

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

**SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY
OF ECONOMICS**

MANAGEMENT OF ORGANIZATIONS

Syllabus

**for Master's (second) degree students
of speciality 073 "Management"**

**Kharkiv
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UDC 005.7(07.034)

M24

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The thematic plan of the academic discipline is given according to the modules and themes. Plans of lectures, practical classes and seminars, materials for consolidation of knowledge (tasks for independent work, test questions), criteria for assessing students' knowledge, professional competences which the students must possess after studying the academic discipline are presented.

For Master's (second) degree students of speciality 073 "Management".

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Introduction

The effectiveness of an organization depends on a large number of factors. A lot depends on the staff, on its level of qualification, discipline, enthusiasm for their work. The technical equipment of the organization is of great importance – it is the condition of equipment, workplaces, the degree of progressivity of equipment, the technology level, the quality of the workplace service. The quality and timeliness of providing workers with the materials necessary for production plays an important role. The conditions and safety of employees' work, the moral and psychological climate in the team are important. Each factor is important, but a separate factor itself cannot ensure efficient operation of the enterprise. Such work can be provided only by a certain combination of numerous factors at any given time, due to the enterprise management system which is carried out by managers and management of the organization.

The academic discipline "Management of Organizations" is based on a number of disciplines that were studied by bachelors during the second to fourth years of study. Each of these disciplines examined one of the general or specific management functions. The academic discipline "Management of Organizations" considers all management functions of the organization management as a whole in their interrelation and interdependence.

The subject of studying the academic discipline is an integrated set of management relations in the subsystems of the organization, its relationship with the environment, the use of the properties of systems in the enterprise management.

The object of studying the academic discipline is the management of enterprises engaged in the production, distribution, exchange and consumption of goods and services.

During training, students receive the necessary knowledge at lectures, practicals, seminars. The most difficult questions are submitted for consideration and discussion during seminars. Independent work of students is of great importance in the process of studying and consolidating the knowledge. All these classes allow students to practice and acquire special professional competences.

1. Description of the academic discipline

Indicator	Subject area, speciality, educational qualification	Characteristics of the academic discipline
		Full-time form of study
Number of credits: 4	Subject area 07 "Management and Administration"	Basic
Content modules: 2	Speciality 073 "Management"	Academic year
		1M
		Semester
		1
		Lectures
		20 hours
Total hours: for full-time form of study: 120	Educational qualification: Master (second)	Practical (seminar) studies
		20 hours
Hours per week for full-time form of study: in class – 2; independent training – 5	Educational qualification: Master (second)	Independent training
		80 hours
		Type of control
		test

Class hours to independent training ratio is 50 %.

2. The purpose and objectives of the academic discipline

The purpose of the academic discipline "Management of Organizations" is the formation of future masters' contemporary system of thinking and a set of special skills in the management of subsystems and elements of the internal environment of the enterprise at all stages of its life cycle, the widespread use of the properties of systems for the effective management of organizations.

The objectives of the academic discipline are:

perception of the control system as a system consisting of subsystems, based on general and specific management functions;

knowledge of the main tasks of a modern manager for effective organization management;

the ability to use this knowledge in management to optimize managerial decisions.

The object of the academic discipline is the organization and process of modern organization management.

The subject of the academic discipline is the tools, methods and technology of management of organizations.

The theoretical and methodological basis for studying this discipline are such academic disciplines as: "Management", "Strategic Management", "Economics of an Enterprise". In turn, knowledge of this discipline ensures the successful mastery of such academic disciplines as: "Risk Management", "Financial Management", "Marketing Management", "Business Process Management", "Technology Analysis and Business Planning", "Personnel Management and Organizational Behavior", "Development Management" as well as the implementation of trainings, complex interdisciplinary courseworks, master's thesis.

In the process of learning, students receive the necessary knowledge during lectures and practical studies. The most difficult issues are submitted for discussion during seminars. Students' independent work is also important in the process of studying and consolidation of knowledge.

According to the requirements of the educational and professional program the students should:

know:

the features of modern organizations;

the basic competences of a modern manager;

the prerequisites for the emergence of modern management organizations;

the basic approaches to organization of management activities in the organization;

the modern business models and features of using them;

the features and trends of globalization of the modern business environment;

the configurations of modern organizational structures;

the main differences between the national and business cultures of different countries of the world;

the technology for problem solving and management decision making;

the essence of the blue ocean strategy;

be able to:

rationally allocate functions between the organization management and employees;

support the process of evolutionary development of the enterprise;

apply modern business models to start or improve their own business;

apply the principles of organizational design in the management of organizations;

integrate business into the global economic environment;

use features of different cultures to ensure effective interaction with international business;

use modern technologies for making managerial decisions and methods for their substantiation;

choose strategic goals in the light of current world trends.

As a result of studying the academic discipline a student should form the professional competences given in Table 2.1.

Table 2.1

**Professional competences which students should have after studying
the academic discipline**

Competence code	Competence	The content of the competence
MO* 1	Choose effective organizational structures	Identify the features of the organization as a social and economic system
		Apply the principles of organizational design
		Develop the elements of a modern organizational structure
		Conduct adaptation of organizational structures taking into account the many cultural aspects of staff and business partners
MO 2	Develop measures for the organization's entrance into international markets	Identify the most expedient business model
		Make a reasonable choice of economic and mathematical methods and models for the formation of effective managerial decisions
		Develop a strategy for integrating the organization into the global economic environment
		Apply the principles of the "blue ocean" strategy
MO 3	Provide justification for making and implementation of management decisions	Identify the origin of the problem in the organization
		Identify the technology to solve the problem
		Apply methods of making managerial decisions
		Apply the technology of making managerial decisions in management
		Generate new strategic directions of organizations' development

* Management of Organizations

The structure of the components of professional competences and their formation in accordance with the National Qualifications Framework of Ukraine is given in Appendix A.

3. The syllabus of the academic discipline

Content module 1

The theoretical foundations of management of organizations

Theme 1. Management in a dynamic environment

The features of socioeconomic organizations. Social and economic ties in organizations and their relationship. Internal and external environment of organizations. The subjects of organizations' activities. The life cycle of organizations. The image of the organization.

The 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. The principles and stages of distribution of managerial functions. Compliance with the subordination.

Distribution of tasks, connection with the qualification of the performer. The technique and form of issuing orders.

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

The list of competences of a modern effective manager.

Theme 2. Evolution of theories in management.

