

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

ЗАТВЕРДЖЕНО

на засіданні кафедри
менеджменту, бізнесу і адміністрування
Протокол № 1 від 27.08.2025 р.

ДОГОДЖЕНО

Проректор з навчально-методичної роботи

Каріна НЕМАШКАЛО



МЕНЕДЖМЕНТ ОРГАНІЗАЦІЙ

робоча програма навчальної дисципліни (РПНД)

Галузь знань
Спеціальність
Освітній рівень
Освітня програма

D Бізнес, адміністрування та право
D3 Менеджмент
другий (магістерський)
Бізнес-адміністрування: Організаційні трансформації

Статус дисципліни
Мова викладання, навчання та оцінювання

обов'язкова
англійська

Розробники:
д.е.н., професор

Тетяна ЛЕПЕЙКО

Завідувач кафедри менеджменту, бізнесу і
адміністрування

Тетяна ЛЕПЕЙКО

Гарант програми

Оксана МАЗОРЕНКО

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

APPROVED

at the meeting of department
management, business and administration
Protocol № 1 of 27.08.2025



Vice-rector for educational and methodical work

Karina NEMASHKALO

MANAGEMENT OF ORGANIZATIONS

Program of the course

Field of knowledge	D Business, Administration and Law
Specialty	D3 Management
Study cycle	second (master)
Study programme	Business Administration: Organizational Transformations

Course status

mandatory

Language

English

Developers:

Dr. Sc. (Economic),

Professor

Tetyana LEPEYKO

Head of management, business and
administration department

Tetyana LEPEYKO

Head of study
programme

Oksana MAZORENKO

**Kharkiv
2025**

INTRODUCTION

The study of the course aims to develop critical thinking, leadership skills, and the ability to apply managerial and organizational strategies effectively in diverse business contexts. Particular attention is given to an interdisciplinary approach, integrating economics, sociology, psychology, and information technology.

The course «Management of Organizations» curriculum is developed within the educational and scientific program for training Master's students in the specialty D3 "Management", with a focus on organizational transformation, strategic management, and effective leadership in dynamic environments. The course examines modern principles and practices of organizational management, including organizational design, change management, decision-making, and innovation management.

The course emphasizes developing critical thinking, leadership abilities, and the capacity to apply management theories in practical activities. Special attention is paid to the interdisciplinary approach, which combines insights from economics, psychology, sociology, and information technology to understand and manage complex organizational systems.

The **purpose** of the course: to master theoretical knowledge and practical skills in organizational management, strategic decision-making, and transformation processes, enabling students to design, implement, and evaluate effective management strategies in contemporary organizations.

The **objectives** of the study:

- to study the fundamental principles, methods, and concepts of organizational management;
- to analyze the evolution of management theories and their relevance to contemporary organizational practices;
- to explore the mechanisms of organizational change and transformation;
- to develop skills in strategic decision-making and resource allocation;
- to investigate the role of innovation, adaptability, and leadership in enhancing organizational performance;
- to examine the effectiveness of various organizational structures, processes, and governance models in different business contexts.

The **subject** of the study of the course is the theoretical and methodological foundations of managing modern organizations, with emphasis on organizational change and strategic development.

The **object** of the course "Management of Organizations" is the process of organizational management, which includes analyzing organizational structures, leadership approaches, managerial decision-making, interaction with the external environment, and the use of modern methods to ensure organizational effectiveness and sustainable development.

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
LO1.	SC7, SC11
LO2.	SC9
LO3.	GC1, GC6
LO4.	SC1, SC2, SC9
LO5.	GC4, SC2
LO6.	SC1, SC6, SC7
LO7.	GC2, SC2
LO9.	GC2, SC3
LO10.	GC4, SC5, SC6, SC7
LO11.	GC5, SC3
LO12.	GC2, GC4, SC2, SC5, SC7, SC9
LO13.	SC1, SC6
LO14.	GC6, SC1, SC8, SC9, SC10, SC11

where GC1. Ability to conduct research at the appropriate level.

GC2. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity).

GC4. Ability to motivate people and move towards a common goal.

GC5. Ability to act on the basis of ethical considerations (motives).

GC6. Ability to generate new ideas (creativity).

SC1. Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards.

SC2. Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans.

SC3. Ability to self-development, lifelong learning and effective self-management.

SC5. Ability to create and organize effective communications in the management process.

