

**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

**СУЧАСНІ КОНЦЕПЦІЇ МЕНЕДЖМЕНТУ**  
робоча програма навчальної дисципліни (РПНД)

Галузь знань **02 Культура і мистецтво**  
Спеціальність **028 Менеджмент соціокультурної діяльності**  
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Освітня програма **Подієвий менеджмент**

Статус дисципліни

*обов'язкова*

Мова викладання, навчання та оцінювання

*англійська*

Розробники програми:  
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Гарант програми  
д.е.н., проф.

Тетяна ЛЕПЕЙКО

Іванна ПЕРЕРВА

Тетяна ЛЕПЕЙКО

Тетяна БЛИЗНЮК

Харків  
2023

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

**APPROVED**

at the meeting of the department  
management and business  
Protocol № 1 of 25.08.2023

**AGREED**

Vice-rector for educational and methodical work

Karina NEMASHKALO



**MODERN MANAGEMENT CONCEPTS**  
**Program of the course**

Field of knowledge **02 Culture and art**  
Specialty **028 Management of socio-cultural activities**  
Study cycle **second (master)**  
Study programme **Event management**

Course status **mandatory**  
Language **English**

Developers:  
Doctor of Sciences (Economics), Professor

PhD (Economics), Associate Professor

Head of Management and  
Business Department,  
Doctor of Sciences (Economics), Professor

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## INTRODUCTION

“Modern management concepts” is the mandatory discipline of the educational program “Event management” of the second (master's) level of higher education, specialty 028 “Management of socio-cultural activities”. Modern management concepts are conceptual models, methodological approaches, a set of methods and tools used by modern management.

The course “Modern management concepts” considers the action of all management functions of the organization as a whole in their relationship and interdependence.

The purpose of the course “Modern management concepts” is training of highly qualified specialists with skills of scientific, methodical, consultative, innovative and creative research and design activities in the socio-cultural sphere in a foreign language, able to develop and use scientifically, innovation-based approaches to the organization and management of internal and external socio-cultural processes.

The objectives of the course are:

to reveal the essence and content of the modern vision of the organization and its management;

to consider the types and specifics of modern management concepts;

to study the basic organizational theories and models in management;

to get acquainted with modern approaches to management;

to develop skills and techniques of management activities adequate to the conditions of the market environment;

to highlight the psychological foundations of modern management activities.

The object of the course is the process of functioning of the socio-cultural sphere in the context of digital transformation.

The subject of the course are modern socio-cultural processes, historical retrospective socio-cultural activities; managerial, innovative, creative activity in the socio-cultural sphere; principles, methods, technologies, forms and means of functioning of the socio-cultural sphere; project socio-cultural strategies.

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
LO1	GC2, GC3, GC6, SC3, SC4, SC6, SC13
LO2	GC1, GC3, GC7, SC13
LO3	GC1, GC2, GC4, SC6, SC13
LO4	GC4, SC12, SC13
LO7	GC2, GC3, GC4, GC6, SC8
LO8	GC1, GC6
LO9	GC1, GC6, GC7
LO11	GC1, GC6
LO13	GC1, SC12, SC13

where, GC1. Ability to communicate in a foreign language.  
GC2. Ability to conduct research at the appropriate level.  
GC3. Ability to generate new ideas (creativity).  
GC4. Ability to make well-grounded decisions.  
GC6. Ability to work in an international context.  
GC7. Ability to assess and ensure the quality of work performed.  
SC3. Ability to plan, justify and discuss the results of the research.  
SC4. Ability to solve socio-cultural problems under uncertain conditions and requirements and to provide scientifically based, professional recommendations and conclusions.  
SC6. Ability to quickly adapt to the challenges of the times, to specific conditions and areas of professional activity.  
SC8. Ability to apply creative technologies in practice.  
SC12. Ability to be a leader in the socio-cultural sphere.  
SC13. Ability to develop and implement management systems in the field of socio-cultural activities.  
LO1. Identify, analyze and evaluate information necessary for setting and solving both professional tasks and personal development.  
LO2. Use in practice the professional scientific and terminological apparatus, be able to present the results of the work performed.  
LO3. To be able to collect and integrate evidence of one's own research position, justify the results of socio-cultural practices, present and defend one's own opinion on the results of research and innovation.  
LO4. Carry out own scientific and professional activities in compliance with the requirements of the current legislation.  
LO7. Understand and apply modern global socio-cultural practices.  
LO8. Use the "4K model" for solving problems and making decisions, conducting negotiations and scientific discussions in the field of management of socio-cultural activities.  
LO9. Present and discuss the results of scientific and applied research, socio-cultural strategies and projects in the state and foreign languages.  
LO11. Organize a constructive dialogue between interested parties stakeholders of socio-cultural transformations in order to achieve a jointly defined goal (mission).  
LO13. Use modern world experience of management in the field of socio-cultural activities.

