

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

**"APPROVED"**

Deputy Rector  
(vice-rector for scientific and pedagogical work)

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*Theory of organization*

**syllabus of the educational discipline**

Field of knowledge	<i>all</i>
Specialty	<i>all</i>
Level of education	<i>third (educational and scientific)</i>
Educational programs	<i>all</i>

Discipline status	<i>selective</i>
Language of instruction, teaching and assessment	<i>English</i>

Head of Department  
*Management and Business Department*

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Kharkiv  
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APPROVED

at the meeting of the *Management and Business department*  
Protocol №11 of March 30, 2022.

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**Sheet of renewal and re-approval  
of the academic discipline syllabus**

Academic year	Date of the department meeting – developer of syllabus of the academic discipline	Protocol number	Sign of Head of the department

## Abstract of the educational discipline

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 had a dominant role in society at all times and in the culture of all peoples. Organization theory is designed to give the key to mastering the laws and principles of organizational systems to make them intelligible in terms of internal structure and mechanism of functioning. 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.

**Purpose of the discipline:** formation of a modern, based on a systematic approach, worldview on the creation, operation and management of the organization.

### Characteristics of the educational discipline

Course	<b>1</b>
Semester	<b>1</b>
Quantity of credits ECTS	<b>5</b>
Final control	<b>Pass</b>

### Structural and logical scheme of studying the discipline

Prerequisites	Postrequisites
Macroeconomics	Self-management
Microeconomics	Management

### Competence and learning outcomes of the discipline

Competence	Learning outcomes
Knowledge and understanding of the subject area and understanding of professional activity	Coordinate aspects of business organizations that contribute to the effectiveness of its work
Ability to manage the organization and its departments through the implementation of management functions	Coordinate aspects of business organizations that contribute to the effectiveness of its work
Ability to choose and use modern management tools	Apply management methods to ensure the effectiveness of the organization
Ability to create and organize effective communications in the management process	Demonstrate skills of situation analysis and communication in different areas of the organization
Ability to analyze and structure the problems of the organization, to form reasonable decisions	Demonstrate problem identification skills and justify management decisions

### Syllabus of the educational discipline

#### Content module 1. General theory of organization

##### Theme 1. Methodological basis of organization

The essence of the concept of "organization". The ways of considering the term "organization". The features of organization. The laws of organization: the laws of statics and the laws of dynamics. Synergy: the law of synergy; the factors of successful implementation of the synergy law. Events that increase the synergistic effect of the organization. The types of synergism. The law of awareness-ordering and consequences of its realization. The law of the unity of analysis and synthesis. The essence of the concepts "analysis" and "synthesis". Groups of measures to provide the stable functioning of organization. The principles of organization. 3 groups of principles of

organization by Anri Fayolle: The Structural principles; The principles of the process; The principles of the end results. The Stages of Organization Development. The Factors of organization development.

Theme 2. Major organizational theories and models

The Organizational Theories. The Classical organizational theory. The Non-classical organizational theory. The Systematic organizational theory. The Situational organizational theory. The theory of institutions and institutional changes. The essence of the concept "institutions". The Evolutionary theory of the organization. The Tectology. The basic models of organization: The Mechanistic model, The Community model, The Socio-technical model, The System model, The Organic model, The Bureaucratic model, The Natural model, The Political model, The Organization as a "business". The Modern organizational paradigm.

Theme 3. The essence of the organizational process

Organizational activity. Types of organizational activity of the social system. The subject of management. The object of management. The management effect. Generalized subject of management of the organizational activity. Examples of subjects of organizational activity. Examples of objects of organizational activity. The fundamental principles of management. The management optimization. The tasks of the management optimization. The main goal of optimization. The optimization object. The optimization subject. The stages of the optimization process. The main goal of the management audit. The tasks of the management audit. The management methods.

### **Content module 2. Functioning and development of the organization**

Theme 4. Functioning of the organization as a system

Formation of the system views. The fundamental categories of natural science. The views on the essence of the concept of "system". Modern researchers of system views. The stages of system concepts development during the 20th century. Consistency as a general property of matter. Types of systems: Integrity and Total systems. The system approach: state, properties, behavior, action, system counteraction. The features of development of modern social and economic systems. The principles of the system approach. Basic concepts of the system approach. The properties of the systems. Construction of the systems: attributes of connection. Classification of the systems. The modern classification of systems. Typology of organizations.

Theme 5. Functioning of the organization as a society

The common features of social organization. The essence of the concept of "the Social system". The components of the social system. The Social organizations. The main types of social organizations. Examples of official organizations. Types of relations in official organizations. Unofficial organizations. The Mechanisms of regulation in social systems. The principles of self-management. Institutional order. The sources of organizational order.

Theme 6. External and internal environment of the organization

The internal environment of the organization. Internal variables. The main goal of the most organizations. The structure of the organization. Managerial survey. Functions of managerial survey. The external environment of the organization. The external environment in strategic management. Macro- and microcomponents of the external environment. Methods of research of external environment. Analysis of external environment.

