

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

ЗАТВЕРДЖЕНО

на засіданні кафедри
менеджменту та бізнесу

Протокол № 19 від 26.06.2024 р.



Каріна НЕМАШКАЛО

СУЧАСНІ ТЕОРІЇ МЕНЕДЖМЕНТУ

робоча програма навчальної дисципліни (РПНД)

Галузь знань
Спеціальність
Освітній рівень
Освітня програма

07 Управління та адміністрування
073 Менеджмент
третій (освітньо-науковий)
Менеджмент

Статус дисципліни
Мова викладання, навчання та оцінювання

обов'язкова
англійська

Розробники:
д.е.н., професор

д.е.н., професор

Завідувач кафедри менеджменту та
бізнесу

Гарант програми

Тетяна ЛЕПЕЙКО

Олена ДРУГОВА

Тетяна ЛЕПЕЙКО

Василь ОТЕНКО

Харків
2024

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

APPROVED

at the meeting of department
management and business
Protocol № 1 of 02.09.2024



Deputy rector for educational and methodical work

Karina NEMASHKALO

CONTEMPORARY MANAGEMENT THEORIES

Program of the course

Field of knowledge
Specialty
Study cycle
Study programme

**07 Management and administration
073 Management
third (educational and scientific)
Management**

Course status
Language

**mandatory
English**

Developers:

Dr. Sc. (Economic),
Professor

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business department

Tetyana LEPEYKO

Head of study
programme

Vasyl OTENKO

**Kharkiv
2024**

INTRODUCTION

The study of the course aims to develop critical thinking, strategic vision, and the ability to apply innovative approaches in practical activities among students. Particular attention is paid to an interdisciplinary approach encompassing aspects of economics, psychology, sociology, and information technology.

The course "Contemporary Management Theories" curriculum is developed by the educational and scientific program to train Doctor of Philosophy candidates in the specialty "Management." The focus is on studying strategic, operational, and innovative management, as well as understanding new trends in corporate governance, such as sustainable development, adaptive leadership, knowledge management, and social responsibility.

The course emphasizes developing critical thinking, strategic vision, and the capacity to apply innovative approaches in practical activities. Special attention is given to the interdisciplinary approach, which integrates aspects of economics, psychology, sociology, and information technology.

The **objectives** of the study

- to study the fundamental principles and concepts of modern approaches to organizational management;
- to analyze the evolution of management theories and their impact on contemporary management practices;
- to explore the peculiarities of applying situational and systems approaches in management;
- to identify the role of innovation and adaptation to change in modern management theories;
- to develop decision-making skills based on modern management concepts;
- to investigate the effectiveness of integrating the resource-based approach in managing organizations with different forms of ownership.

The **subject** of the study of the course is the theoretical concepts of management and the methodological foundations of managing a modern organization.

The **object** of the course "Contemporary Management Theories" is the process of organizational management, which includes the study of modern approaches to managerial decision-making, analysis of interactions between elements of the management system, examination of the impact of the external environment on organizational activities, and the use of innovative methods and principles to ensure effective organizational performance.

The **purpose** of the course: to master theoretical knowledge on strategic management, tools, and methods for developing organizational development strategies, as well as to acquire practical skills and abilities for applying the concept of strategic management in the activities of an enterprise.

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

Table 1

Learning outcomes and competences formed by the course

Learning outcomes	Competence
LO 02	SC 01
LO 04	GC 04, SC 01
LO 05	GC 04, SC 01, SC 04
LO 07	SC 01

where GC04. The ability to solve complex problems in the field of management on the basis of a systematic scientific outlook and a general cultural outlook in compliance with the principles of professional ethics and academic integrity, to develop, plan and implement research and innovation projects and programs in the field of management.

SC01. The ability to perform original research, achieve scientific results that create new knowledge in management and related interdisciplinary areas; to have information about the directions and features of the development of modern theories of management and promising achievements in the field of management; to plan, organize and conduct research and innovation activities.

SC04. The ability to initiate, develop, implement and manage scientific projects in management and related interdisciplinary areas and/or make proposals for financing scientific research, registration of intellectual property rights; to introduce innovative results of scientific research in the field of management into the practical activities of modern enterprises, institutions, and organizations.

LO02. Freely present and discuss with specialists and non-specialists the results of research, scientific and applied management problems in the national and English languages, competently reflect the results of research in scientific publications in leading international scientific publications; critically analyze foreign language scientific literature on the specialty.

