

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

ЗАТВЕРДЖЕНО

на засіданні кафедри
менеджменту та бізнесу
Протокол № 1 від 25.08.2023 р.



ПОГОДЖЕНО

Проректор з навчально-методичної роботи


Каріна НЕМАШКАЛО

ТЕОРІЯ ОРГАНІЗАЦІЇ
робоча програма навчальної дисципліни (РПНД)

Галузь знань **07 "Управління та адміністрування"**
Спеціальність **073 "Менеджмент"**
Освітній рівень **перший (бакалаврський)**
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Статус дисципліни **обов'язкова**
Мова викладання, навчання та оцінювання **англійська**

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Харків
2023

INTRODUCTION

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 have played a dominant role in society at all times and in the culture of all peoples. Organizational theory is designed to provide the key to mastering the laws and principles of building organizational systems, to make them understandable from the point of view of the internal structure and functioning mechanism. 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 the course “Theory of organization” is formation of a modern, based on a systematic approach, worldview on the creation, operation and management of the organization.

The objectives of the course are:

to disclose the essence and content of the organization theory, the main methodological principles;

to study the basic organizational theories and models;

to study the essence of the organization, its structure, components;

to determine the essence of the organizational process, the subject and object of organizational activity;

to understand the features of the organization as a system and society, to identify differences and similar aspects;

to assess the impact of external and internal environment on the organization.

The object of the course is the process of organisational functioning.

The subject of the course is theoretical and methodological approaches to the organization research and management.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO 3	GC5, GC 9, SC 4, SC 12
LO 4	SC 1
LO 5	SC 1
LO 7	SC 1, SC 2, SC 4
LO 9	SC 5, SC 13
LO 10	SC 4

where GC5. Knowledge and understanding of the subject area and understanding of professional activity.

GC9. Ability to learn and master modern knowledge.

SC1. Ability to identify and describe organizational characteristics.

SC2. The ability to analyze the results of the organization's activities, to compare them with the factors influencing the external and internal environment.

SC4. The ability to determine the functional areas of the organization and the connections between them.

SC5. The ability to manage the organization and its divisions through the implementation of management functions.

SC12. The ability to analyze and structure the problems of the organization, to form reasonable solutions.

SC13. Understand the principles and norms of law and use them in professional activities.

LO3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

LO4. Demonstrate skills in identifying problems and justifying management decisions.

LO5. Describe the content of the functional areas of the organization.

LO7. Demonstrate organizational design skills.

LO9. Demonstrate the skills of interaction, leadership, teamwork.

LO10. Have the skills to justify effective tools for motivating the organization's personnel.

COURSE CONTENT

Content module 1. General theory of organization

Topic 1. Methodological principles of the organization theory

1.1. The essence, purpose and objectives of the organization theory.

The theory of organization as a science and its place in the system of scientific knowledge. Evolution of the organization theory. Aspects of consideration of the organization theory. Fundamental ideas of the organization theory. The modern theory of organization.

1.2. Organization as an object, a subject, and a process.

Signs of an organization. Laws of an organization. Principles of an organization. Models of an organization. Stages of organization development. The life cycle of an organization.

Topic 2. Main organizational theories and models

2.1. Basic organizational theories.

The classical organizational theory. The non-classical organizational theory. The systemic organizational theory. The neo-modern organizational theory. The theory of institutions and institutional change.

2.2. Basic models of an organization.

The modern organizational paradigm. A new concept of an organization.

Topic 3. Essence of an organizational process

3.1. The essence of an organizational activity.

Subjects and objects of an organizational activity. Characteristics of approaches to the study of an organization as a process. The cybernetic approach in the organization theory.

3.2. The theoretical basis of modern management.

Fundamental principles of management. Management optimization. Tasks of optimal management. Stages of an optimization process.

3.3. Types of management methods.

The program-target management method. The value-oriented management method.

