

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

**ЗАТВЕРДЖЕНО**

на засіданні кафедри  
менеджменту та бізнесу  
Протокол № 1 від 26.08.2024 р.

**ПОГОДЖЕНО**

Проректор з навчально-методичної роботи



Каріна НЕМАШКАЛО

**ТЕОРІЯ ОРГАНІЗАЦІЇ  
робоча програма навчальної дисципліни (РПНД)**

Галузь знань	<b>всі</b>
Спеціальність	<b>всі</b>
Освітній рівень	<b>третій (освітньо-науковий)</b>
Освітня програма	<b>всі</b>

Статус дисципліни	<b>вибіркова</b>
Мова викладання, навчання та оцінювання	<b>англійська</b>

Розробник: к.е.н., доцент

Підписано КЕП

Інна ГРУЗІНА

Завідувач кафедри  
менеджменту та бізнесу

Тетяна ЛЕПЕЙКО

Харків  
2024

**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 26.08.2024



Vice-rector for educational and methodical work

Karina NEMASHKALO

**THEORY OF ORGANIZATION  
Program of the course**

Field of knowledge	<b>all</b>
Speciality	<b>all</b>
Study cycle	<b>third (educational and scientific)</b>
Study programme	<b>all</b>

Course status

**elective**

Language

**English**

Developers:

Cand. Sc. (Economic),  
Associate Professor

Digitally signed

Inna GRUZINA

Head of management and  
business department

Tetyana LEPEYKO

**Kharkiv  
2024**

## 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
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;	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; the ability

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	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.
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	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

## 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 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>

### **Additional**

2. 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>
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 // 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>
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> URL: <http://repository.hneu.edu.ua/handle/123456789/30217>.
5. Van Bree J. Organization Design. Frameworks, Principles, and Approaches. Palgrave Macmillan Cham, 2021. - Access mode: <https://link.springer.com/book/10.1007/978-3-030-78679-3>.

### **Information resources**

6. Organizational Theory: Meaning, Objectives and Types. [Electronic resource]. – Access mode : <https://www.geeksforgeeks.org/organizational-theory-meaning-objectives-and-types/>.
7. Why Is Organizational Theory Important for Business? [Electronic resource]. – Access mode : <https://degree.astate.edu/online-programs/business/mba/management/organizational-theory-important-for-business/et>.
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) .