LO04. Develop and implement scientific and applied projects that provide an opportunity to rethink the existing and create new holistic knowledge and/or professional practice in the field of management and administration and to solve significant scientific and technological problems in management in compliance with the norms of academic ethics and based on social, ethical, economic, environmental and legal aspects.

LO05. Deeply understand the general principles and methods of management sciences, as well as the methodology of scientific research, apply them in one's own research in the field of management and in teaching practice; to know the content and functions of science as a social institution, the general laws of the development of science, the structure and levels of scientific knowledge; consciously formulate the problems and tasks of specific scientific research in the professional field; to have methodological techniques for proposing scientific hypotheses, their verification and building a scientific theory.

LO07. Approve and implement the results of own research in the field of management; to understand the content of modern management theories and the features of their evolution under the influence of changes in the external environment, advanced achievements and trends in the field of modern management, world experience of implementing existing management theories into the practice of modern enterprises.

COURSE CONTENT**Content module 1. The modern scientific paradigm of business organization****Topic 1. Conceptual foundations of organizational theory.**

Mechanistic and organic organizational concepts. Evolution of approaches to describing organizations. Organizational effectiveness.

Topic 2. Scientific theories and models of organization.

Essence of management. Evolution of management theories. Neoclassical and behavioral schools of management. Process, systemic, and situational approaches in management. Modern management technologies: Total Quality Management; Process Integrated Quality System; ISO 9000 standards (2000 version); Workflow Management System; Manufacturing Resource Planning; Knowledge Management; Six Sigma; Balanced Scorecard; Lean Management.

Topic 3. Organizational design.

The concept of organizational structure. Evolution of organizational structures. Modern organizational structures: flat, flexible, and holacratic. Essence and specifics of organizational design.

Topic 4. Organizational dynamics.

The problem field of organizational behavior. Key components and foundational concepts of organizational dynamics. Methodology for managing organizational dynamics.

Topic 5. Methodological foundations of managing a multinational company.

Core principles of cross-cultural management. Leadership styles in a multicultural environment. Conceptual foundations of management in a multinational company.

Content module 2. Modern management technologies for business organizations

Topic 6. Changes in business models in the modern world.

Factors influencing changes in business models. The essence of the experience economy. Transition to new business models in the digital economy. Description and analysis of the most common business models. Brands and companies leading in their business models.

Topic 7. Conceptual foundations of management in the information economy.

Trends in the development of the business environment in the digital economy. Evolution of key approaches and management tools. Principles of the new management paradigm.

Topic 8. Process approach to organizational management.

The essence of the organization as a process. Alternative paradigms of the organizational process. Adaptive and self-regulating management systems. Conceptual principles of the process approach. The informational component of the process approach.

Topic 9. Methodology for developing an enterprise strategy in conditions of uncertainty and environmental turbulence.

Factors influencing the choice of an organization's strategy. Strategy and structure. The concept of the "Blue Ocean Strategy" and its development. Strategies for managing organizational changes.

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

Table 2

List of practical (seminar) studies

Name of the topic and / or task	Content
Topic 1. Conceptual foundations of organizational theory	Analysis of the relevance of the research topic Review of scientific literature Formulation of the research hypothesis. Definition of the object and subject of the research. Goal and objectives of the research Research methodology Evaluation of expected results
Topic 2. Scientific theories and models of organization	Selection and justification of modern management concepts according to dissertation research
Topic 3. Organizational design.	Characterize the main features of an organization as a socio-economic system. Provide an overview analysis of classical, neoclassical, and modern theories of organization. Analyze how self-organization occurs in complex systems and consider examples of applying the synergetic approach in organizations.
Topic 4. Organizational dynamics	Analyze the types of organizational structures presented in the lecture material. Compare vertical and horizontal structures based on the following criteria: decision-making centralization, communication between management levels, management efficiency, and creativity in the work environment.
Topic 5. Methodological foundations of managing a multinational company.	Presentation of the basic concepts of dissertation research
Topic 6. Changes in business models in the modern world.	Using the lecture materials, analyze the relationship between national and organizational cultures. Provide examples of how national culture can influence management practices in different countries.
Topic 7. Conceptual foundations of management in the information economy.	Using Edward Hall's model, compare the characteristics of high- and low-context cultures. Describe how these cultural differences can affect business communication and decision-making in international teams.
Topic 8. Process approach to organizational management.	Analyze key scientific sources related to your dissertation topic and systematize theoretical approaches, models, and concepts used in the research
Topic 9. Methodology for developing an enterprise strategy in conditions of uncertainty and environmental turbulence.	Analyze the main ideas of the Blue Ocean Strategy. Compare the Red Ocean and Blue Ocean strategies. Develop a "Four Actions" strategic map for an innovative product or service.

