

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.



ПОВОДЖЕНО

Проректор з навчально-методичної роботи

Каріна НЕМАШКАЛО

ОРГАНІЗАЦІЙНА ПОВЕДІНКА
робоча програма навчальної дисципліни (РПНД)

Галузь знань **07 Управління та адміністрування**

Спеціальність **073 Менеджмент**

Освітній рівень **третій (освітньо-науковий)**

Освітня програма **Менеджмент**

Статус дисципліни

обов'язкова

Мова викладання, навчання та оцінювання

англійська

Розробник:
к.е.н., доцент

Ольга МИРОНОВА

Завідувач кафедри
менеджменту та бізнесу

Тетяна ЛЕПЕЙКО

Гарант програми

Василь ОТЕНКО

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 № 19 of 26.06.2024



AGREED

Vice-rector for educational and methodical
work

Karina NEMASHKALO

ORGANIZATIONAL BEHAVIOR

Program of the course

Field of knowledge	07 Management and administration
Specialty	073 Management
Study cycle	third (educational and scientific)
Study programme	Management
Course status	mandatory
Language	English

Developer:
Cand Sc. (Economics),
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programme

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Kharkiv
2024

INTRODUCTION

Every day, any manager solves many tasks that are related to people and groups of people. This proves to the manager the need to manage organizational behavior, both personal and surrounding people - subordinates. Therefore, a future management specialist must have a significant level of theoretical knowledge and practical skills in the field of organizational behavior.

The study of patterns of organizational behavior will allow managers to form the following theoretical ideas and practical skills, which should be manifested in their managerial activities:

1) in the high-quality performance of its components during goal orientation, information preparation, adoption and implementation of management decisions, and in the implementation of individual elements of management activity: conversations, meetings, negotiations;

2) in effective management of people groups (departments, shops, units, collectives, etc.);

3) in the ability to establish interpersonal relations (leadership, oral and written communication skills, flexibility, etc.);

4) in ensuring the stability of activity (resistance to stress, tolerance to conditions of uncertainty, activity related to risk, work capacity, etc.);

in the motivation of work (the presence of internal standards of activity, self-esteem, energy, motivation of achievements, motivation of others).

The course "Organizational behavior" is a mandatory curriculum component of the study programme "Management" for the training of specialists of the third (educational and scientific) level of specialty 073 "Management".

The purpose of the course "Organizational behavior" is to prepare PhD students to manage behavior in an organization based on a system of theoretical knowledge and practical skills in the field of organizational behavior at the level of enterprises, individual groups, and individuals.

The tasks of the course are:

formation of modern thinking and a set of special knowledge regarding the application of a multi-paradigm approach to people management in organizations;

familiarization with the peculiarities of managing individual behavior in organizations;

formation of basic professional skills in personnel management and choosing an effective leadership style;

formation of skills regarding the application of the manager's interaction model with informal groups;

familiarization with theoretical knowledge and practical skills in the formation of communication space in the organization;

mastering practical skills in the formation and development of the company's organizational culture.

The object of the course is the process of individual and organizational behavior in the organization.

The subject of the course is a theoretical-methodological and methodological-practical approach to the formation of competencies in the field of behavior management in the organization.

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
LO03	GC02, SC01, SC04
LO04	GC02, SC01, SC04
LO07	GC04, SC04

where GC 02. The ability to search, process and analyze information from various sources, to abstract thinking, philosophical interpretation, justification and economic proof of the obtained results and understanding of the essence of the studied socio-economic phenomena, justification, setting and modeling of problems;

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 organize and conduct research and innovation activities;

SC 04. 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;

LO03. Develop and research conceptual, mathematical and computer models of processes and systems, effectively use them to obtain new knowledge and/or create innovative products in the field of management and related interdisciplinary areas; apply existing methods of analysis of trends and patterns of development of macro- and micro-economic processes, in particular, methods of economic and mathematical modeling for making balanced management decisions; build a reasonable system of indicators as a basis for scientific research and forecast economic processes;

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;

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. Modern paradigms in the field of organizational behavior.