SC6. The ability to form leadership qualities and demonstrate them in the process of managing people.

SC7. Ability to develop projects, manage them, show initiative and entrepreneurship.

SC8. Ability to use psychological technologies for working with personnel.

SC9. Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation.

SC10. Ability to manage the organization and its development.

SC11. Ability to demonstrate critical understanding and integration of management and leadership knowledge in the context of change.

LO1. Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions.

LO2. Identify problems in the organization and justify the methods of solving them.

LO3. Design effective management systems of organizations.

LO4. Justify and manage projects, generate business ideas.

LO5. Plan the activities of the organization in strategic and tactical sections.

LO6. Have the skills to make, substantiate and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility.

LO7. Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context.

LO9. Be able to communicate in professional and scientific circles in national and foreign languages.

LO10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks.

LO11. To ensure personal professional development and planning of own time.

LO12. Be able to delegate authority and management of the organization (subdivision).

LO13. Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit).

LO14. Apply and create complex management technologies, methods and tools for effective and efficient business management in risk conditions.

COURSE CONTENT

Content module 1. Theoretical foundations of management of organizations.

Topic 1. Management in a dynamic environment.

Features of socio-economic organizations. Social and economic ties in organizations and their relationship. Internal and external environment of organizations. Subjects of organizations activities. Life cycle of organizations. The image of the organization.

Organization as a system. System Properties. Taking into account the properties of the system in the management of the organization.

The task of the manager in managing the activities of the enterprise, the forms of participation in the implementation of functions. Rational allocation of functions between management and employees of the apparatus. Principles and stages of distribution of managerial functions. Compliance with the subordination.

Distribution of tasks, connection with the qualification of the performer. Technique and form of transfer orders.

Individual as an object of control. Assessment of performance: indicators, criteria.

List of competencies of the modern effective manager.

Topic 2. Evolution of 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.

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

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.

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.

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.

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

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.

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 3. Contemporary management theories and new business models.

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.

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.

The essence of the business model. Economy uncertainty. Technology powers people. Bypassing traditional corporations.

Change business methods. The old way: Maximizing profit, Global Marketplaces, Standardized Offerings, Slow delivery of goods, Consumerism, Passive customers. The new way: Purposeful brands, Local (and Global), Personalized, On demand, People share/make, Empowered people.

Brands that enable shared value: Toyota, Pepsi, Barclay, H&M, Google, Nokia etc.

Topic 4. Leadership and group dynamics in the digital environment.

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.

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. 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 tools and technologies of the organization's management.

Topic 5. Cross-cultural management concepts.

The essence and importance of cross-cultural management in a globalized economy. Culture as a determinant of organizational behavior and management style.

Theoretical models of cultural dimensions: Geert Hofstede's cultural dimensions; Trompenaars' seven dimensions of culture; Edward Hall's high- and low-context cultures; The GLOBE study on cultural leadership and organizational values.

Cultural intelligence as a key managerial competence. Managing multicultural teams: communication styles, conflict resolution, motivation, and trust-building. Cross-cultural leadership and decision-making.

Challenges of virtual and hybrid international collaboration. Adaptation of corporate culture to diverse environments. Strategies for developing intercultural competence among managers. Ethical and socially responsible behavior in cross-cultural contexts.

Topic 6. Modern organizational structures and organizational design.

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.

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.

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

Topic 7. Technologies for problem solving and decision making in management.

The essence and types of managerial decisions: strategic, tactical, and operational. The decision-making process: problem identification, analysis,

generation of alternatives, selection, implementation, and evaluation. Quantitative and qualitative methods in management decision-making: system analysis, modeling, expert evaluation, risk analysis.

Digital tools and technologies supporting decision-making: Decision Support Systems (DSS), Business Intelligence (BI), Artificial Intelligence (AI) and machine learning applications in management. Big Data and analytics for managerial problem-solving and forecasting. Cognitive and behavioral aspects of managerial decision-making: intuition, biases, and group dynamics.

Problem-solving technologies: brainstorming, design thinking, root cause analysis (RCA), SWOT, PESTEL, and scenario planning. Integration of digital platforms (ERP, CRM, project management systems) for effective decision-making.

Ethical and sustainability considerations in technological decision-making.

Topic 8. Business process management.

The essence of the organization as a process. The process-based approach to organizational management versus functional management. 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.