## **COURSE CONTENT**

### **Content module 1: Theoretical bases of management.**

#### **Topic 1. Modern vision of organization and management.**

##### 1.1. The essence of the organization.

Theoretical concepts of building organizations as part of the general science of management were developed at the junction of different branches of knowledge.

##### 1.2. Modern approaches to describing organizations.

Models of organization as an open system. Mechanistic and organic concepts of organization are basic.

Mechanistic model organization – technical and economic relations and dependencies of various factors of production.

Organic model – the concept of the theory of human relationships and behavioral sciences.

##### 1.3. Organization theories.

Systems theory. Stakeholder concept.

Evolution of approaches to the description of organizations. Formation of system and situational approaches in management. The effectiveness of the organization. Approaches to the study of organizational efficiency. Management efficiency and approaches to its definition.

## **Topic 2. Conceptual foundations of management in the information economy.**

2.1. Trends in the business environment in the digital economy.

Directions of value chain transformation in which new digital technologies can be used. Evolution of basic management approaches and tools. Basic approaches to modern management concepts. Basic ideas of situational management. A comprehensive approach to choosing the concept of personnel management in the organization.

2.2. Modern management models.

Provisions of the new management paradigm. Features of management in economically developed countries. The main management models are Japanese and American. Comparative characteristics of Japanese and American management models. European management model.

## **Topic 3. Evolution of theories in management.**

3.1. Scientific Management Theories.

Prerequisites for the emergence of management science. Approaches to the classification of trends in the development of science management. General characteristics of the evolution of scientific approaches to the management of organizations.

3.2. Classical management theories.

Classical management theory (school of scientific management and administrative school of management): directions and objectives of research, main achievements, importance for modern practice, limited.

3.3. Neoclassical Management Theories.

Neoclassical Management Theory (School of Human Relations and School of Organizational Behavior): the focus of research, contribution to the development of science management, the main disadvantages.

3.4. System approach of management.

Four subsystems of modern management: task, structure, people, and environment. Maintaining the balance between subsystems. Focus on the system. «Synergy» principle.

3.5. Quantitative approach of management.

Management is the decision-making. Organization is decision-making unit. Organizational efficiency depends upon the quality of managerial decisions. A problem is expressed in the form of a quantitative or mathematical model. The different variables in management as an equation.

3.6. Total quality management approach.

Japanese and US approach. Plan-Do-Check-Act. Malcolm Bridge National Quality Award. European Quality Award, Australian Quality Award, Canadian Quality Award, Deming Prize, etc. ISO 9000, Six Sigma, Lean Manufacturing.

### 3.7. Learning Organization Approach.

Knowledge management. Portfolio of intellectual assets: patents, intellectual property rights, trade secrets, accumulated knowledge of the entire workforce. building a learning organization.

### 3.8. Team Building Theory.

Definition of a team. Characteristic of a team. Team building process. Belbin's nine team roles. Colour Works Theory. Myers-Briggs Type Indicator. Social Identity Process. Tuckman's Theory of Team Development. Chaos theory. Chaordic Organization. Open system theory. Open System Diagram. Contingency Theory. Organic Organization.

## **Topic 4. Organizational dynamics and conflict resolution.**

### 4.1. The role of people in organization.

Organizational behavior at the present stage and trends in its development. Sources of changes in the environment. Problem field of organizational behavior. Prospects for the development of organizational behavior.

### 4.2. Organizational and group dynamics.

Basic components and basic concepts of organizational dynamics. Group dynamics (power, influence, leadership) and group development in the organization. Methodology of organizational dynamics management. Statics and dynamics of organizational systems.

The main sources and causes of organizational conflicts. Dynamics of the conflict. 4.3. Leadership.

Leadership and leadership styles. Basic approaches to the definition of «organizational conflict». Functions of organizational conflicts. The main types of organizational conflicts. Causes, conditions of formation and specifics of organizational conflicts, their system characteristics.

## **Content module 2: Modern management tools and technologies.**

## **Topic 5. Evolution of organizational structures. The concept of organizational design.**

### 5.1. Organization design and organizational structure.

Organization design as a set of parameters that define the levels of division of labor and coordination. Comparative characteristics of organizational structure and organizational design.