Topic 1. Conceptual foundations of organizational behavior

A multi-paradigm approach to managing people in organizations. The main problems of organizational behavior. Organizing forces of organizational behavior: subordinating and coordinating. Employee involvement in the organization. The main administrative law. Models of human organizational behavior.

Topic 2. Personality in the organization's behavior management system

Problems of managing individual behavior in the organization. Personality subsystems. Personality structure. Mental processes, mental properties and mental states that affect the behavior of people in the organization.

Mental processes: feeling, perception, representation, imagination, memory, language, thinking, attention. Psychological properties: temperament, character, abilities, emotional-volitional sphere of the personality (feelings, emotions, will). Mental states. Psychological formations: knowledge, skills, abilities.

Problems of managing individual behavior in the organization. Personality subsystems. Characteristic features of the group and features of individual behavior in groups.

Topic 3 Power and leadership in the organization of personnel management

Power. Leadership. Management. Types of leaders. Qualities of a leader and manager, their main features. Leadership styles. Types of approaches to the study of leadership.

Concepts of leadership: theories based on the analysis of leadership qualities; concepts of leadership behavior; concepts of situational leadership; the "path-goal" leadership model; the concept of attributive leadership; the concept of charismatic leadership; concept of leadership for change. The main differences between a leader and a manager, and their impact on behavior management in the organization.

Content module 2. Behavior management methodology in the organization

Topic 4. Methods and models of effective management of subordinates.

Interrelation of powers of management different levels. Concepts of the delegation process. The importance of informal groups in the effectiveness of behavior management in the organization. Homans interaction model of the leader with informal groups. Factors influencing the effectiveness of informal groups. Rules for motivating subordinates: self-regulation, verbal and non-verbal behavior.

Topic 5. Communicative component in the process of managing behavior in the organization.

Formation of the communication space as a modern approach to the organizing the communication process in the organization. Basic principles and methods of

building effective communications at all levels of the organization. The role of elements of behavioral economics in the construction of the communication process in the organization.

Information model of disorganization (conflict) situation. Basic recommendations for managing organizational behavior in such situations and preventing destructive consequences on the organization's activities.

Topic 6. Basics of managing organizational culture.

Organizational behavior as a factor of organizational culture. Levels of studying organizational culture: external facts; value orientations and beliefs; basic assumptions. Formation, support and changes of organizational culture. Approaches to measuring the influence of culture on the effectiveness of the organization. Coexistence of culture, behavior and strategy of the organization.

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	Practical (seminar) class "Conceptual foundations of organizational behavior"
Topic 1 Task 2	Practical class "Scientific and practical approaches to determining organizational behavior"
Topic 2 Task 3	Performing tasks on the topic "Personality in the organization's behavior management system"
Topic 2 Task 4	Practical class "Diagnostics of functional and role positions in the management team; features of the application of various management methods when making management decisions"
Topic 3 Task 5	Determination of leadership style
Topic 4 Task 6	Practical class "Determination of the cohesion level and social-psychological climate level in the team and analysis of the conflict level in the team"
Topic 4 Task 7	Performing tasks on the topic "Effective management of subordinates"
Topic 5 Task 8	Practical class "Planning the manager's working time"
Topics 5 and 10 Task 9	Performing tasks on the topic "Communications Management"
Topic 6 Tasks 10 and 11	Construction of the psychological structure scheme of an employee's individuality

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
Topics 1-6	Search, selection and review of literature on a given topic
Topics 1, 6	Presentation preparing
Topics 1-6	Preparation for practical classes
Topic 1-6	Performing an individual scientific and research task

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 (Topics 1–6); activity in small groups (Topics 1–6).

Presentations (Topics 1, 6).

Visual (demonstration (Topics 1–6)).

Practical (practical activities (Topics 1–6), group activities (Topics 2, 4, 6).