Content module 2. Functioning and development of an organization

Topic 4. Functioning of an organization as a system

4.1. Formation of system concepts.

Types of systems: integral – systems in which elements cannot exist in isolation from each other; summarized – systems whose quality is equal to the sum of the properties of its elements taken in isolation from each other.

4.2. The system approach and its application in the management of the organization.

Principles of the system approach. Characteristics of a system. The concept of open and closed systems.

4.3. The basic properties of systems.

The properties that characterize the connection of the system with the external environment. The properties that characterize the methodology of goal setting of the system. The properties that characterize the parameters of system functioning. Classification of systems.

Topic 5. Functioning of an organization as a society

5.1. General features of a social organization.

A social system. Components of the social system. Managed subsystem. Managing subsystem. The collective. Formal and informal organizations.

5.2. Mechanisms of regulation in social systems.

Self-government. Principles of self-government. Organizational order.

Topic 6. External and internal environment of the organization

6.1. The internal environment of an organization.

The essence of internal environment of an organization. Internal variables.

6.2. The external environment of an organization.

Tasks of strategic management. The external environment in strategic

management. Components of the macro environment. Subjects of the competitive environment. The analysis of the labor market. Methods of research of the external environment. The PEST-analysis.

The list of practical (seminar) studies in the course is given in table 2.

Table 2

The list of practical (seminar) studies

Name of the topic and/or task	Content
Topic 1 Task 1	Performing theoretical tasks to understand the essence of the main categories of organization theory based on the analysis and synthesis of information sources; Business situation: the effect of the law of synergy and its impact on the efficiency of the organization
Topic 2 Task 2	Seminar-discussion on the main issues of topic 2
Topic 3 Task 3	Business situation: organizational process in different types of organizations
Topic 4 Task 4	Solving practical tasks to determine the systemic features of organizations; Solving practical problems to determine different types of organizational systems
Topic 5 Task 5	Solving practical tasks to assess the impact of changing phenomena and processes on a social organization; Business situation: peculiarities of functioning of organizations in different countries
Topic 6 Task 6	Solving practical tasks to describe the external environment of a particular enterprise or organization

The list of self-studies in the course is given in table 3.

Table 3

List of self-studies

Name of the topic and/or task	Content
Topic 1	Preparing for theoretical tasks, searching for information from literary sources and Internet resources
Topic 1	Solving practical problems of formulating rules for the implementation of the main management functions in modern management activities
Topic 2	Preparing for the Express test
Topic 2	Preparing for the seminar-discussion, searching for information from literature and Internet resources
Topic 3	Performing tasks on organizing work in different types

	of organizations
Topic 3	Preparing for the modular control work
Topic 4	Performing practical tasks to identify the main features of an organization as a system
Topic 4	Perform practical tasks to identify the advantages and disadvantages of different types of organizational systems
Topic 5	Preparing for the presentation of the results of the practical task
Topic 5	Performing practical tasks in the areas of optimizing the functioning of modern Ukrainian organizations
Topic 6	Search, selection and review of literature on a given topic
Topic 6	Repeating the materials of content module 2 Preparing for the test

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching the course, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such teaching methods as:

Verbal (lecture (Topic 1), problem lecture (Topics 3, 4, 5, 6), provocation lecture (Topics 2)).

Visual (demonstration (Topics 1 – 6)).

Practical (practical work (Topics 1 – 6), business situation (Topics 1, 3, 5), discussion (Topic 2)).

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures, practical and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

– for courses with a form of semester control as an exam: maximum amount is 60 points; minimum amount required is 35 points.

The final control includes current control and an exam.

Semester control is carried out in the form of a semester exam.

The maximum amount of points that a student can receive during an exam (examination) is 40 points. The minimum score for an exam (examination) to be

considered passed is 25 points.

The final grade in the course is determined:

– for courses with a form of exam, the final grade is the amount of all points received during the current control and the exam grade.

During the teaching of the course, the following control measures are used:

Current control: competence-oriented task on topics (estimated at 5 points (five express tests during the semester – the total maximum number of points – 25)), modular tests (estimated at 15 points (two modular tests during the semester – the total maximum number of points – 30)), express test (maximum score – 5 points).