The list of practical (seminar) classes, as well as questions and tasks for independent training is given in the table "Rating-plan of the discipline".

### **Teaching and learning methods**

Achieving the expected learning outcomes is facilitated by the use of the following teaching and learning methods: problem lectures (themes 4-5), discussions (themes 2; 6), work in small groups (themes 1-2), individual research work (theme 5).

## Assessment system of learning outcomes

The system of assessment of the developed competencies takes into account the types of lessons, which, according to the syllabus, include lectures, seminars, practical classes, and independent training. Assessment of the developed competencies is carried out using a 100-point accumulation system.

Control measures include:

**current control**, during the semester during lectures and practical classes and is estimated by the amount of points scored (maximal – 40 points – obligatory to perform six practical tasks (5 points for each task) and 1 express tests (maximal – 10 points) during the semester);

**modular control**, in the form of a written test on the initiative of the teacher for the relevant content module and aims at integrated assessment of student learning outcomes after studying the material from the logically completed part of the discipline – content module (maximal – 30 points (1 modular tests during the semester));

**final control**, conducted in the form of a test as the total number of points in the discipline (maximum – 100 points), is defined as the sum of points for student performance in the current control, including written tests (modular) and final tests (maximal score – 30 points)). Scores obtained for written tests are added to the scores for current performance. The test is set based on the results of the student's work throughout the semester.

Current control includes assessment of applicant knowledge during lectures, practical classes and individual tasks and is carried out according to the following criteria:

**lectures** – understanding, degree of mastering the theory and methodology of the problems considered during the discussion of topical issues, the level of activity in discussions;

**practical (seminar) classes** – the degree of mastering the actual material of the discipline; acquaintance with the recommended literature, and also with the modern literature on the considered questions;

**defense of practical tasks on topics** – the ability to combine theory with practice when considering situations; logic, structure, style of presentation of the material in the audience, the ability to justify their position (maximum score – 30 points (obligatory to perform six practical tasks (5 points for each task) during the semester)),

**express tests** – application of analytical approaches; quality and clarity of reasoning; style of presentation of material in written works; independence of work performance; use of methods of comparison, generalization of concepts and phenomena; registration of work (estimated at 10 points (1 written work during the semester));

**modular tests** – it's assessment of student learning outcomes after studying the material from the logically completed part of the discipline – content module (maximal – 30 points (1 modular tests during the semester));

**final test** – the degree of mastering the actual material of the content modules; logic, structure of material presentation; the presence of their own point of view, position on a particular issue. Ability to substantiate it; quality and clarity of reasoning (maximum score that an applicant can receive – 30 points (one final test during the semester)).

### Independent training includes:

1) study of theoretical material from the previous lecture before each further lecture according to the following criteria: depth and strength of knowledge; level of thinking; ability to systematize knowledge on individual topics; ability to draw sound conclusions; possession of a categorical apparatus;

2) collection, generalization, processing of information necessary for active work in practical classes according to the following criteria: skills and techniques of practical tasks; ability to find the necessary information; to carry out its systematization and processing; self-realization in practical and seminar classes.

**Final control** (written final test) of applicants' knowledge and competencies in the discipline – is a test of applicant understanding of the program as a whole, the relationship between

individual sections, the ability to use accumulated knowledge, the ability to formulate their attitude to the problems of the discipline. It covers the program of the discipline and involves determining the degree of mastery of competencies by applicants, diagnosis of the level of their theoretical training. The maximum grade that a student can receive is 30 points (one final written test during the semester).

The pass is based on the results of the applicant's work during the semester as a general assessment of the discipline, as the accumulation of points, in particular, for active participation in lectures, practical tasks, homework, points for tests, as well as for independent work of the applicant.

The final score in the discipline is calculated on the basis of the points obtained during the exam and the points obtained during the current control over the accumulation system. The total score in the points for the semester is: "60 and more points are passed", "59 and less points are not passed", and entered in the record "Record of success" of the discipline.

The final grade is set according to the scale given in the table "Grade scale: national and ECTS".

Forms of assessment and distribution of points are given in the table "Rating-plan of the educational discipline".

### The assessment scale: national and ECTS

Total score on a 100-point scale	ECTS assessment scale	Assessment on the national scale	
		for exam, course project (work), practice, training	for pass
90 – 100	A	excellent	passed
82 – 89	B	good	
74 – 81	C	satisfactory	
64 – 73	D		
60 – 63	E	unsatisfactory	not passed
35 – 59	FX		

### Rating-plan of the educational discipline

Theme	Forms and types of studying		Evaluation Forms	Max mark
Theme 1. Methodological basis of organization	<i>Classroom work</i>			
	Lecture	Lecture 1-2. Methodological basis of organization	Work on lecture	10
	Practical lesson	Practical lesson 1-2. Performance of theoretical tasks on formulation of essence of the basic categories of organization theory on the basis of the analysis and generalization of information sources	Defense of a practical task on the topic	
	<i>Independent work</i>			
	Questions and tasks for self-study	Search, selection and review of literary sources on a theme 1 Performance of practical tasks on research of essence, maintenance, evolution of development of the methodological basis of organization theory	Homework check	