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: current written test (maximum score – 20 points); competency oriented task (maximum score – 10 points (two tasks during the semester, total maximum number of points – 20 points)); final written test (maximum score – 20 points); individual scientific and research task (maximum score – 40 points).

Semester control: Grading.

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

RECOMMENDED LITERATURE

Main

1. Менеджмент: навчально-практичний посібник для самостійного вивчення дисципліни у схемах, таблицях, тестах та завданнях / М. В. Афанасьєв, І. Я. Іпполітова, В. В. Ушкальов, І. Г. Муренець; за заг. ред. В. В. Ушкальова. – Харків : ХНЕУ ім. С. Кузнеця, 2021. – 392 с. - Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/26540>
2. Організаційна поведінка : навчальний посібник / Т. І. Лепейко, С. В. Лукашев, О. М. Миронова. – Х. : Вид. ХНЕУ, 2013. – 156 с. (Укр. мов.). - Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/14218>.
3. Миронова О. М. Конфліктологія : навчальний посібник / О. М. Миронова, О.В. Мазоренко. – Х. : Вид. ХНЕУ, 2011. – 168 с. (Укр. мов.). - Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/7479>.

Additional

4. Myronova O. Organizational culture as a motivation factor under the conditions of the martial state / O. Myronova, O. Mazorenko // Економіка та суспільство. – 2023. – Вип. 52. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/30497>.
5. Lepeyko T. I. Features of asian models organizational culture / T. I. Lepeyko, Miao Jianping. // Економічний розвиток і спадщина Семена Кузнеця : матеріали V науково-практ. конф., 26-27 лист. 2020 р. : тези допов. - Одеса : «Гельветика», 2020. – С. 318-320. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/24669>.
6. Blyznyuk T.P. Value profiles of Ukrainian universities organizational culture / T. P. Blyznyuk, O. V. Maystrenko. // Економічний розвиток і спадщина Семена Кузнеця : матеріали V науково-практ. конф., 26-27 лист. 2020 р. : тези допов. - Одеса : «Гельветика», 2020. – С. 274-276. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/24666>.
7. Nemashkalo K. Mechanism of organizational culture in a multinational organization: essence and components / K. Nemashkalo, Miao Jianping // Ukrainian Journal of Applied Economics and Technology. - 2023. – Vol. 8. - № 2. - P. 31-36. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/29696>.
8. Arefiev S. Prospects of leadership style formation regarding generation Z / S. Arefiev, K. Nemashkalo // Український журнал прикладної економіки та техніки. - 2023. – Т. 8. - № 3. – С. 131-136. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/30665>.
9. Blyznyuk T. Leadership types: cross-cultural aspects / T. Blyznyuk // Приазовський економічний вісник. – 2022. – № 1 (30). – С. 40-43. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/27652>.

10. Nazarov N. K. Social and labor conflict management: Ukrainian and foreign experience / N. K. Nazarov // Innovative technologies and scientific solutions for industries. - 2021. - No. 1 (15) – P. 91-98. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/25957>.

11. Myronova O. M. Improving the level of organizational culture in companies due to the conflict reduction / O. M. Myronova // Економіка та суспільство. – 2021. – № 25. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/25952>.

12. Kotlyk A. The role of entrepreneurial leadership in business model evolution / A. Kotlyk, Liu Lin, Liu Yantao // Science and society: modern trends in a changing world : Proceedings of the 11th International scientific and practical conference, 1-3 October 2024. -Vienna, Austria, 2024. - Pp. 296-298. – Access mode: <http://www.repository.hneu.edu.ua/handle/123456789/34922>.

13. Organizational Behavior. An evidence-based guide for MBA students / edited by Ning Hou, James A. Tan, Gustavo Valdez Paez // Springer Cham. - Access mode: <https://link.springer.com/book/10.1007/978-3-031-31356-1>.

Information resources

14. Organizational Behavior [Electronic resource] / Open Textbook Library. – Access mode: <https://open.umn.edu/opentextbooks/textbooks/30>.