The prerequisites for the emergence of the management science. The approaches to the classification of trends in the development of the science of management. The general characteristics of the evolution of scientific approaches to the management of organizations.

The classical management theory (the school of scientific management and the administrative school of management): the directions and objectives of research, the main achievements, the importance for modern practice, the limitations.

The neoclassical management theory (the School of Human Relations and the School of Organizational Behavior): the focus of research, the contribution to the development of the science of management, the main disadvantages.

The system approach to management. Four subsystems of modern management: the task, the structure, the people, and the environment. Maintaining the balance between the subsystems. The focus on the system. The synergy principle.

The quantitative approach to management. Management as decision-making. The organization as a decision-making unit. The dependence of organizational efficiency upon the quality of managerial decisions. A problem expressed in the form of a quantitative or mathematical model. The different variables in management as an equation.

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

The learning organization approach. Knowledge management. The portfolio of intellectual assets: patents, intellectual property rights, trade secrets, accumulated knowledge of the entire workforce. Building a learning organization.

Team Building Theory. The definition of a team. The characteristic of a team. The team building process. Belbin's nine team roles. Colour Works Theory. The Myers-Briggs Type Indicator. The Social Identity Process. Tuckman's Theory of Team Development. The chaos theory. The chaotic organization. The open system theory. The open system diagram. The contingency theory. The organic organization.

Theme 3. Modern business models

Business model disruption. Economy uncertainty. Technology powers people. Bypassing traditional corporations.

Change in 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, Barclays, H&M, Google, Nokia, etc.

Theme 4. Management under globalization conditions

The essence of globalization and world globalization processes. The background to the emergence of globalization. The role of globalization processes in the management of modern organizations.

Integration under globalization conditions. The types of integration processes of the organization. The main stages of integration of organizations into the world economic community.

The essence of the globalization environment. The main players in the international market. Major world organizations regulating the international activities of organizations.

Content module 2

Modern tools and technologies of the organization's management

Theme 5. Modern organizational structures and organizational design

Organizational design as a set of parameters that define the levels of division of labor and coordination. Comparative characteristics of the organizational structure and organizational design.

The elements of the organizational structure. The elements of organizational design. A model of organizational design. The mechanisms of coordination. The driving organizational forces: the tendency toward centralization, the tendency to standardization, the tendency to balkanization, the tendency to professionalization, the tendency to cooperation.

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

Theme 6. Cross-cultural management

National culture, business culture, cross-cultural management, the universalist approach, the economic-cluster approach, the cultural-cluster approach, the types of corporate cultures: "a family", "the Eiffel Tower", "an incubator", "a guided missile".

The main differences between cultures. Monochrome culture, high-contextual culture, low-contextual culture. The culture of universal truths and

the culture of concrete truths. Individualism, collectivism, feminism, prevention of uncertainty.

The features of national and business culture in different countries of the world. Nationality, race, religion.

Theme 7. The technologies for problem solving and decision making in management

The essence and classification of problems and decisions in management. Acknowledgment of problems in management. The conditions for ensuring high quality and efficiency of managerial decisions.

The factors of influence on the process of making managerial decisions: manager's personal qualities, manager's behavior, decision-making environment, information constraints, interdependence of decisions, anticipation of possible negative consequences, the possibility of applying modern technical means, availability of effective communications, compliance with the management structure of the goals and mission of the organization, etc.

The methods of making managerial decisions: the method of brainstorming, the method of the nominal group, the method of "rings", the method of business game.

The decision-making process in management. The stages of technology of making managerial decisions: preparation, approval, implementation. Operations for management decisions.

Theme 8. The Blue Ocean strategies

The motives and stages of internationalization of the enterprise. International division of labor, scientific-technical and production cooperation. Strategies for entering the external market. Export: indirect, direct. Joint ventures: licensing, subcontracting, contract management, joint ventures. Direct investment: collections and manufacturing enterprises.

The essence of the blue ocean strategy. The innovation value. The Strategic Canvas. The model of four actions.

The principles of creating a "blue ocean": reviewing the boundaries of the existing market; focusing on the whole picture, not on numbers; exceeding the existing demand; the correct strategic sequence, overcoming organizational contradictions; construction of the process of strategy implementation. The life cycle of the "blue ocean".

4. The structure of the academic discipline

From the beginning of studying the academic discipline, each student should be familiar with both the syllabus of the academic discipline and forms of training, and with the structure, content and scope of each of the training modules, as well as all the kinds of monitoring and methodology for evaluating the formed professional competences. A student studies the discipline through consistent and thorough learning of the training modules. A training module is a separate, relatively independent block of the academic discipline, which logically combines several educational elements of the discipline in terms of content and interconnections. The thematic plan of the discipline consists of two content modules (Table 4.1).

Table 4.1

The structure of the academic discipline "Management of Organizations"

Themes	Number of hours				
	Total	Lectures	Practical studies	Seminars	Individual training
Content module 1. The theoretical foundations of management of organizations					
Theme 1. Management in a dynamic environment	10	2	–	2	6
Theme 2. Evolution of theories in management	12	2	–	2	8
Theme 3. Modern business models	12	2	–	2	8
Theme 4. Management under globalization conditions	12	2	2	–	8
Total for content module 1	46	8	2	6	30
Content module 2. Modern tools and technologies of the organization's management					
Theme 5. Modern organizational structures and organizational design	14	4	2	–	8
Theme 6. Cross-cultural management	13	2	2	–	9
Theme 7. The technologies for problem solving and decision making in management	18	4	4	–	10
Theme 8. The Blue Ocean strategies	21	2	4	–	15
Total for content module 2	66	12	12	–	42
Preparation for the test	8				8
Total hours	120	20	14	6	80

5. The themes and plans of seminars

A **seminar** is a form of instruction where the lecturer organizes discussion around certain themes on which students prepare theses.

At the seminar, the lecturer evaluates the reports and presentations prepared by the students on the above issues (Table 5.1), the performance, activity in the discussion, the ability to formulate and defend their position, etc. The final score for the seminar is displayed in the corresponding register. The student's marks for the seminar are taken into account in the process of accumulation of final points on this discipline.

