

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

Syllabus
of the academic discipline
"THE ORGANIZATION THEORY"
for students of training direction
6.030601 "Management"
of all forms of study

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A thematic plan of the academic discipline with its content by modules and themes is presented. Plans of lectures and seminars (practical studies), guidelines to fulfilling an individual calculation task, tasks to consolidate knowledge and a system of assessing students' knowledge are given.

Recommended for students of training direction 6.030601 "Management".

Подано тематичний план навчальної дисципліни та її зміст за модулями й темами, наведено плани лекцій і семінарських (практичних) занять, методичні рекомендації до виконання розрахункового самостійного завдання, роботи щодо закріплення знань та систему оцінювання знань студентів.

Рекомендовано для студентів напряму підготовки 6.030601 "Менеджмент".

Introduction

One of the most difficult problems in the conscious human activity is the management of the systems into which one enters as a key component, i.e. organizational systems. Organizational factors have had a dominant role in society at all times and in the culture of all peoples. The organization theory is designed to give a key to mastering the laws and principles of organizational systems to make them intelligible in terms of the internal structure and mechanism of functioning. Special significance it has for modern domestic organizations, whose position in the market economy has radically changed. Now the organization has to create its own goals and objectives, develop strategy and tactics 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 the government. This leads to the expansion of work included in the scope of duties of the manager, the complexity of the process of their implementation.

Practical application of theoretical principles – laws and legislative dimensions formulated based on these principles, guidelines, rules and methods in organizational activities – allows you to increase the degree of validity of the decisions that are made, better use the available resources. It is important to prevent errors and loss of profits arising on the basis of lacking organizational professionalism. This is especially important during large-scale events that convert organizational approaches to the development and implementation of innovative solutions that have long-term social consequences.

"The Organization Theory" as an academic discipline is needed to ensure the quality of special theoretical training of economists and managers and efficiency of organizational activities of professionals and managers working in companies and institutions with different ownership and sectors of the national economy and government officials, central and local governments. Mastering the basics of the theory allows us to consider any problem through organizational relationships and find a way to solve it through the organizational and constructive activities.

The subject matter of "The Organization Theory" refers to the category of professional academic disciplines for bachelors of training direction "Management". It is an integral part of the economic disciplines necessary for the staff of economic departments of enterprises regardless of the ownership and legal form of management. The syllabus of the academic discipline is designed according to the industry standard of higher education based on the educational and vocational training programs for Bachelor's degree, and provisions of the credit-modular system of the educational process.

The purpose of the academic discipline is to form a modern outlook on the creation, operation and evolution of organizations, based on a systematic approach.

To achieve the goal the following **tasks** are to be fulfilled:

to provide students with knowledge of theory and practices of organizations in today's changing market socio-economic environment and the ways of their regulation with regard to the environment;

to study organizational theories;

to explore the theoretical and methodological bases of creation and functioning of organizations;

to master the basic methodological approaches to the analysis of the internal and external environment of organizations;

to acquire skills in building organizational structures of different types;

to acquire skills in the transformation and creation of an image and culture of organizations.

The object of the academic discipline is the theoretical concept and methodology of forming organizational structures, practical approaches to ensuring their effective functioning.

An essential element of successful learning of the academic discipline is self-study of students based on the economic literature, regulations dealing with the state regulation of the economy. Table 1 shows the structure of the academic discipline.

Table 1

The structure of the academic discipline syllabus

| Academic discipline: Bachelor's degree | Subject area, training direction, educational qualification | Characteristics of the academic discipline |
|--|---|--|
| 1 | 2 | 3 |
| The number of credits corresponding to ECTS is 6 including: content modules (2) tasks for independent work | Subject area: 0306 "Management and Administration" | Compulsory. Year of training 2 Semester: 1 (3) |

| 1 | 2 | 3 |
|--|--|--|
| The number of hours for the syllabus topics: Module 1 makes 95 hours; Module 2 makes 121 hours.; Total makes 216 hours | The code and the name of the training direction, specialization: 6.030601 "Management" | Lectures (theoretical training): 46 hours; Practical classes (seminars): 60 hours; Independent work: 110 hours |
| The number of weeks of teaching the academic discipline: 15 The number of hours per week: 7 | Educational qualification: Bachelor | Type of control: examination |

1. Qualification requirements for students

The required training base for studying the academic discipline is the knowledge and skills gained on having mastered such academic disciplines as "Economics", "Sociology", "Business Ethics".

In its turn, the knowledge of the academic discipline ensures successful assimilation of such academic disciplines as "Management", "Marketing", "Decision-making", "Organization of Labor Management" and performance of the course and diploma projects.