### 5.2. Elements of the organizational structure and organizational design.

Elements of the organizational structure. Elements of organizational design. Model of organizational design. Mechanisms of coordination. Driving organizational forces: the tendency toward centralization, the attraction to standardization, the attraction for balkanization, the attraction for professionalization, the attraction for cooperation.

### 5.3. Types of organizational structures.

Configurations of organizational structures: simple structure, mechanistic bureaucracy, professional bureaucracy, divisional structure, adhocracy.

## **Topic 6. Cross-cultural management concepts.**

### 6.1. Cross-cultural management.

National culture, business culture, cross-cultural management, universalist approach, economic-cluster approach, cultural-cluster approach, types of corporate cultures: “family”, “Eiffel Tower”, “incubator”, “guided missile”.

### 6.2. The essence and types of cultures.

The main differences between cultures. Monochrome culture, high-contextual culture, low-contextual culture. The culture of universal truths and the culture of concrete truths. Individualism, collectivism, feminism, prevention of uncertainty.

Features of national and business culture in different countries of the world. Nationality, race, religion.

## **Topic 7. Process concept in management.**

### 7.1. Features of the process approach to management.

The essence of the organization as a process. Static and dynamic state of the organization. Period of stagnation. The concept of sustainability of the organization and its dynamics.

### 7.2. Alternative paradigms of organizational process.

Cybernetic approach to the concept of management. Principles of management. Adaptive and self-adjusting control systems. Management methods: deterministic management method; program-target management method; value-oriented management method.

### 7.3. Approach to management from the standpoint of the allocation of different scientific schools.

Process, system and situational approaches in management. Conceptual provisions of the process approach. Basic principles of administrative management. Basic principles of process management. Information component of the process approach.

## **Topic 8. Modern concepts in strategic management.**

### 8.1. Organizational strategy.

Factors influencing the choice of organizational strategy. Strategy and structure.

### 8.2. “Blue Ocean Strategy”.

The concept of “blue ocean strategy” and its development. The value of innovation. Strategic canvas. Model of four actions. Organizational change management strategies.

### 8.3. "4K model" for solving problems and making decisions

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	The concept and essence of management in modern conditions.
Topic 2 Task 2	Business game “Features of generating business ideas and determining their effectiveness”.
Topic 3 Task 3 and 4	Features of management in different countries. Discussion: Using modern approaches in management.
Topic 4 Task 5 and 6	Management models in different countries. Features of conflict management in the organization.
Topic 5 Task 7 and 8	Modern organizational structures. Organizational design. Execution of tasks on the topic “Evolution of organizational structures”. Seminar: “Principles and methods of managing a modern organization”.
Topic 6 Task 9 and 10	Six dimensions of culture according to G. Hofstede. National and organizational culture. Organization profile. Comparison of human resource management systems in different countries.
Topic 7 Task 11 and 12	Discussion on the topic “Conceptual changes in modern management”.
Topic 8 Task 13, 14 and 15	Strategies of multinational corporations. Determining the degree of influence of cultural differences on the management system. Decision making in management. Completion of the final test.

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 1-8	Search, selection and review of literature on a given topic
Topic 1-8	Preparation for the Express test
Topic 1-8	Preparation for practical classes
Topic 1-8	Performing presentations
Topic 1-8	Preparing for the final 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-discussion (Topic 1–8), small group work (Topic 2, Topic 4, Topic 6–7).

Visual (demonstration (Topic 1–8)).

Practical (individual work (Topic 1–8), group works (Topic 5–8), case studies (Topic 1, Topic 4–5).



## 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 grading: maximum amount is 100 points; minimum amount required is 60 points.

**The final control** includes semester control and assessment of the higher education student.

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

**The final grade in the course** is determined:

– for disciplines with a form of grading, the final grade is the amount of all points received during the current control.

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

Current control: essay (estimated at 10 points (one essay during the semester – the total maximum number of points – 10)); express tests (estimated at 10 points (two express tests during the semester – the total maximum number of points – 20)); competence-oriented tasks on topics (maximum score – 10 points (two competence-oriented tasks during the semester, total maximum number of points – 20)); presentation (maximum score – 10 points (two presentations during the semester, total maximum number of points – 20 points)); final control work ( maximum score – 30 points).

Semester control: Grading.

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

## RECOMMENDED LITERATURE

### Main

1. Федулова Л. І. Сучасні концепції менеджменту: навч. посібник / За ред. д. ра екон. наук, проф.. Л.І. Федулової. – К.: Центр учбової літератури, 2007. – 536 с.