Table 5.1

The structure of seminars

Theme	Question	Hours	Recommended reading (main / additional / information resources)
Content module 1. The theoretical foundations of management of organizations			
Theme 1. Management in a dynamic environment	<p><i>The theme of the seminar</i> <i>"The concept and essence of management of organizations":</i></p> <ol style="list-style-type: none"> 1. The features of socio economic organizations. 2. Considering the properties of the system in the organization management. 3. The list of competences of a modern effective manager 	2	[3 – 6; 9] / [15; 17; 18] / [26]
Theme 2. Evolution of theories in management	<p><i>The theme of the seminar</i> <i>"The features of the approaches used in management in different countries":</i></p> <ol style="list-style-type: none"> 1. Classical and neoclassical management theories. 2. Modern management approaches. 1. Management in different countries 	2	[3 – 6; 9] / [15; 17; 18]
Theme 3. Modern business models	<p><i>The theme of the seminar</i> <i>"Practical experience of using modern business models":</i></p> <ol style="list-style-type: none"> 1. The essence of modern business models. 2. Examples of famous brands and business models that they use 	2	[3 – 6; 9] / [15; 17; 18]
Total hours for content modules		6	

6. The themes of practical classes

A **practical lesson** is a form of training session where the lecturer organizes a detailed examination of certain theoretical issues of the discipline and forms the abilities and skills in the practical application of theory through student's individual execution of the formulated tasks. Conducting such classes is based on pre-prepared methodical material – tests to identify the degree of mastery of the necessary theoretical issues, a set of tasks of different levels of difficulty to be solved in class. It includes pre-monitoring of knowledge, skills and abilities of students, setting a general problem by the lecturer and discussing it with the participation of students, solving and discussing problems, doing control tasks, checking and evaluating them (Table 6.1).

Table 6.1

The themes of practical studies

Theme	Practical problems	Hours	Recommended reading (main / additional / information resources)
1	2	3	4
Content module 1. The theoretical foundations of management of organizations			
Theme 4. Management under globalization conditions	<i>Situational task 1.</i> Assessment of the globalization environment	2	[1; 3; 4; 6; 8] / [17; 19] / [26]
Content module 2. Modern tools and technologies of the organization's management			
Theme 5. Modern organizational structures and organizational design	<i>Situational task 2.</i> Organizational design	2	[2; 5; 7; 9] / [15; 21; 24] / [26]
Theme 6. Cross-cultural management	<i>Situational task 3.</i> Comparison of human resource management systems in different countries of the world	2	[2; 5; 7; 9] / [15; 21; 24]

Table 6.1 (the end)

1	2	3	4
Theme 7. The technologies for problem solving and decision making in management	<i>Situational task 4.</i> Decision making in management	4	[4; 6; 8] / [17; 19; 22] / [26]
Theme 8. The Blue Ocean strategies	<i>Situational task 5.</i> Determination of the degree of influence of cultural differences on the management system	2	[4; 6; 8] / [17; 19; 22] / [26]
	<i>Situational task 6.</i> Culture in multinational corporations	2	[1; 3; 8] / [15; 17; 20] / [26]
		14	

6.1. Examples of typical practical tasks

Content module 1. The theoretical foundations of management of organizations

Theme 4. Management under globalization conditions

Based on the data presented in Table 6.2, assess the intensity of competition in the commodity market by means of indicators that characterize the level of monopolization and the degree of market concentration (the Harfindel-Hirschman index and the four-point ratio).

Table 6.2

The manufacturer rating

The company name	The volume of sales, thousand units of production
1	2
JSC "Empire"	2683.30
Concern "Nadia "	646.10
JSC "Zenit"	509.50
JSC "Vizar"	377.10
JSC "Dnipro"	325.80
JSC "Octava"	280.10

Table 6.2 (the end)

1	2
JSC "Meridian"	217.00
Concern "Vital"	150.20
JSC "Vestoris"	165.10
JSC "Tikab"	155.20
JSC "Iberus"	30.30
Concern "Terra"	190.40
JSC "Coral"	70.50
JSC "Rose"	103.90
JSC "Spectr"	72.30
JSC "Infut"	63.70
Concern "Globe "	74.80
JSC "Vikos"	41.40
"Candy" Ltd.	26.00
Concern "Incom"	0.00
JSC "Sigma"	0.00
Total	6182.70

Content module 2. Modern tools and technologies of the organization's management

Theme 8. The Blue Ocean strategies

Situational task 6. "Culture in international companies"

First situation. An American businessman decided to sell a large number of spare parts for cars to the Arab Emirates. He repeatedly sent faxes and made phone calls, but the client hesitated with his decision. Wanting to speed up the sale, the businessman set a twenty-four hour period for making a decision. The deeply offended client entered into an agreement with another supplier.

Second situation. A German administrator was transferred to Syria, where he had to work as manager at an enterprise of the defense industry. During the first week in his new job, he noticed that his employees communicated with each other every morning and they were drinking tea for ten or twenty minutes, so they started to work very late. Being used to dealing with punctual workers, he placed an announcement that their salaries would be reduced if they did not start work in exactly the scheduled time. Soon he noticed

that the employees began to work less productively than ever before. In fact, the impression was that they were outraged by his presence at the plant.

Questions:

1. Identify the factors that negatively affect the communication processes, given the international nature of the business.
2. Supply your own examples of intercultural dialogue, focusing on the features that must be considered in order to avoid misunderstandings.

7. Independent training

Students' independent training (SIT) is a form of organization of the educational process, in which the scheduled tasks are performed by the student independently under the lecturer's methodical guidance.

The purpose of the SIT is the mastering of a full curriculum and the formation of students' general and professional competences that play an essential role in the formation of a future high qualification specialist.

The time spent on independent work of full-time students is determined by the curriculum and is 67 % (80 hours) of the total amount of the educational time for studying the discipline (120 hours). In the course of independent work the student must become an active participant in the educational process, learn to consciously master the theoretical and practical knowledge, freely navigate in the information space, take individual responsibility for the quality of their own professional training.

SIT includes: working at the lecture material; studying the recommended literature, basic terms and concepts according to the subjects of the discipline; preparation for practical studies, seminars; preparation for presentations at seminars; in-depth study of individual lecture topics or issues; performance of individual tasks (solving complex calculation tasks) on the theme under study; writing an essay on the given problem; search (selection) and review of literary sources on the given problem of the discipline; analytical review of scientific publications; checking the knowledge by questions for self-assessment; preparation for tests and other forms of current control; preparation for modular control; systematization of the studied material in order to get prepared for final control.

An essential element of successful learning of the discipline is students' self-study based on the domestic and foreign special economic literature, regulations on state management of the economy, statistical data.

The main types of independent work offered to students for the acquisition of theoretical knowledge in the discipline are given in Table 7.1.