Classification and types of business processes: core, support, and management processes. Stages of BPM implementation: identification, modeling, analysis, optimization, automation, and monitoring.

The role of leadership and organizational culture in the successful implementation of process management. Integration of sustainability principles into business processes (eco-efficiency, circular models, social responsibility).

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. Management in a dynamic environment.	Seminar: The concept and essence of management
Topic 2. Evolution of management theories.	Using modern management concepts on the example of various functional areas of management.
Topic 3. Contemporary management theories and new business models.	Practical experience in using modern business models.
Topic 4. Leadership and group dynamics in the digital environment.	Features of management in different countries.
Topic 5. Cross-cultural management concepts.	Six dimensions of culture according to G. Hofstede. National and organizational culture. Profile of the organization.
Topic 6. Modern organizational structures and organizational design.	Modern organizational structures. Organizational design. Performing tasks on the topic «Evolution of organizational structures».

Topic 7. Technologies for problem solving and decision making in management.	Organizational culture and decision-making models in multinational corporations. Decision-making in management.
Topic 8. Business process management.	Modern approaches to organizing business processes in a global environment.

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
Topics 1-8	Search, selection and review of literature sources on a given topic.
Topics 1-8	Preparation for the control work
Topics 1-8	Preparation for practical classes
Topics 1-8	Performing a presentation

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 (Topics 1-8), problem lecture (Topic 5, 6, 8).

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

Practical (practical work (Topics 1-8), case method (Topics 1-5, 7), individual research work during the performance of a creative task (topics 3-5, 8), presentation (Topics 3-8).

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 aimed at checking the level of readiness of the higher education candidate to perform a specific job and is evaluated by the amount of points scored:

– for courses with a form of semester control, grading: maximum amount is 100 points; minimum amount 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 grading.

The final grade in the educational course is determined:

– for disciplines with a form of semester control, the

grade is the amount of all points received during the current control.

During the course, the following control measures are used:

Current control: presentation on topics (maximum score – 60 points); written control work (maximum score – 40 points).

Semester control: Grading.

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

RECOMMENDED LITERATURE

Main

1. Лепейко Т.І. Менеджмент : навч. посібн. / Т. І. Лепейко, О. М. Міронова. - Х. : ХНЕУ, 2010. – 202 с. - Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/30823>
2. Blair T. On leadership: lessons for the 21st century / T. Blair. – Crown, 2024. – 368 p.
3. Certo C. S. Modern Management: Concepts and Skills, Global Edition (ABE) / C. S. Certo, S. T. Certo. – Pearson education, 2018. – 576 p.
4. Hofstede G. Cultures and Organizations: Software for the Mind / G. Hofstede, G. J. Hofstede, M. Minkov. – McGraw-Hill, 2004. – 434 p.
5. Mahadevan J. Cross-cultural management: a contemporary approach / J. Mahadevan. – SAGE Publications Ltd, 2023. – 456 p.
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Additional

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9. Heywood C., Arkesteijn M. Alignment and theory in corporate real estate alignment mod-els. /C. Heywood, M.Arkesteijn // International Journal of Strategic Property Management, 2017. – Vol. 21(2). – P. 144–158. – DOI:10.3846/1648715X.2016.1255274
10. Lepeyko T. Analysis of organizational and national culture values of the personnel in a multinational organization: A Case of China / T. Lepeyko, Miao Jianping // Управління розвитком. – 2022. – Т. 20, № 2. – С. 16-25. –

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11. Management of organizations : syllabus of the academic discipline for students of speciality 073 “Management” educational program «Business Administration» for second (Master's) degree: [Electronic edition] / compiled by T. Lepeyko, O. Myronova, I. Pererva. – Kharkiv : S. Kuznets KhNUE, 2021. – 11 p. – <http://repository.hneu.edu.ua/handle/123456789/27023>

12. Modern management: theories, concepts, implementation. Monograph. Editors: Marian Duczmal, Tetyana Nestorenko. – Opole: The Academy of Management and Administration in Opole, 2021. – 394 p. <https://www.wsia.opole.pl/wp-content/uploads/2020/05/7.pdf>

13. Sustainability and intelligent management / edited by Carolina Machado, J. Paulo Davim. Springer Cham, 2022. – Access mode: <https://link.springer.com/book/10.1007/978-3-030-98036-8>.

Information resources

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