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.

ПОГОДЖЕНО
Проректор з навчально-методичної роботи

_____ Каріна НЕМАШКАЛО

УПРАВЛІННЯ КУЛЬТУРНОЮ СТІЙКІСТЮ ТА ОРГАНІЗАЦІЙНА ДИНАМІКА

робоча програма навчальної дисципліни (РПНД)

Галузь знань	**D Бізнес, адміністрування та право**
Спеціальність	**D3 Менеджмент**
Освітній рівень	**другий (магістерський)**
Освітня програма	**Бізнес-адміністрування: Організаційні трансформації**

Статус дисципліни	*вибіркова*
Мова викладання, навчання та оцінювання	*англійська*

Розробник:
к.е.н., доцент   Ольга МИРОНОВА

Завідувач кафедри
менеджменту, бізнесу і
адміністрування   Тетяна ЛЕПЕЙКО

Гарант програми   Оксана МАЗОРЕНКО

Харків
2026

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

AGREED
Vice-rector for educational and methodical
work

_____ Karina NEMASHKALO

CULTURAL SUSTAINABILITY MANAGEMENT AND ORGANISATIONAL DYNAMICS
Program of the course

Field of knowledge **D Business, administration and law**
Specialty **D3 Management**
Study cycle **second (master)**
Study programme **Business administration: Organisational transformations**

Course status *elective*
Language *English*

Developer:
PhD (Economics),
Associate Professor Olga MYRONOVA

Head of Management,
Business and Administration
Department Tetyana LEPEYKO

Head of study
programme Oksana MAZORENKO

Kharkiv
2026

INTRODUCTION

In the context of globalization, digital transformation, social instability, and increasing stakeholder expectations, organizational success is determined not only by financial performance but also by the ability to build and sustain strong organizational cultures. The course "Cultural sustainability management and organisational dynamics" equips future leaders with critical competencies needed to manage human capital, values, and behavioral dynamics as strategic resources.

Modern organizations operate in multicultural, interdisciplinary, and rapidly changing environments, where misalignment between strategy, culture, and organizational structure often leads to reduced performance, resistance to change, and strategic failure. This course enables students to understand how organizational culture influences decision-making, leadership effectiveness, innovation capacity, and long-term sustainability.

Cultural sustainability management helps organizations maintain continuity of core values while adapting to change, ensuring employee engagement, social cohesion, and reputational resilience. For students who are expected to lead transformations, manage crises, and implement strategic change, understanding organisational dynamics becomes a key managerial competence.

By integrating theoretical frameworks with practical tools for diagnosing and managing cultural and organizational change, the course supports the development of strategic thinking, leadership skills, and adaptive management capabilities.

The purpose of the course "Cultural sustainability management and organisational dynamics" is to provide theoretical knowledge and practical competencies in managing organizational culture and organisational dynamics as key factors of sustainable development and strategic effectiveness.

The tasks of the course are:

to learn the essence, characteristics of culture in the conditions of globalization;

to learn the most common types of national cultures;

to master approaches to form effective organizational culture of globe and domestic organizations;

to master organizational behavior model;

to learn the main principles of leadership implementation in social groups;

to master tools and methods of identifying and solving conflicts in organization;

to learn ways to communicate effectively at work.

The object of the course is the organization's culture formation.

The subject of the course is modern principles, approaches and methods of managing people relation in organizations.

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
Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions	Ability to conduct research at the appropriate level
	Ability to abstract thinking, analysis and synthesis
	Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards
	Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation
	The ability to develop and apply methods and technologies of complex management of the organization
Design effective management systems of organizations	Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards
	Ability to create and organize effective communications in the management process
	Ability to demonstrate critical understanding and integration of management and leadership knowledge in the context of change
Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context	Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity)
	Skills in using information and communication technologies
	Ability to motivate people and move towards a common goal
	Ability to create and organize effective communications in the management process
	The ability to form leadership qualities and demonstrate them in the process of managing people
	Ability to use psychological technologies for working with personnel
	Ability to demonstrate critical understanding and integration of management and leadership knowledge in the context of change
Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks	Ability to motivate people and move towards a common goal
	Ability to act on the basis of ethical considerations (motives)
	Ability to self-development, lifelong learning and effective self- management
	Ability to create and organize effective communications in the management process
	The ability to form leadership qualities and demonstrate them in the process of managing people

COURSE CONTENT

Content module 1. Cultural sustainability management
Topic 1. Phenomena of "culture" in the conditions of globalization
1.1. Phenomena of "culture". Definition of culture. Attributes of culture. Models of culture. Characteristics of culture. Levels of culture. Patterns of cultural difference.

1.2. Cross-cultural management. Meaning of cross-cultural management. Types of multiculturalism. Levels of cultural study. Developmental model of Intercultural sensitiveness by Milton J. Bennett. Cross-cultural problems and their solutions.