Table 7.1

Tasks for independent work of students and forms of control

Theme	Questions	Hours	Forms of SIT control	Recommended reading (main / additional / information resources)
1	2	3	4	5
Content module 1. The theoretical foundations of management of organizations				
Theme 1. Management in a dynamic environment	Assimilation of the following issues: 1. The features of socioeconomic systems. 2. Considering the properties of the system in the organization management. 3. The list of competences of a modern effective manager	6	Checking the performance of the tasks	[1; 4; 6; 10] / [19; 22] / [26]
Theme 2. Evolution of theories in management	Assimilation of the following issues: 1. Classical and neoclassical management theories. 2. Modern management approaches. 3. Management in different countries	8	Checking the performance of the tasks	[6; 8; 9; 11; 14] / [17; 19; 20; 22]
Theme 3. Modern business models	Assimilation of the following issues: 1. The essence of modern business models. 2. Examples of famous brands and business models that they use	8	Checking the performance of the tasks	[2; 3; 9; 14] / [15; 17; 19] / [26]
Theme 4. Management under globalization conditions	Studying the lecture material, preparation for practical classes, review of the theoretical material on the theme. Reforming practical tasks to assess the globalization environment. Preparation of an essay on the topic: "The management system of organizations in the countries of the world"	8	Checking the performance of the tasks	[3 – 6; 10; 13] / [16; 17; 19; 21] / [26]
Total hours for content module 1		30		

Table 7.1 (the end)

1	2	3	4	5
Content module 2. Modern tools and technologies of the organization's management				
Theme 5. Modern organizational structures and organizational design	Studying the lecture material, preparation for practical classes, review of the theoretical material on the theme. Carrying out practical tasks concerning the organizational design	8	Checking the performance of the tasks	[3; 4; 10;14] / [15; 16; 21] / [26]
Theme 6. Cross-cultural management	Studying the lecture material, preparation for practical classes, review of the theoretical material on the theme. Carrying out practical tasks for comparison of human resources management in different countries of the world	9	Checking the performance of the tasks	[6; 7; 12;13] / [17; 19; 22]
Theme 7. The technologies for problem solving and decision making in management	Studying the lecture material, preparation for practical classes, review of the theoretical material on the theme. Performing practical tasks to justify making management decisions	10	Checking the performance of the tasks	[3; 7 – 9] / [16; 17; 21] / [26]
Theme 8. 'The Blue Ocean strategies	Studying the lecture material, preparation for practical classes, review of the theoretical material on the theme. Carrying out practical tasks for determining strategies of multinational corporations; determining the degree of influence of cultural differences on the management system	15	Checking the performance of the tasks	[3; 7 – 9] / [16; 17; 21] / [26]
Total hours for content module 2		42		
Preparation for the test		8		
Total		80		

7.1. Questions for self-assessment

Theme 1. Management in a dynamic environment

1. An organization as a socioeconomic system.
2. The organization internal and external environment.
3. System properties.
4. Changes as an essential element of the development of organizations.
5. How do changes affect the organization's lifecycle?
6. What system properties are most often used in the development of management models?
7. Give a description of such properties of the system as: purposefulness, optimality, openness.
8. Classification of organizations.
9. The main features of an effective manager of the present.
10. The features of the interaction of the head and subordinates in modern organizations.

Theme 2. Evolution of theories in management.

1. Describe the prerequisites for the emergence of the management science.
2. Describe the directions and objectives of research within the classical school of management.
3. What is the main contribution of the neoclassical school of management to the science of management?
4. What is the synergistic principle within the system approach to managing the organization?
5. Decision-making with the help of quantitative methods.
6. Quality management as an approach to management.
7. Describe the knowledge of management.
8. The essence of the Team Building Theory.
9. Define the Colour Works Theory.
10. The meaning of Chaos theory in management.

Theme 3. Modern business models

1. Characterize the economy under uncertainty.
2. List the business change methods.

3. Compare the old way and the new way of organization's management.
4. Give examples of brands that share value.

Theme 4. Management under globalization conditions

1. Describe the globalization processes.
2. What is the role of globalization processes in the management of modern organizations?
3. The types of integration processes of the organization.
4. The essence of the globalization environment.
5. The main players in the international market.
6. Major world organizations regulating the international activities of organizations.
7. The main differences in the management of organizations which are working in international markets.

Theme 5. Modern organizational structures and organizational design

1. What is the difference between the organizational structure and organizational design?
2. Describe the organizational structure.
3. Provide the elements of organizational design.
4. Describe the organizational design model.
5. Describe the motivational organizational forces.
6. Describe the configuration of the organizational structures.
7. Adhocracy as the most modern structure of business organization.

Theme 6. Cross-cultural management

1. The essence of national culture.
2. The features of business culture.
3. The scope of cross-cultural management.
4. The types of corporate cultures.
5. The essence of monochrome culture.
6. The features of high-contextual and low-contextual cultures.
7. The culture of universal truths and the culture of concrete truths.
8. The features of national and business culture in different countries of the world.

Theme 7. The technologies for problem solving and decision making in management

1. The essence and classification of problems in management.
2. The types of solutions in the management of organizations.
3. The factors influencing the process of making managerial decisions.
4. The method of brainstorming as a method of making managerial decisions.
5. Application of the nominal group method in management.
6. Advantages and disadvantages of using Ringo methods and business games when making managerial decisions.
7. The technology of making managerial decisions.

Theme 8. The Blue Ocean strategies

1. The main reasons for internationalization of enterprises.
2. The essence of the international division of labor.
3. Scientific, technical and production cooperation.
4. The joint entrepreneurial activity.
5. The essence of the Blue Ocean strategy.
6. The Strategic Canvas.
7. A model four actions.
8. The principles for creating a blue ocean.
9. The life cycle of the blue ocean.

8. Individual consulting work

Individual consulting work is advisory work in the form of:
individual lessons, consultations, checking of individual tasks,
verification and security;

tasks designed for the current control.

The forms of individual and advisory work are:

a) the theoretical material:

consulting: individual (question – answer);

group (considering typical examples – cases);

b) learning the practical material:

individual and group counselling;

c) comprehensive assessment of the syllabus material:

individual presentation of projects.

9. The teaching methods aiming to enhance the learning process

The following methods are used in the teaching of the academic discipline to enhance the learning process: active and interactive methods, business games, role play games, trainings and seminars in the active form, cases, moderation (Table 9.1, 9.2).

