераб. и доп. – М. : ЮНИТИ-ДАНА, 2002 – 359 с.
5. Мильнер Б. З. Теория организации / Б. З. Мильнер – 3-е изд. , перераб. и доп. – М. : Инфра-М, 2003 – 558 с.
6. Савченко Б. Г., Пилипенко С. М., Бубенко І. В. Теорія управління: навч. посіб./ Б.Г. Савченко, С. М. Пилипенко, І. В. Бубенко – Х. : ХДЕУ, 1996 – 90 с.
7. Румянцева З.П. Общее управление организацией. Теория и практика : учеб. для вузов / З.П. Румянцева – М. : Инфра-М, 2003 – 303 с.

Information resources

8. Сайт ПНС ХНЕУ ім. С. Кузнеця [Электронный ресурс]. – Режим доступа: <https://pns.hneu.edu.ua/course/view.php?id=2966>
9. ЛигаБизнесИнформ. – Режим доступа : www.liga.net.
10. Нормативные акты Украины [Электронный ресурс]. – Режим доступа: www.nau.kiev.ua.
11. Право. Украина [Электронный ресурс]. – Режим доступа: www.legal.com.ua/cgi-bin/matrix.cgi/pravo.html.
12. Украинское право [Электронный ресурс]. – Режим доступа: www.ukrpravo.com.