<b>Theme 2. Major organizational theories and models</b>	<b><i>Classroom work</i></b>			
	Lecture	Lecture 3. Major organizational theories and models	Work on lecture	
	Practical lesson	Practical lesson 3. Performance of theoretical tasks on investigation of the major organization theories and models on the basis of the analysis and generalization of information sources	Active participation in practical tasks performance	
	<b><i>Independent work</i></b>			
Questions and tasks for self-study	Search, selection and review of literary sources on a theme 2	Homework check		
<b>Theme 2. Major organizational theories and models</b>	<b><i>Classroom work</i></b>			
	Lecture	Lecture 4. Major organizational theories and models	Work on lecture	
	Practical lesson	Practical lesson 4. Performance of theoretical tasks on investigation of the major organization's theories and models on the basis of the analysis and generalization of information sources	Active participation in practical tasks performance	
			Express tests	10
	<b><i>Independent work</i></b>			
	Questions and tasks for self-study	Search, selection and review of literary sources on a theme 2	Homework check	
		Solving practical tasks in formulating the main principles of organization's theories	Homework check	
Preparation for express tests		Homework check		
<b>Theme 3. The essence of the organizational process</b>	<b><i>Classroom work</i></b>			
	Lecture	Lectures 5-6. The essence of the organizational process	Work on lecture	
	Practical lesson	Practical lesson 5-6. Solving practical tasks to determine the main stages of the management process of the organization	Defense of a practical task on the topic	5
		Solving practical tasks to determine the main stages of the management process of the organization		
		Performance of modular tests #1	Modular tests #1	30
<b><i>Independent work</i></b>				
Questions and tasks for self-study	Search, selection and review of literary sources on a theme 1-3	Homework check		
	Solving of practical tasks in the areas of optimization of the management process of a modern organization Performance of tasks on construction of various types of organizational			

		structure of the enterprise operating in various spheres of national economy		
<b>Theme 4. Functioning of the organization as a system</b>	<b><i>Classroom work</i></b>			
	Lecture	Lecture 7-8. Functioning of the organization as a system	Work on lecture	
	Practical lesson	Practical lesson 7-8. Solving practical tasks to determine the basic elements of the organization as a system, the directions of their transformation under the influence of changing phenomena and processes  Solving practical tasks of managing the basic elements of the organization as a system	Active participation in practical tasks performance  Defense of a practical task on the topic	5
	<b><i>Independent work</i></b>			
	Questions and tasks for self-study	Search, selection and review of literary sources on a theme 4	Homework check	
<b>Theme 5. Functioning of the organization as a society</b>	<b><i>Classroom work</i></b>			
	Lecture	Lectures 9-10. Functioning of the organization as a society	Work on lecture	
	Practical lesson	Practical lessons 9-10. Solving practical tasks to determine the characteristics of social organizations and the conditions of their functioning in Ukraine  Solving practical tasks to determine the complexities of management of social organizations in modern conditions	Active participation in the business game  Defense of a practical task on the topic	5
	<b><i>Independent work</i></b>			
	Questions and tasks for self-study	Search, selection and review of literary sources on a theme 5  Solving practical tasks to identify the advantages and disadvantages of social organizational structure	Homework check	
<b>Theme 6. External and internal environment of the organization</b>	<b><i>Classroom work</i></b>			
	Lecture	Lectures 11-12. External and internal environment of the organization	Work on lecture	
	Practical lesson	Practical lessons 11-12. Solving practical tasks to determine the main factors of external and internal environment of the organization  Solving practical tasks to determine the micro- and macrocomponents of	Defense of a practical task on the topic  Final tests on the topics of module 2	5  30



		external environment of the organization Performance of final tests		
<b><i>Independent work</i></b>				
	Questions and tasks for self-study	Search, selection and review of literary sources on a themes 4-6	Homework check	
		Solving of practical tasks in the areas of optimization of the management process of a modern organization Preparation for final tests	Homework check	

## Recommended References

### Additional

1. Бублик Б. Н., Кириченко Н. Ф. Основы теории управления / Б. Н. Бублик, Н. Ф. Кириченко. – К. : Вища школа, 2015. – 328 с.
2. Хміль Ф. І. Основи менеджменту: підручник /Ф. І. Хміль. – К. : Академвидав, 2017. – 576 с.
3. Drucker P. F. Management: Tasks, Responsibilities, Practices / P. F. Drucker. – N.Y. : Harper and Raw, 1973. – 398 p.

### Informational resources

4. Нормативные акты Украины [Электронный ресурс]. – Режим доступа : [www.nau.kiev.ua](http://www.nau.kiev.ua).
5. The Theory of organization\_Gruzina I. A. (Грузина І. А.) [Electronic resource] / Сайт ПНС. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=7795>