Semester control: Grading including Exam (40 points).

More detailed information on the assessment system is provided in technological card of the course.

An example of an exam card and evaluation criteria for the educational discipline.

Example of an exam card

Simon Kuznets Kharkiv National University of Economics

First (bachelor's) level of higher education

Specialty "Management"

Study programme "Logistics".

Semester I

Course "Theory of organization"

EXAM CARD № 1

Task 1 (test). (10 points)

1. The Tectology:

a) considers that the factors of changing environment are the main driving forces of organization development

b) the first version of the general system theory

c) the general theory of organization

d) considered the organization as a process of constant transformation

2. The Classical organizational theory:

a) suggests the delegation of authority and responsibility

b) is based on grouping the works by sectors and departments

c) focuses on the main element of the organization – staff

d) streams to improve the efficiency of the organization based on the motivation

3. The fundamental categories of natural science:

a) Subsystem

- b) Whole
- c) Elements
- d) relationships between the elements

4. Social organizations:

a) are firms, financial institutions and others, who work in the conditions of market relations

b) is certain ordering of interacting individuals, their groups, processes, which forms an integrative properties that are not inherent to the constituent components

5. The official organizations:

a) are created to solve specific industrial, economic problems, their activities are regulated with normative acts

b) are a set of unofficial contacts between people with their personal goals which are not legally formalized

6. The properties that characterize the nature and complexity of the system are:

- a) The emergence of the system
- b) The complexity of the system structure
- c) The vertical integrity of the system
- d) The degree of independence of the system
- e) The hierarchy of the system

7. Managerial survey:

a) some work or series of works, which should be performed in defined way by certain deadlines, that requires a large amount of material, financial, labor and other resources

- b) a method of diagnostics of internal problems
- c) Method of research of the organization internal environment

8. According to the theory of institutions and institutional changes the market is a structure that includes:

- a) the laws
- b) different structures
- c) the rules and codes of conduct
- d) the types of relationships

9. The basic principle of organization functioning is:

- a) Consideration of a set of system elements as a whole
- b) The maximum efficiency of the system

10. The microenvironment of the organization includes

- a) Competitors
- b) The social component
- c) Customers
- d) The labor market
- e) The political component

Task 2 (diagnostic). (12 points)

Specify in the table the names of the authors who contributed to the development of the organization theory. Explain the content of each of the theories.

Table 1

The Authors of organizations theories

The author of theory	The name of theory (concept)
	Administrative theory
	The theory of organizational potential
	The Theory of institutions and institutional changes

Task 3 (heuristic). (18 points)

Describe the environment of a travel agency. Identify the factors of direct and indirect impacts. Fill the table. It is necessary to investigate their full impact, when the "negative factor" becomes positive and vice versa. Changes in several elements of the system should be investigated.

Characteristic of the external environment

The factors of external environment	The content of factor	Impact on the system
The factors of external environment of direct impact		
The factors of external environment of indirect impact		
.....		

Approved at the meeting of Management and Business Department,
Protocol № ___ of «___» _____ 20___ year.

Examiner
PhD, Associate Prof.

Inna GRUZINA

Head of Department
Doctor of Economics, prof.

Tatyana LEPEYKO

Assessment criteria

The final points for the exam consist of the sum of the points for all tasks, rounded to the nearest whole number according to the rules of mathematics.

The algorithm for solving each task includes separate stages that differ in complexity, labor intensity, and importance for solving the task. Therefore, individual tasks and stages of their solution are evaluated separately from each other in the following way:

Task 1 (test). (10 points)

For each correct answer – 1 point.

Task 2 (diagnostic). (12 points)

10 – 12 points are given for full mastering of the program material and the ability to navigate in it, the conscious use of knowledge to solve practical problems. When completing the task, the student must draw the correct conclusions about the proposed situation. The execution of the task should be neat.

6 – 8 points are given for a correctly completed task, but in the case of incorrectly formulated conclusions and not formulated recommendations for improving the problem.