### Additional

2. Близнюк Т. П. Крос-культурні особливості менеджменту сучасної мультинаціональної організації: монографія. – Харків: ФОП Лібуркіна Л. М., 2017. – 296 с. URL: <http://repository.hneu.edu.ua/handle/123456789/26203>.

3. Мальська М. П., Білоус С. В. Менеджмент організацій : теорія та практика: навч. посібн. / М. П. Мальська, С. В. Білоус. – Київ : Центр навчальної літератури, 2020. – 190 с.

4. Назарчук Т. В. Менеджмент організацій: навч. посібн. / І. В. Назарчук, О. М. Косіюк – Київ : Центр навчальної літератури, 2018. – 560 с.
5. Сенчугов Д. Ю. Сучасні теорії управління інноваційними ІТ-проектами / Д. Ю. Сенчугов /Scientific method: reality and future trends of researching: collection of scientific papers «SCIENTIA» with Proceedings of the II International Scientific and Theoretical Conference, August 25. – Zagreb, Republic of Croatia: European Scientific Platform. – 2023. – P. 66 – 69. URL: <http://repository.hneu.edu.ua/handle/123456789/30054>.
6. Blyznyuk T. Assesment of leadership development: cross-cultural aspects / Т. Blyznyuk // Економіка та суспільство. – 2022. – № 35. URL: <http://repository.hneu.edu.ua/handle/123456789/27685>.
7. Blyznyuk T. Cultural profile of Ukrainian generation Y: influence of COVID-19 / Т. Blyznyuk, Т. Lepeyko, О. Mazorenko // Cross-Cultural Business Conference 2022, 12th-13th May 2022, University of Applied Sciences Upper Austria, Steyr Campus. Cross-Cultural Business Conference, 12th-13th May 2022. – University of Applied Sciences Upper Austria, Steyr Campus, 2022. URL: <http://repository.hneu.edu.ua/handle/123456789/27656>.
8. Blyznyuk T. Leadership development in cross-cultural environment // Т. Blyznyuk, Т. Lepeyko // Proceedings Cross-Cultural Business Conference 2021. – Steyr, Austria, 2021. – P. 199–204. URL: <http://repository.hneu.edu.ua/handle/123456789/27783>.
9. Blyznyuk T. The essence of “Social and communication technologies” concept in organization / Т. Blyznyuk, Wang Honghai // Стратегічний менеджмент агропродовольчої сфери в умовах глобалізації економіки: безпека, інновації, лідерство : матеріали І Міжнародної науково-практичної конференції, 28 вересня 2023 р. : тези допов. – Полтава 2023. – P. 380–383. URL: <http://repository.hneu.edu.ua/handle/123456789/31020>.
10. Certo C. S. Modern Management: Concepts and Skills, Global Edition (ABE) / C. S. Certo, S. T. Certo. – Pearson education, 2018. – 576 p.
11. Lepeyko T. The essence of the organizational culture concept / Т. Lepeyko, Miao Jianping // Сучасні проблеми управління підприємствами: теорія та практика – матеріали міжнародної науково-практичної конференції, Харків – Торунь, 16 квітня 2021 р. — Днепр: Середняк Т. К., 2021. – С. 15–17. URL: <http://repository.hneu.edu.ua/handle/123456789/30026>.
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#### **Information resources**

13. Electronic catalog of the National Library of Ukraine named after V. I. Vernadskyi. – Access mode: [www.nbuv.gov.ua](http://www.nbuv.gov.ua).
14. Electronic catalog of the V. G. Korolenko Kharkiv State Scientific Library. – Access mode: <http://korolenko.kharkov.com>.
15. Internet portal for managers. – Access mode : <http://>

[www.management.com.ua/](http://www.management.com.ua/).

16. Lepeyko T. I. Modern management concepts // S. Kuznets KhNUE PTS website [Electronic resource]. – Access mode:

<https://pns.hneu.edu.ua/course/view.php?id=6983>.

17. Lepeyko T. I. Modern management concepts : syllabus of the academic discipline for students of speciality 028 “Management of socio-cultural activities” educational program «Event management» for second (Master's) degree : [Electronic edition] / compiled by T. I. Lepeyko, I. M. Pererva. – Kharkiv : S. Kuznets KhNUE, 2021. – 11 p. URL: <http://repository.hneu.edu.ua/handle/123456789/27046>.

18. Management website. – Access mode: <http://www.management.com.ua/>.