

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

**ЗАТВЕРДЖЕНО**

на засіданні кафедри  
менеджменту, бізнесу і адміністрування  
Протокол № 14 від 10.04.2025 р.

**ПОГОДЖЕНО**

Проректор з навчально-методичної роботи

Каріна НЕМАШКАЛО



**СУЧАСНІ КОНЦЕПЦІЇ ТЕОРІЇ ОРГАНІЗАЦІЇ  
робоча програма навчальної дисципліни (РПНД)**

Галузь знань	всі
Спеціальність	всі
Освітній рівень	третій (освітньо-науковий)
Освітня програма	всі

Статус дисципліни

Мова викладання, навчання та оцінювання

вибіркова

англійська

Розробник: к.е.н., доцент

підписано КЕП

Інна ГРУЗІНА

Завідувач кафедри  
менеджменту, бізнесу  
і адміністрування

Тетяна ЛЕПЕЙКО

Харків  
2025

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

**APPROVED**

at the meeting of the department  
management, business and administration  
Protocol № 14 of 10.04.2025

**AGREED**

Vice-rector for educational and methodical work



Carina NEMASHKALO

**CONTEMPORARY CONCEPTS OF ORGANIZATION THEORY**  
**Program of the course**

Field of knowledge	all
Speciality	all
Study cycle	third (educational and scientific)
Study programme	all

Course status  
Language

elective  
English

Developers:  
PhD (Economics),  
Associate Professor

Digitally signed

Inna GRUZINA

Head of Management,  
Business and Administration  
Department

Tetyana LEPEYKO

**Kharkiv  
2025**

## 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 “Contemporary concepts of organization theory” is formation of a modern, based on a systematic approach, worldview on the creation, operation and management of the modern organizations.

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 development of modern concepts of organisational theory;
- to study the essence of the organisation as a system, its structure, components;
- to determine the peculiarities of the process of functioning of a modern organisation as a system;
- to disclose the content of the competence approach to the creation and functioning of the organisation;
- to substantiate the prerequisites for applying the concept of life cycle in the management of a modern organisation.

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

The subject of the course is theoretical and methodological approaches to the study and management of organisations.

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
<p>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</p>	<p>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, a consistent process of thorough scientific research</p>
	<p>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 organize and conduct research and innovation activities</p>
	<p>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</p>
<p>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</p>	<p>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 organize and conduct research and innovation activities</p>
	<p>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</p>

## **COURSE CONTENT**

### **Content module 1. Fundamental ideas of organization theory**

#### **Topic 1. General characteristics of the organization**

##### **1.1. The essence of the organisation.**

The essence and content of the concept of “organization”. Signs of an organisation. Types of organisations. The main functions of modern organisations.

##### **1.2. Basic concepts and principles of organisation.**

Thesaurus of the organisation. Principles of organisation. Models of organisation.

#### **Topic 2. Evolution of organization theory**

##### **2.1. Development of the main organisational 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. Evolution of basic models of an organization.**

The modern organizational paradigm. New concepts of an organization.

#### **Topic 3. Organization as a system**

##### **3.1. The structure of an organisation.**

The essence of the concept of “organisational structure”. Elements of an organisational structure. Characteristics of an organisational structure. Types of an organisational structure. Approaches to the formation of an organisational structure.

##### **3.2. The organisational culture.**

The general concept of the organisational culture. The structure of the organisational culture. Functions of the organisational culture.

##### **3.3 Communications in an organisation.**

Ensuring interaction: typology of communication, communication processes, organisation of communication processes. Barriers to effective communication.

##### **3.4. Design of organisational systems.**

The essence of the organisational design. Principles of building an organisational structure. Approaches to the formation of an organisational structure. Evaluation of the effectiveness of organisational projects. Adjustment of an organisational structures.

### **Content module 2. Contemporary concepts of organization theory**

#### **Topic 4. Functioning of the organization**

##### **4.1 Subjects and objects of organisational activity.**

Organisational activity. The subject of management. The object of management. Managing influence.

##### **4.2 Organisation and methods of decision-making.**

Methods of decision-making. Rational way of decision-making. Administrative method of decision-making. Intuitive way of decision-making. Stages of the decision-making process. Methods of group decision-making.

##### **4.3. Coordination in the organisation.**

Types of interdependence of organisational units. Mechanisms of coordination activities.