3 – 5 points are given for partial ability to apply theoretical knowledge to solve practical problems.

0 – 2 points are given when the task is not completed or performed incorrectly.

Task 3 (heuristic). (18 points)

16 – 18 points are awarded for full mastering of the program material and the ability to navigate in it, the conscious use of knowledge to solve practical problems. When completing the task, the student must draw the correct conclusions about the proposed situation. The execution of the task should be neat.

13 – 15 points are given for full mastering of the program material and the ability to navigate in it, the conscious use of knowledge to solve practical problems. Minor errors are made in the formulation of conclusions and recommendations on the proposed situation. The execution of the task should be neat.

10 – 12 points are given for full mastering of the program material and the ability to navigate in it, conscious use of knowledge to solve practical problems, but in the case of incorrectly formulated conclusions and recommendations for solving the problem.

6 – 8 points are given for a correctly completed task, using a typical algorithm, but in the absence of conclusions and no recommendations for solving the problem.

3 – 5 points are given for partial ability to apply theoretical knowledge to solve practical problems.

0 – 2 points are given when the task is not completed or performed incorrectly.

RECOMMENDED LITERATURE

Main

1. Теорія управління [Електронний ресурс] : навчальний посібник / І.А. Грузіна, І.О. Кінас, І.М. Перерва [та ін.]; Харківський національний економічний університет ім. С. Кузнеця. – Електрон. текстові дан. (1,25 МБ). – Харків : ХНЕУ ім. С. Кузнеця, 2021. – 137 с. Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/27798>

Additional:

2. Грузіна І. А. Розвиток наукових підходів до дослідження організації / І. А. Грузіна // Бізнес Інформ. Харків : ФООП Лібуркіна Л. М., 2022. – №2. – С. 132 – 139. DOI: <https://doi.org/10.32983/2222-4459-2022-2-132-139>. Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/27651>

3. Gruzina I. A., Pererva I. M. Generalization of scientific views on the interpretation of the essence and content of the concept «organization» / I. A. Gruzina, I. M. Pererva // Innovative economy. – 2022. – № 1. – С. 44 – 51. – Access mode: <http://inneco.org/index.php/innecoua/article/view/887>. DOI: 10.37332/2309-1533.2022.1.6 URL: <http://repository.hneu.edu.ua/handle/123456789/29513>

4. Gruzina I., Pererva I. Assessment of the influence of factors on the formation of the management structure of a competent organization / I. Gruzina, I. Pererva // Development management. – 2023. – 21(3). – P. 21-31. DOI: <https://doi.org/10.57111/devt/3.2023.21> Access mode: <http://repository.hneu.edu.ua/handle/123456789/30217>

5. Gulick L. Management Is a Science / L. Gulick // Academy of Management Journal. – 1965. – Vol. 8, № 1. – P. 7 – 13.

6. Herzberg F. The Motivation of Work / F. Herzberg, B. Maunsner, B. Snyderman. – N. Y.: Wiley, 1959. – 276 p.

7. Lawrence P. Developing Organizations: Diagnosis and Action / P. Lawrence, J. Lorsch. – Reading, Mass: Addison-Wesley, 1969. – 70 p.

8. Matteson M. Management and Organizational Behavior Classics / M. Matteson, J. Ivancevich. – N. Y.: McGraw-Hill companies, 1996. – 456 p.

9. Maslow A. A Theory of Human Motivation / M. Abraham // Psychological Review. – 1943. – №50. – P. 370 – 396.

10. Mayo E. The Human Problems of an Industrial Civilization / E. Mayo. – Boston: Graduate School Administration, Harvard University, 1946. – 318 p.

Information resources:

11. ЛігаБізнесІнформ [Електронний ресурс]. – Режим доступу : www.liga.net .

12. Нормативні акти України [Електронний ресурс]. – Режим доступу : www.nau.kiev.ua .

13. Українське право [Електронний ресурс]. – Режим доступу: www.ukrpravo.com .