Table 9.1

The distribution of the forms and methods of the active learning process according to the themes of the academic discipline

Theme	Practical application of the educational technology
Theme 1. Management in a dynamic environment	<i>The problem lecture:</i> "The difference between the dynamic and static environment in relation to the organization". <i>The seminar-discussion:</i> "The concept and essence of management of organizations"
Theme 2. Evolution of theories in management	<i>The seminar-discussion:</i> "Modern approaches to organizational management: behavioral and institutional"
Theme 3. Modern business models	<i>The seminar-discussion:</i> "Management features in different countries"
Theme 4. Management under globalization conditions	<i>The problem lecture:</i> "Methods for assessing the globalization environment"
Theme 5. Modern organizational structures and organizational design	<i>The case method:</i> "Analysis of organizational structures of different organizations"
Theme 6. Cross-cultural management	<i>The minilecture:</i> "Culture in multinational corporations". <i>The roleplay game (staging):</i> "Human resources management systems in different countries"
Theme 7. Technologies for problem solving and decision making in management	<i>The problem lecture:</i> "Models of making managerial decisions"
Theme 8. The Blue Ocean strategies	<i>The minilecture:</i> "Strategies for multinational corporations"

The main difference of active and interactive teaching methods from traditional ones is not only defined by the methods and techniques

themselves, but the efficiency of the educational process, which manifests itself in

- high motivation of students;
- consolidation of the theoretical knowledge in practice;
- raising awareness of students; developing the ability to make independent decisions;
- developing the ability to make collective decisions;
- developing the capacity for social integration;
- acquiring skills in resolving conflicts;
- development of the ability to compromise.

Problem lectures aim to develop logical thinking of students and are characterized by the fact that the range of themes is limited to two or three key points; students' attention is focused on the material that is not covered in the textbooks; the experience of foreign schools is used as to the distribution among students of the printed material highlighting the main conclusions of the issues addressed during the lectures. At lectures, students are given questions for self-reflection, but the lecturer is responsible for them, not waiting for students' answers. The issues considered during the lecture motivate students to participate in role plays, focus on problem resolution and start to think actively searching for the right answer.

Minilectures include presentation of the educational material in a short period of time and are characterized by large capacity, complexity of logical theories, images, proofs and generalizations. Minilectures are usually held as part of a lesson-study.

Small group work is used to enhance students' work during seminars and practicals. So-called groups of psychological comfort are formed, where each participant plays a special role in solving the problem. Using this technology allows the lecturer to structure practicals and seminars in the form and content, create opportunities for the participation of each student in the class work on the theme, and provide the personality experience of social intercourse.

Seminar-discussions involve the exchange of ideas and views of participants on the theme and develop thinking, help to shape attitudes and beliefs, develop the ability to formulate and express their ideas, and learn to evaluate proposals of others, form a critical approach to their own views.

The case method (the method of analysing specific situations) allows the lecturer to bring learning to the real practice of experts and involves consideration of operational, management and other situations of complex cases of conflict, problem situations, and incidents in the process of learning.

Presentations – speaking to an audience – are used to represent certain advances of the group work, a report on individual tasks, instruction, demonstrations of new products and services.

A roleplay game (staging) is a form of the educational process where students are involved in the process of staging a production situation as direct participants in the events.

Table 9.2

The use of the methods for enhancement of the learning process

Theme	Practical application of techniques	Methods for enhancement of the learning process
Theme 4. Management under globalization conditions	<i>Situational task 1.</i> Evaluation of globalization environment	Working in small groups on developing alternative solutions to the problem. Presentations
Theme 5. Modern organizational structures and organizational design	<i>Situational task 2.</i> Organizational design	Working in small groups, presentations, discussion
Theme 6. Cross-cultural management	<i>Situational task 3.</i> Comparison of human resources management systems in different countries of the world	Alternatives searching. Discussion. Choosing an alternative to solving a problem. Defense of work
Theme 7. The technologies for problem solving and decision making in management	<i>Situational task 4.</i> Decision making in management	Individual work on the development of alternative solutions to the problem. Formation of small groups for the same approaches to the development of alternatives. Adjustment of alternatives in groups. Discussion. Choosing an alternative. Presentations
Theme 8. The Blue Ocean strategies	<i>Situational task 5.</i> Determination of the degree of the influence of cultural differences on the management system	Working in small groups, presentations, discussion
	<i>Situational task 6.</i> Culture in multinational corporations	Working in small groups, brainstorming sessions, presentations

10. The system of current and final assessment

Control measures include current and module assessment:

1. Current control takes place at lectures and practical lessons (seminars), assessed by the total number of points gained during the semester (the maximal possible number is 100 points, the minimal required number is 60 points).

Current control is carried out in the following forms:

active work at lectures;

performance of practical tasks and active participation in discussions;

preparation and presentation of materials at seminars and active participation in discussions during seminars;

writing an essay;

express tests;

written tests.

The procedure for carrying out the current assessment of students' knowledge.

Assessment of students' knowledge during seminars and practical classes and fulfillment of homework tasks is carried out according to the following criteria:

understanding, the degree of assimilation of the theory and methodology of the problems which are considered;

the degree of assimilation of the actual material of the academic discipline;

acquaintance with the recommended literature, as well as contemporary literature on the issues which are considered;

the ability to combine theory with practice when considering production situations, solving problems, performing calculations in the process of doing homework tasks and tasks for consideration in class;

logic, structure, style of presentation of the material in written works and speeches to the audience, the ability to substantiate their position, to generalize information and draw conclusions.

In assessing homework, attention is also paid to the quality, independence and timeliness of handing over the accomplished tasks to the lecturer, according to the schedule of the educational process. If any of the requirements are not met, the points will be reduced.

An express test is conducted 4 times per semester in the form of test control at the lecture. The test includes single and multiple choice questions for verifying knowledge of the main categories of the academic discipline.

A written test is conducted 2 times per semester and includes theoretical questions and practical tasks of varying degrees of difficulty in accordance with the content module.

The criteria for evaluating out-of-class independent work of students. The general criteria for evaluating out-of-class independent work of students are: the depth and strength of knowledge, the level of thinking, the ability to systematize knowledge on specific topics, the ability to draw sound conclusions, the mastery of the terms and concepts, skills and techniques required for performing practical tasks, the ability to find, systematize and process the necessary information, self-realization at practical studies and seminars.

A student **should be considered classed** if the sum of the points obtained on the basis of the results of the final/semester test is equal to or exceeds 60. The minimum number of points for the current control during the semester is 60.