### **Topic 5. Competency-based approach to the creation and functioning of the organization**

#### **5.1. Competence and competences of an organisation.**

Competence of the organisation. Classification of organisational competences. Signs of competence in an organisation. Competent organisation.

#### **5.2. Modern approaches to creating a competent organisation.**

Approaches to creating a competent organisation. Stages of the process of creating a competent organisation.

#### **5.3. Personnel competencies as a factor in the development of organisational competencies.**

Competence of the employee. Classification of individual competences. Influence of personnel competences on the level of competence of an organisation.

### **Topic 6. Concept of the life cycle in organizational management**

#### **6.1. Modern models of the organisation's life cycle.**

Models of the organisation's life cycle. Content and essence of the stages of the organisation's life cycle. Universal model of the organisation's life cycle.

#### **6.2. Life and business cycle of an organisation.**

The life cycle of an organisation. Business cycle of an organisation. The difference between the business and life cycle of an organisation.

#### **6.3. Approaches to determining the stages of the life cycle.**

Quantitative approaches to determining the stages of the organisation's life cycle. Qualitative approaches to determining the stages of the organisation's life cycle. Determination of the stages of the life cycle of an organisation based on the calculation of financial indicators of an organisation.

#### **6.4. Peculiarities of management at different stages of the organisation's life cycle.**

Characteristics of the organisation's activities at different stages of the life cycle. Identification of priority management tasks at the stages of the organisation's life cycle. Peculiarities of organisational management at different stages of the life cycle.

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 organisation, its basic concepts and principles, based on the analysis and synthesis of information sources. Business situation: the effect of environmental factors on the performance of the organisation's key functions.
Topic 2 Task 2	Seminar-discussion on the main issues of topic 2.
Topic 3 Task 3	Business situation: determining the type of communication in an organization.
Topic 4 Task 4	Solving practical tasks to determine the way of decision making. Solving practical problems to determine the type of interdependence of the organisation's departments.
Topic 5 Task 5	Solving practical tasks to identify signs of competence in an organization. Business situation: analysis of the competences of an organisation's personnel.
Topic 6 Task 6	Solving practical tasks to identify the stages of an organisation's life cycle.

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 in identifying types of organisations.
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 designing various types of organisational structures.
Topic 3	Preparing for the modular control work
Topic 4	Performing practical tasks to identify the advantages and disadvantages of different ways of decision-making.
Topic 4	Performing practical tasks to identify the advantages and disadvantages of various coordination mechanisms.
Topic 5	Preparing for the presentation of the results of the practical task
Topic 5	Performing practical tasks to implement the process of creating a competent organisation.
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 educational discipline, 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 grading: maximum amount is 100 points; minimum amount required is 60 points.

**The final control** includes current control and assessment of the student.

**Semester control** is carried out in the form of 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: competence-oriented tasks on topics (estimated at 65 points), modular tests (estimated at 15 points (two modular tests during the semester – the total maximum number of points – 30)), express test (5 points).

Semester control: Grading.

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



## 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. URL: <http://repository.hneu.edu.ua/handle/123456789/27798>
2. Certo C. S. Modern Management: Concepts and Skills, Global Edition (ABE) / C. S. Certo, S. T. Certo. – Pearson education, 2018. – 576 p.

### Additional

3. Грузіна І. А. Розвиток наукових підходів до дослідження організації / І. А. Грузіна // Бізнес Інформ. Харків : ФОП Лібуркіна Л. М., 2022. – №2. – С. 132 – 139. DOI: <https://doi.org/10.32983/2222-4459-2022-2-132-139>. URL: <http://repository.hneu.edu.ua/handle/123456789/27651>
4. 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 // Інноваційна економіка. – 2022. – № 1. – С. 44 – 51. – Режим доступу: <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>
5. 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> URL: <http://repository.hneu.edu.ua/handle/123456789/30217>
6. Jeroen van Bree Organization Design. Frameworks, Principles, and Approaches. Palgrave Macmillan Cham. - Access mode: <https://doi.org/10.1007/978-3-030-78679-3>. <https://link.springer.com/book/10.1007/978-3-030-78679-3>.

### Information resources

7. ЛігаБізнесІнформ [Електронний ресурс]. – Режим доступу : [www.liga.net](http://www.liga.net) .
8. Нормативні акти України [Електронний ресурс]. – Режим доступу : [www.nau.kiev.ua](http://www.nau.kiev.ua) .
9. Українське право [Електронний ресурс]. – Режим доступу: [www.ukrpravo.com](http://www.ukrpravo.com) .