When studying the academic discipline students have to acquire **the knowledge of:**

- the nature, principles, stages of development, laws that ensure the organization functioning;

- the evolution of theoretical concepts of major organizations, theories and models, nature, value, substance and practical orientation of the modern organizational paradigm;

- shaping the evolution of system concepts, principles of systems and their classification;

- the main types of social organizations and the mechanisms of their regulation;

- the nature and content of organizational activities, alternative paradigms of organizational processes, policies and management practices;

- scientific principles of synergy, the content of the synergy concept of self-organization, the difference between flexibility and sustainability of the organization;

factors in the external and internal environment of the organization, their relationship, the main methods of their impact on the performance of the organization;
conceptual terms of organizational design, methodology, technology and basic methodological principles of designing organizational forms of governance;
approaches to the evaluating the effectiveness of organizational forms of management, key indicators and evaluation methods of their calculation;
perspectives of organizational structures;
approaches to the organizational culture, its characteristics, typology of the organizational culture, organizational culture factors, sources and content of the modern Ukrainian organizational culture;
form **the ability to**
work with monographs, references, statistics, electronic sources of socio-economic issues and management;
formulate the objectives and main tasks of forming and managing organizational structures;
calculate and use methodological tools for knowledge-changing events and processes that affect the state of the organization;
apply methodological and instructional techniques of evaluation and design of organizations;
research and characterize different types of organizations, recognize their strengths and weaknesses;
do the comparative analysis and be aware of the formation of different types of organizational structures;
determine the factors shaping the image and culture of the organization;
develop measures to transform the organization in general and its components under the influence of environmental factors;
master **communication skills in**
the interaction with a limited circle of people while participating in seminars, discussions of individual topics of the academic discipline;
working effectively as a team in the process of case-analysis;
the effective interaction with small groups to solve practical problems on the subject matter of the academic discipline;
the perception of criticism, advice and guidance during the presentation of the work in small groups;
collective analysis of the impact of situational factors on the design of the organization;
addressing critical issues related to the construction and operation of a limited circle of people;

gain **autonomy and responsibility in**

the formulation of elementary propositions about the nature of organizations, laws and principles of operation;

reporting the results of the current independent task in accordance with the procedure provided;

writing an independent essay on a chosen topic under the minimal guidance of the teacher;

problem solving.

2. The thematic plan of the academic discipline

When studying the academic discipline the student gets familiarized with the syllabus of the academic discipline, its structure, forms and methods of training, types and methods of knowledge control.

The thematic plan of the academic discipline consists of two modules that logically connect several elements of the discipline in terms of the content and relationships.

Training is carried out in the following forms: lectures, seminars and workshops, self-study. The structure of the credit of the academic discipline is presented in Table 2.

Table 2

The credit structure of the academic discipline

| Topic | The number of hours | | |
|---|---------------------|------------------------------|------------------|
| | Lectures | Practical studies (seminars) | Independent work |
| 1 | 2 | 3 | 4 |
| Content module 1. The general theory of organization | | | |
| Topic 1. Methodological principles of the organization theory | 4 | 4 | 10 |
| Topic 2. Major organizational theories and models | 2 | 4 | 10 |
| Topic 3. The organization as a system | 4 | 6 | 8 |
| Topic 4. Organization as a society | 4 | 4 | 7 |
| Topic 5. Organizational processes | 2 | 4 | 8 |
| Topic 6. Theoretical foundations of the organization as tools of management | 4 | 4 | 6 |

| 1 | 2 | 3 | 4 |
|--|----|----|-----|
| Content module 2. Functioning and development of the organization | | | |
| Topic 7. The organizational design | 4 | 4 | 8 |
| Topic 8. The structure of the organization as a factor of its effectiveness | 4 | 6 | 8 |
| Topic 9. External and internal environment of the organization | 2 | 6 | 7 |
| Topic 10. Self-organization | 4 | 4 | 8 |
| Topic 11. The culture of the organization | 4 | 6 | 8 |
| Topic 12. Information and analytical technologies in the organization | 4 | 4 | 6 |
| Topic 13. The effectiveness of the organization: economic and social aspects | 4 | 4 | 6 |
| Total | 46 | 60 | 110 |

3. The contents of the course by modules and themes

Module 1. The general theory of the organization

Topic 1. Methodological principles of the organization theory

The essence of the concept "organization". Characteristics of the main approaches to the interpretation of the concept. The theoretical aspects of the concept.

Laws of the organization. Laws of operation of a static organization: the composition law, the law of proportionality. Laws of a dynamic organization: the law of ontogeny (transformation), the law of synergy, the law of awareness-ordering, the law of the unity of analysis and synthesis, the law of self-preservation.

Principles of the organization: the principle of the chain of communication; the principle of selection, the principle of dynamic equilibrium, the principle of weak links. Grouping principles.

Stages of development: birth, growth, maturity and aging. Keeping the balance of the organization and its integrity.