The final score of the academic discipline is calculated on the accumulation system taking into account the points obtained during the current control. If the total score in the semester is *60 or more points the test is passed*, if it is *59 and less points, the test is failed*. The result is entered in the Register of the Academic Performance on the academic discipline. In case of getting less than 60 points the student is obliged to do the final test after the end of the examination period before the deadline set by the dean of the faculty, but not later than two weeks after the beginning of the semester. In the case of repeated obtaining less than 60 points, the dean of the faculty shall appoint a commission consisting of three lecturers, headed by the head of the department, and determine the term of retesting, after which a decision shall be made in accordance with the legislation in force: "passed" – the student continues the training according to the curriculum schedule; if it is "failed", the dean of the faculty offers the student a repeated study of the discipline during the next academic period on their own.

A sample written test

Task 1 (the maximum score for the task is 5). Choose one correct answer:

1. Who should control the accomplishment of the tasks set before the team?

1. Specialists.
2. Workers.
3. Managers.
4. Individual executives.
5. Ministries.

2. What is the basis of labor motivation in Japanese corporations?

1. Receipt of high material rewards.
2. Harmonization between labor and capital.
3. Recognition of merit.
4. Constant improvement of personnel qualification.
5. Achieving competitive advantage.

3. Organizational planning is carried out:

1. Only at the highest level of management.
2. At the highest and middle levels of management.
3. At the middle level of management.
4. At all levels of management.

4. The goals of the organization must meet the following basic requirements:

1. Achievability, concreteness, orientation in time.
2. Achievability and orientation in time.
3. Orientation in time and concreteness.
4. Achievability.
5. Orientation in time.

5. Which concentration ratio measures all firms in an industry?

1. The Rothschild Index.
2. The Herfindahl-Hirschman Index.
3. The Jones Index.
4. The Hatman Concentration Ratio.

Task 2 (the maximum score for the task is 5) – diagnostic.

In the market of some goods there are 14 companies, whose share is as follows:

15 % with the 1st firm; 10 % with the 2nd firm; 8 % with firms 3 – 6; 6 % with firms 7 – 11; 5 % with firms 12, 13; and 3 % with the 14th firm.

Calculate the Herfindahl-Hirschman index for these 14 firms.

If firms 2 and 3 decide to unite, should the state allow them to do so?

Task 3 (the maximum score for the task is 5) – heuristic.

Read the case and give a reasoned answer to the questions.

1. How is the reconstruction of General Electric connected with the layoffs?

2. Explain how Jack Welch tried to improve motivation of staff who remained at work.

The case "General Electric"

The new president of General Electric, as a true reformer, was not afraid of unpopular decisions, one of which relates to personnel policy. According to the results of the "competition from bottom", every year he dismissed 10 % of employees who showed the lowest results in work. At the same time he hired new CEO people in no hurry. During the first five years of presidency of Welch the number of employees of General Electric fell by more than a quarter. Because of this, in the American business community, he got the nickname "Neutron Jack". This was a hint about the neutron bomb, which destroys the enemy's manpower, but leaves intact buildings and equipment. In August 1984, the magazine Fortune, published the rating "America's harshest bosses", where Welch was placed in the first line. And no one could argue with that.

Commenting on the dismissal of workers, Welch said: "It's not easy. Nobody likes to make difficult decisions. Some consider dismissal cruel and unethical. I think that cruelty and false kindness is to keep people in jobs that do not give them prospects for growth. In General Electric things are built in another way: we try to find good, strong employees and help them. I can be blamed for coming on strong but I keep to my main principle: the backbone of the company is the people, not the products that are produced".

The evaluation criteria for the written test

The test includes the following tasks: five test questions, one diagnostic task, one heuristic task.

Tests (the maximum score is 5 points).

Each test contains five questions. There is one correct answer to each question. The maximum score per question is **1 point**.

The diagnostic task (the maximum score is 5 points).

Mark 5 is given for full assimilation of the syllabus material and the ability to navigate in it, conscious application of knowledge to resolving practical situations.

Mark 3 – 4 is given for full assimilation of the syllabus material and the ability to navigate in it, conscious application of knowledge to solving the problem of diagnostics. The design of the completed task should be neat.

Mark 1 – 2 is given for assimilation of a large piece of the material, but performing the diagnostic task without sufficient understanding of the uses of the educational materials and failure to correctly perform all the tasks.

Mark 0 is given for the failure to do the task in general.

The heuristic task (the maximum score is 5 points).

Mark 5 is given for deep knowledge of the syllabus material, the use of both the recommended and additional literature and a creative approach, thorough knowledge of the concepts, methods, techniques, tools of the organization's management science, the ability to use them to resolve specific practical problems and industrial situations. In the performance of the heuristic task the student must provide a production version of the proposed solution to the situation and draw appropriate conclusions. The design of the task should be neat, logical and consistent.

Mark 4.5 is given for full assimilation of the syllabus material and the ability to navigate in it, conscious application of knowledge to solving the problem of heuristics, meeting all the requirements for evaluation "5 points" with some minor mistakes made (i.e. the approach to solving the problems is proper, but there were inaccuracies in the calculation of certain parameters), or not quite complete conclusions drawn. The design of the completed task should be neat.

Mark 4 is given for the ability to apply the theoretical knowledge to solving the problem of heuristics, if the majority of the tasks were performed, and the student's response demonstrated understanding of the conceptual material of the discipline.

Mark 3 is given for assimilation of a large piece of the material but performing the heuristic task without sufficient understanding of the uses of the educational material and inability to correctly perform all the tasks.

Mark 2 is given for a partial ability to apply the theoretical knowledge to solving practical problems, with the failure to assimilate a large piece of the material, inability to correctly perform the task, facing many difficulties in the analysis of economic phenomena and processes.

Mark 1 is given for the absence of the ability to apply the theoretical knowledge to solving practical problems, with the failure to assimilate a large piece of the material, inability to correctly perform the task, facing many difficulties in the analysis of economic phenomena and processes.

Mark 0 is given for the failure to do the task in general.

11. The distribution of students' points

The system of evaluation of the level of students' professional competences is given in Table 11.1.