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

Table 3

The list of self-studies

Name of the topic and / or task	Content
Topic 1.	Studying lecture material
Topic 2.	Studying lecture material
Topic 3.	Studying lecture material Analyze how self-organization occurs in complex systems and consider examples of applying the synergetic approach in organizations
Topic 4.	Studying lecture material
Topic 5.	Studying lecture material
Topic 6.	Studying lecture material Prepare a presentation for the lesson
Topic 7.	Studying lecture material Cultural profile of the selected country. Analysis of the national culture of the country chosen according to certain classifications
Topic 8.	Studying lecture material
Topic 9.	Studying lecture material

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 a course, to acquire specific learning outcomes to activate the educational process, it is envisaged to use such learning methods as:

Verbal (lecture (Topic 1- 4, 7, 9), problem lecture (Topic 5, 6, 9).

In person (demonstration (Topic 1-5, 8)).

Practical (practical work (Topic 1 – 9), case method (topic 1-2,6,9), individual research work during the performance of a creative task (topics 3-5).

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 and practical classes and is evaluated by the total number of points scored (maximum score – 60 points, minimum required – 35 points).

The **final control** includes current control and an exam. Semester control is conducted in the form of a semester exam during the examination session (maximum score – 40 points, minimum score required to pass the exam – 25 points).

The final grade for the course is determined as the sum of all points received

during the current control and the exam evaluation.

During the course, the following control measures are used:

Current control: competence-oriented tasks on topics (maximum score – 30 points); written control work (maximum score – 30 points).

Semester control: Exam (40 points).

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

An example of an exam card and course evaluation criteria.

Example of an exam card

Simon Kuznets Kharkiv National University of Economics
Third (Educational and Scientific) Level of Higher Education
Specialty "073 Management"
Educational and Scientific Program "Management"
Academic Discipline " Contemporary Management Theories "

Task 1. - 12 points. Explain the essence of chaos theory.

Task 2. - 12 points. Describe the lattice organizational structure of enterprise management. Provide an example of a company that uses this organizational structure.

Task 3. - 16 points. Conduct a comparative analysis of cultural differences between two countries using the Hofstede website <https://www.hofstede-insights.com/country-comparison-tool>. Choose any two countries, provide a comparison using the website, and answer the following questions:

1. Which modern management theories correspond most to the national culture of the selected countries?
2. What type of organizational structures corresponds to the national cultures?

Approved _____ at _____ the _____ meeting
of the department of _____
management and business _____ Protocol № _____ dated " ____ " _____ 202 ____

Examiner: Dr. Sc.(Economic), Professor
Head of the Department:
Dr. Sc.(Economic), Professor

Tetyana LEPEYKO

Tetyana LEPEYKO

Evaluation criteria

The final exam grade is the sum of the scores for completing all tasks, rounded to the nearest whole number according to mathematical rules. The algorithm for solving each task includes separate stages, differing in complexity, effort, and importance for solving the task. Therefore, individual tasks and stages of their solutions are evaluated separately as follows:

Task 1 (open-ended question) – 12 points

essence of the question —	6	points
argumentation —	3	points
logic and structure of the answer —	2	points
language and style —	1 point	
Task 2 (open-ended question) —	12	points
essence of the question —	6	points
argumentation —	3	points
logic and structure of the answer —	2	points
language and style —	1 point	

Task 3 (diagnostic task) – 16 points.

The maximum total score for the diagnostic task is 16 points, distributed as follows:

methodological correctness of the cultural differences analysis for the selected countries — 7 points

explanation of the solution process using the provided data and formulas — 3 points

accuracy and correctness of the data obtained from the Hofstede website — 2 points

well-reasoned conclusions regarding modern management theories and organizational structures — 4 points.

RECOMMENDED LITERATURE

Main

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Additional

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11. Другова О. С. Методи оцінки як інструменти стратегічного розвитку діяльності підприємств харчової промисловості / О. С. Другова // Таврійський науковий вісник. Серія: Економіка. – Одеса: Видавничий дім «Гельветика», 2023. – Вип. 18. – С. 80-85. <http://www.repository.hneu.edu.ua/handle/123456789/32967>
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Information resources

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