1.3. Global versus Domestic Organizations. Globalization. Differences between global and domestic organization. Multinational corporations.

1.4. Culture shock. Nature of cultural shock. Symptoms. Phases of culture shock. Responses to culture shock.

1.5. National identity. Meaning of national identity. Language and customs as key components of national identity.

Topic 2. Classification of national cultures: cross-cultural approach
2.1. 6-D model. Dimensions of culture. The 6-D model of national culture. Uncertainty avoidance. Time orientation. Indulgence / Restraint.

2.2. Edward T. Hall's Model. Context. Space. Time.

2.3. Lewis Model. People with Linear-Active cultural profile. Multi-Active people. Reactive culture.

2.4. GLOBE project. Performance Orientation. Assertiveness. Future Orientation. Humane Orientation. Institutional Collectivism. In-Group Collectivism. Gender Egalitarianism. Power Distance. Uncertainty Avoidance.

Topic 3. Organizational culture: national content
3.1. What is Organizational Culture? Definition of organizational culture. Types of Artifacts. Organization cultures formation. A Socialization Model.

3.2. Interaction between National and Organizational Cultures. National cultural values. Cultural values of employees. Influences of business on culture.

3.3. Organizational culture in MNCs. Aspects of organizational functioning that are important in determining MNC organizational culture. Tropenaars's approach. Power-oriented culture. Role-oriented culture. Project-oriented culture. Fulfillment-oriented culture. National Patterns of Corporate Culture. Impact of national culture on corporate culture.

Content module 2. Organizational dynamics
Topic 4. Organizational behavior
4.1. The organizational behavior meaning. Organizational behavior model. Definition of human behavior. The features of different groups.

4.2. Understanding group. Meaning of group. Types of groups. The features of different groups

4.3. Group dynamics. Group Norms. Performance Norms. Appearance Norms. Behavior Norms. Status. Cohesion. Factors contributing to group cohesiveness. Consequences of group cohesiveness.

4.4. The team. Definition of team. Team building approaches. Actions for creating a pro-active and productive team.

4.5. Key issues of team effectiveness. Key issues getting team effectiveness. Approaches to selection of team members. Stages of team development.

Topic 5. Group dynamics. Implementation of leadership in social groups

5.1. The essence of group and group dynamics. Group dynamics. Importance of group in organisation. Group development. Theories of group development: Classic Theory; Social Exchange Theory; Social Identity Theory.

5.2. Group types. Forms of formal groups. Forms of informal groups.

5.3. Group development. Theory by Bruce Tuckman.

5.4. Physical conditions that influence group dynamics. Group structure. Group Size. Group Roles. Group Norms. Group Cohesiveness.

5.5. Group norms. Performance norms. Reward-allocation norms.

5.6. Group cohesiveness. Meaning of Group Cohesion. Factors promoting cohesiveness. Advantages. Disadvantages. Groupthink. Social loafing.

5.7. Characteristics of effective leader.

5.8. Types of leadership styles. Democratic leadership style. Autocratic leadership style. Laissez-Faire/ Free Rein leadership style. Factors for selecting leadership style.

Topic 6. Conflict management

6.1. The nature of the conflict. Definition of the conflict. Nature and scope of conflict. Ways to indicate conflict. Conflict classification.

6.2. Functional and dysfunctional conflicts. Forms of Conflict. Theory of functional and dysfunctional conflict. Positive points of functional conflict. Dysfunctional nature of conflict.

6.3. The reasons of conflict.

6.4. Classification of conflicts. Intra-personal conflict. Inter-personal conflict. Intra-group conflict. Inter-group conflict. Inter-organizational conflict. Horizontal and vertical conflicts. Line and staff conflict. Role conflict.

6.5. Conflict process. Steps of starting conflicts. Latent conflict (antecedent conditions). Perceived conflict. Felt conflict. Manifest conflict. Conflict resolution. Conflict aftermath.

6.6. Effects of conflicts. Positive effects of conflicts. Negative effects of conflicts.

6.7. Conflict resolution models. Avoidance. Competing. Collaborating. Accommodating. Compromising. Conflict styles. Steps to resolve conflicts. Managing conflict.

Topic 7. Challenges of Communication

7.1. The nature of communications. Intra-personal communication. Inter-personal communication. Mass communication. Extra-personal communication. Group discussion. Communication process.

7.2. Information richness and communication media. Meaning of information richness. Information richness of communication media. Email Dos and Don'ts. Impersonal written communication.

7.3. Flow of communication. Vertical communication. Downward communication. Upward communication. Horizontal communication. Diagonal/Cross-sectional communication. Vertical & lateral communication.