Table 11.1

The system of evaluation of the level of students' professional competences

Week	Hours		Form of study	Assessment		
				Form of control	Maximal points	
1	2	3	4	5	6	
Content module 1. The theoretical foundations of management of organizations						
1	in class	2	Lecture	Theme 1. Management in a dynamic environment	Work at the lecture	1.0
		2	Preparation for lessons	Search, selection and study of the literature for the theme	Reviewing the homework	-

Table 11.1 (continuation)

1	2	3	4		5	6
2		2	Seminar	The concept and the essence of management organizations	Active participation in the seminar	0.5
	ind.	4	Preparation for lessons	Search, selection and study of the literature for the theme	Reviewing the homework	0.5
		Preparation for the seminar				
3	in class	2	Lecture	Theme 2. Evolution of theories in management	Work at the lecture	1.0
		4	Preparation for lessons	Search, selection and study of the literature for the theme	Reviewing the homework	–
4	ind.	2	Seminar	Money and its economic essence	Active participation in the seminar	0.5
		4	Preparation for lessons	Search, selection and study of the literature for the theme	Reviewing the homework	0.5
		Preparation for the seminar				
5	in class	2	Lecture	Theme 3. Modern business models	Work at the lecture	1.0
					Express test on themes 1 – 2	5.0
		4	Preparation for lessons	Search, selection and study of the literature for the theme	Reviewing the homework	–
		Preparation for express testing				
6	ind.	2	Seminar	Practical experience in using modern business models	Active participation in the practice	0.5
		4	Preparation for lessons	Search, selection and study of the literature for the theme	Reviewing the homework	0.5
		Preparation for the seminar				
7	in class	2	Lecture	Theme 4. Management under globalization conditions	Work at the lecture	1.0
	ind.	4	Preparation for lessons	Search, selection and study of the literature for the theme	Reviewing the homework	–

Table 11.1 (continuation)

1	2	3	4		5	6
8	in class	2	Practice	Assessment of the globalization environment	Active participation in the practice	0.5
	ind.	4	Preparation for lessons	Search, selection and study of the literature for the theme	Reviewing the homework	0.5
				Preparation of an essay on the theme: "The management system of organizations in the world countries"	Essay	6.0
Content module 2. Modern tools and technologies of the organization's management						
9	in class	2	Lecture	Theme 5. Modern organizational structures and organizational design	Work at the lecture	1.0
					Written test 1	15.0
	ind.	4	Preparation for lessons	Search, selection and study of the literature for the theme	Reviewing the homework	-
			Preparation for the written test			
10	in class	2	Lecture	Theme 5. Modern organizational structures and organizational design	Work at the lecture	1.0
					Express test on themes 3 – 4	5.0
		2	Practice	Organizational design	Active participation in the practice	0.5
					Reviewing the task on themes 4 – 5	5.0
	ind.	4	Preparation for lessons	Search, selection and study of the literature for the theme	Reviewing the homework	0.5
				Preparation for the express test		
Preparation for presentation "Organizational design of a new business"				Presentation	7.0	

Table 11.1 (continuation)

1	2	3	4		5	6
11	in class	2	Lecture	Theme 6. Cross-cultural management	Work at the lecture	1.0
	ind.	4	Preparation for lessons	Search, selection and study of the literature for the them	Reviewing the hometask	-
12	in class	2	Practice	Comparison of human resource management systems in different countries of the world	Active participation in the practice	0.5
	ind.	5	Preparation for lessons	Search, selection and study of the literature for the theme Solving the practical tasks	Reviewing the hometask	0.5
13	in class	2	Lecture	Theme 7. The technologies for problem solving and decision making in management	Work at the lecture Express test on themes 5 – 6	1.0 5.0
	ind.	5	Preparation for lessons	Search, selection and study of the literature for the theme Preparation for the express test	Reviewing the hometask	-
14	in class	2	Lecture	Theme 7. The technologies for problem solving and decision making in management	Work at the lecture	1.0
		2	Practice	Decision making in management	Active participation in the practice	0.5
	ind.	5	Preparation for lessons	Search, selection and study of the literature for the theme Solving the practical tasks	Reviewing the hometask	0.5
15	in class	2	Lecture	Theme 8. The Blue Ocean strategies	Work at the lecture Express test on themes 7 – 8	1.0 5.0
		2	Practice	Decision making in management	Active participation in the practice	0.5

Table 11.1 (the end)

1	2	3	4		5	6
	ind.	5	Preparation for lessons	Search, selection and study of the literature for the theme	Reviewing the hometask	0.5
				Solving the practical tasks		
				Preparation for the express test		
16	in class	2	Practice	Strategies for multinational corporations	Active participation in the practice	0.5
					Reviewing the task on themes 6 – 8	5.0
	ind.	5	Preparation for lessons	Search, selection and study of the literature for the theme	Reviewing the hometask	0.5
				Solving the practical tasks		
			Preparation for the presentation "The work of a manager in commercial and nonprofit organizations: similarities and differences"	Presentation	7.0	
17	in class	2	Practice	Culture in multinational corporations	Active participation in the practice	0.5
					Written test 2	15.0
	ind.	13	Preparation for lessons	Search, selection and study of the literature for the theme	Reviewing the hometask	0.5
			Preparation for the written test			
			Solving the practical tasks			
Total hours		120	Maximal points			100

The maximal score which a student can get for the theme is given in Table 11.2.

The maximal number of points which a student can get during a week according to the forms and methods of studying is given in Table 11.3.

Table 11.2

Distribution of points according to the themes

Routine testing and individual work								Sum
Content module 1				Content module 2				
T1	T2	T3	T4	T5	T6	T7	T8	100
2	2	7	8	35	2	8	36	

T1, T2, ... T8 – discipline themes

Table 11.3

Distribution of points through weeks

Themes of content module			Lecture	Seminar / practical	Home task	Presentation	Express test	Essay	Reviewing home tasks	Written test	Total
Content module 1. The theoretical foundations of management of organizations	Theme 1	week 1	1								1
		week 2		0.5	0.5						1
	Theme 2	week 3	1								1
		week 4		0.5	0.5						1
	Theme 3	week 5	1				5				6
		week 6		0.5	0.5						1
	Theme 4	week 7	1								1
		week 8		0.5	0.5			6			7
Content module 2. Modern tools and technologies of the organization's management	Theme 5	week 9	1							15	16
		week 10	1	0.5	0.5	7	5		5		19
	Theme 6	week 11	1								1
		week 12		0.5	0.5						1
	Theme 7	week 13	1				5				6
		week 14	1	0.5	0.5						2
	Theme 8	week 15	1	0.5	0.5		5				7
		week 16		0.5	0.5	7			5		13
week 17			0.5	0.5					15	16	
Total			10	5	5	14	20	6	10	30	100

The final mark on the academic discipline "Management of Organizations" calculated on a 100-point scale according to the qualification requirements is given in Table 11.4.