7.4. Types of communication. Verbal communication. Written communication. Oral communication. Business conversation. The composition of speech. Formulas of speech etiquette. Speech etiquette of different countries. Cultural types. Non-verbal communication. Types of non-verbal communication: facial expression; gestures; paralinguistics; body language and posture; proxemics; eye gaze; haptics; appearance.

7.5. How to communicate effectively at work. Non-verbal techniques to enhance the status of the leader. Communication skills for managers as senders. Communication skills for managers as receivers. Ways to communicate effectively with subordinates. Ways to communicate effectively with superiors.

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

Table 2

The list of practical studies

Topic and / or task	Content
Topic 1. Task 1	National comparative advantages of national cultures: case study
Topic 2. Task 2	Cultural features of the decision-making process: case study
Topic 3. Task 3	Cultural profile of national cultures
Topic 4. Task 4	Evaluation of social roles in the group
Topic 5. Task 5	Assessment of group cohesion
Topic 6. Task 6	Behavioral models in conflict situations
Topic 7. Task 7	Development of communication with superiors and subordinates

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 – 7	Search, selection and review of literary sources on the topic
Topic 5	Calculation task
Topic 6	Skills development exercise
Topic 1 – 7	Preparation of an individual task and its presentation

The number of hours of lectures, practical 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: lectures-discussions (topics 1-7), work in groups (topics 4-7), case study (topics 1, 2, 7), individual task (topics 1-7), presentations (topics 1-7).

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 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 courses 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 (maximum score is 10 points (four competence-oriented tasks during the semester, total maximum amount is 40 points)); written test (maximum score is 10 points); express test (maximum score is 10 points); individual tasks (maximum score is 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. Організаційна поведінка : навчальний посібник / Т. І. Лепейко, С. В. Лукашев, О. М. Миронова. – Х. : Вид. ХНЕУ, 2013. – 156 с. – Режим доступу: http://www.repository.hneu.edu.ua/handle/123456789/14218

2. Самоменеджмент [Електронний ресурс] : навч. посіб. / С. К. Василик, О. В. Майстренко, К. Р. Немашкало [та ін.] ; Харківський національний економічний університет ім. С. Кузнеця. - Електрон. текстові дан. (1,29 МБ). - Харків : ХНЕУ ім. С. Кузнеця, 2020. - 149 с. : іл. - Загол. з титул. екрану. - Бібліогр.: с. 136-144. – Режим доступу: http://www.repository.hneu.edu.ua/handle/123456789/26376

3. Миронова О. М. Конфліктологія : навчальний посібник / О. М.

Миронова, О.В. Мазоренко. – Х. : Вид. ХНЕУ, 2011. – 168 с. – Режим доступу: http://www.repository.hneu.edu.ua/handle/123456789/7479/.

4. Matkin G. S., Headrick J., Sunderman H. M. Developing Human Potential: A Personal Approach to Leadership: Textbook. - Montreal: University of Nebraska Pressbooks, 2023. https://pressbooks.nebraska.edu/developinghumanpotential/.

5. Argus D., Samson D. Strategic Leadership for Business Value Creation: Principles and Case Studies. Singapore: Springer Nature Singapore, 2021. 370 p. URL: https://link.springer.com/book/10.1007/978-981-15-9430-4.

6. Fullan M. Leading in a Culture of Change. 2nd ed. San Francisco, CA : Jossey-Bass, 2020. 160 p.

Additional

7. Логінова К. С. Аналіз традиційного та цифрового лідерства в сучасних умовах. Агросвіт. 2024. №12. С. 60-67. URL: https://repository.hneu.edu.ua/handle/123456789/34786.

8. Prokofieva K., Biletskyi O. Emotional intelligence of leaders as a factor of enterprise profitability. *Ukrainian Journal of Applied Economics and Technology*. 2025. Volume 10. № 4. Pp. 185-190. URL: https://repository.hneu.edu.ua/handle/123456789/38556.

9. Barkova K., & Melnik A. Organisational culture as factor of effectiveness in team building. *Development management*. 2023. No. 21(1). Pp. 19-26. URL: http://doi.org/10.57111/devt/1.2023.19.

10. Blyznyuk T. Assesment of leadership development: cross-cultural aspects. *Економіка та суспільство*. 2022. № 35. URL: http://repository.hneu.edu.ua/handle/123456789/27685.

11. Myronova O., Mazorenko O. Organizational culture as a motivation factor under the conditions of the martial state. *Економіка та суспільство*. 2023. Вип. 52. URL: http://repository.hneu.edu.ua/handle/123456789/30497.

12. Myronova O. M. Improving the level of organizational culture in companies due to the conflict reduction. *Економіка та суспільство*. 2021. № 25. URL: http://repository.hneu.edu.ua/handle/123456789/25952.