Table 11.4

The evaluation scale

The total score on a 100-point scale	The ECTS assessment scale	Assessment on the national scale
90 – 100	A	excellent
82 – 89	B	good
74 – 81	C	
64 – 73	D	satisfactory
60 – 63	E	
35 – 59	FX	unsatisfactory
1 – 34	F	

12. Recommended reading

12.1. Main

1. Афанасьев М. В. Основы менеджменту : навчально-методичний посібник для самостійного вивчення дисципліни / М. В. Афанасьєв, Л. Г. Шемаєва, В. С. Верлока / за редакцією проф. М. В. Афанасьєва. – Харків : ВД "ІНЖЕК", 2003. – 484 с.

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9. Осовська Г. В. Менеджмент організацій / Г. В. Осовська, О. А. Осовський. – Київ : Кондор, 2005. – 860 с.
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11. Потьомкін С. К. Менеджмент : навч. посіб. / С. К. Потьомкін, І. М. Козлова, К. О. Яндола. – Харків : ХНЕУ, 2009. – 274 с.
12. Смирнов Э. А. Основы теории организации / Э. А. Смирнов. – Москва : Аудит, ЮНИТИ, 1998. – 375 с.
13. Сучасні концепції менеджменту : навч. посіб. для студ. вищ. навч. закладів / за ред. Л. І. Федулової. – Київ : Центр навчальної літератури, 2007. – 533 с.
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12.2. Additional

15. Богатин Ю. В. Оценка эффективности бизнеса и инвестиций / Ю. В. Богатин. – Москва : ЮНИТИ, 2001. – 254 с.
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12.3. Information resources

26. Интернет портал для управлінців. – Режим доступу : <http://www.management.com.ua>.

27. Корпоративне управління [Електронний ресурс]. – Режим доступу : www.corporation.com.ua.

28. Нормативные акты Украины [Электронный ресурс]. – Режим доступа : www.nau.kiev.ua.

29. Офіційний портал Верховної Ради України. – Режим доступу : www.rada.gov.ua.

Appendices

Appendix A

Table A.1

**The structure of components of professional competences on the academic discipline
"Management of Organizations" in accordance with the National Qualifications Framework of Ukraine**

Components of the competence which is formed within the theme	Minimal experience	Knowledge	Skills	Communications	Autonomy and responsibility
1	2	3	4	5	6
Theme 1. Management in a dynamic environment					
The ability to understand the key concepts, the essence and functions of management of organizations	The essence of social systems. Theoretical aspects of the organization management system	Knowledge of theoretical issues regarding the essence of systems, their properties, classifications and peculiarities of use in management of an organization	The ability to determine the properties of the system based on its features, to use social and economic ties in the organization, to take into account the internal and external environment in the process of functioning of the organization	The ability to provide logical substantiation of the expediency of making managerial decisions based on theoretical propositions regarding the system model of organization management in a competitive environment	Independence in responding to the influence of external and internal environments on the organization as a system
Theme 2. Evolution of theories in management					
The ability to understand the historical background of the emergence of management and to know the key principles of management of organizations and the conditions of application of these principles	The main stages of management development as a science	Knowledge of the features of each school of management and its genesis	The ability to apply the knowledge of the science of management of organizations to practice	The ability to present the essence of management theories and substantiate the peculiarities of application	Responsibility for the accuracy and correctness of the information received and analyzed

Table A.1 (continuation)

1	2	3	4	5	6
Theme 3. Modern business models					
The ability to use modern business models to build your own business	The essence and basic characteristics of modern business models	Knowledge of the application of each business model	The ability to apply the knowledge of how to adapt the existing business to the requirements of the present	The ability to present the essence of applied business models in well-known organizations	Responsibility for the accuracy and correctness of the information received and analyzed
Theme 4. Management under globalization conditions					
The ability to understand the essence of the globalization process and form the skills in internationalization of the modern business	The essence of the globalization concept and globalization processes	Knowledge of organizational and legal forms of enterprises necessary for internationalization	The ability to use organizational and legal forms of the enterprise for the internationalization of the organization and its integration into the globalized environment	The ability to logically justify management decisions on the internationalization of an organization	Independence in choosing the methods of internationalization of an organization
Theme 5. Modern organizational structures and organizational design					
The ability to choose the appropriate organizational structure and implement an effective organizational design	The essence and differences in the organizational structure and organizational design	Knowledge of the features of the use of modern organizational structures, principles of adhocracy	The ability to carry out organizational design of organizations working in the informational and globalized environment	The ability to present and logically substantiate the constructed organizational design and the chosen organizational structure	Responsibility for the quality and feasibility of the proposed organizational structure

1	2	3	4	5	6
Theme 6. Cross-cultural management					
The ability to use cultural differences in the design and business management under international conditions	Types of cultural differences between businesses in different countries	Knowledge of the theoretical foundations of cross-cultural management	The ability to collect information and conduct a thorough analysis of the cultural peculiarities of potential business partners	The ability to present the results of the organization's activities under international conditions taking into account the cultural characteristics of the business environment	Responsibility for building business in different countries of the world
Theme 7. The technologies for problem solving and decision making in management					
The ability to make substantiated management decisions as to the problems that arise during the activities of organizations	The essence of the problem and possible actions to solve it	Knowledge of theoretical foundations of making managerial decisions; the technology of the decision-making process	The ability to apply economic and mathematical models for substantiated choice of a managerial decision out of all available alternatives	The ability to present and logically justify the management decision's result	Responsibility for making and implementation of management decisions
Theme 8. The Blue Ocean strategies					
The ability to choose the appropriate strategy for doing business in the international environment	The essence of the Blue Ocean strategies	Knowledge of the methodological bases of the choice of alternative business strategies in the international environment	The ability to form a strategic canvas and use the innovation value	The ability to present the results of choosing a business strategy in an international environment	Responsibility for choosing a strategy from many alternative strategies

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НАВЧАЛЬНЕ ВИДАННЯ

МЕНЕДЖМЕНТ ОРГАНІЗАЦІЙ

**Робоча програма
для студентів спеціальності 073 "Менеджмент"
другого (магістерського) рівня
(англ. мовою)**

Самостійне електронне текстове мережеве видання

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Наведено тематичний план навчальної дисципліни за модулями й темами. Надано плани лекцій, практичних та семінарських занять, матеріали для закріплення знань (завдання для самостійної роботи, тестові запитання), критерії оцінювання знань студентів, професійні компетентності, які студент повинен отримати після вивчення навчальної дисципліни.

Рекомендовано для студентів спеціальності 073 "Менеджмент" другого (магістерського) рівня.

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