Topic 2. Major organizational theories and models

Organizational theories: the classical organizational theory, the organizational behavior theory, the theory of institutions and institutional change, population-ecological (evolutionary) theory; the theory of technology by A. Bogdanov, V. I. Vernadsky noosphere theory.

The evolution of theoretical concepts. The basic models of the organization: organic and mechanistic models.

The current organizational paradigm: the nature, meaning, content, practical orientation.

Topic 3. The organization as a system

Formation of system concepts: Plato, Aristotle, Kant, Adam Smith. Consistency as a general property of matter. The systems approach. The system status, system properties, the system behavior, performance, event.

The structure of systems: a subsystem, an element, a structure, communication. Attributes of communication: focus, strength, character.

Classification of systems. The general classification: abstract systems, specific systems, open systems, closed systems, dynamical systems, adaptive systems, hierarchical systems and their characteristics. Classification by features: the origin, the description of variables, the method of administration, the type of operators.

Aspects of the institutional order. Types of organizations. Classification of organizations on the grounds of the principles of management, classification by functional characteristics, classification on the basis of social functions, classification based on determining the target (value-oriented organizations, organizations that form their own goals; focused organizations, goal-oriented organizations, parasitic organizations).

Topic 4. The organization as a society

Social organization and social community. Man as an element of the social system. Activity and resistance to social organization. General features of social organization.

The main types of social organizations: formal and informal.

Mechanisms of regulation (regulators) in social systems: self-regulation of target management, organizational order.

Topic 5. Organizational processes

Organizational activities. Alternative paradigms of the organizational process. The control system – a cybernetic approach.

Management principles: the principle of the open-loop control, the principle of the open-loop control with compensation of disturbances, the principle of the closed management, the principle of single administration.

Optimizing management. Adaptive and the most configurable systems.

Methods of Control: The deterministic control method, the program-no-target control method, value-oriented management.

Topic 6. The theoretical foundations of the organization as a facility management

Organization and management. Value concepts of "organization" and "management". The system and functional unity of both the state and the process. Three processes of the organization (getting resources from the environment, making product transfer into the environment). Structure. Organizational dimensions of departments, their rights and obligations, system interactions and communication with other departments. House processes and sub-processes (coordination management, decision-making, communication). Mechanistic and organic type of management.

The control system of the organization. The process, object and subject management. The communication management. Senior management of the organization. Management decisions as a result of the analysis, forecasting, optimization, feasibility study and selection of the goal achievement. The roles of managers. Guided link organization. The system of scientific management of F. Taylor. 12 Principles of productivity by G. Emerson. Six areas of the organization that need to be managed by A. Fayolle (technical, commercial, financial, accounting, administrative and protective). The art of management. The basic principles that characterize the organization as a managed system.

The organization management technology. Theoretical foundations. Managerial levers. Management organization. The main functions of management. Task management of specialization of the economic management toolbox. Complex management technologies.

Module 2. Functioning and development of the organization

Topic 7. The organizational design

Conceptual terms: organizational form of control relations, decentralization strategy, structure, industrial structure, technological structure, communications, management structure, link management, management level. The essence and stages of the organizational design. Advantages and disadvantages of traditional organizational forms of governance. Advantages and disadvantages of adaptive organizational forms of governance. The theoretical basis of the creation and development of organizational forms of governance.

The methodology of designing organizational forms of governance. Conceptual approaches to the design of organizational forms of governance. Basic methodological principles of designing organizational forms of governance. Methods of designing organizational forms of governance.

The technology of organizational forms of governance. The design of organizational forms of management: the content of the main stages of design (pre-project preparation, design, implementation of the project). Organizational development work of the project.

Evaluating the effectiveness of organizational forms of governance. Approaches to evaluating the effectiveness of organizational forms of governance. Evaluation of performance effectiveness. Methods of calculating basic factors: efficiency, linkage of territorial concentration, duplication, reliability management, centralization (decentralization) functions, efficiency of use.

The crisis of the traditional management paradigm. Prospects for the development of organizational structures.

Topic 8. The structure of the organization as a factor of its effectiveness

The concept of the organizational structure and principles of its construction. The organization as a system. The structure of organizations. The process structure. Factors ensuring the structure effectiveness. The organizational chart. Principles of an effective organizational structure.

Formal and informal organizational structures. The essence of the concepts of "formal" and "informal" structures of the organization. Informal groups. Social control. Resistance to change within the organization. Informal leaders. The reliance on the informal leader. The effect of the informal leader. The influence of informal relations.

Elements of structure and relationships within the organization.

The component structure of the organization (the business center, the strategic center, the intermediate middle managers technostructure, the support staff). Horizontal relations of the organization. The organization of vertical and linear relations. The organization with functional relations. The concept of organizational structures. The classical theory of organization. Principles of design patterns (division of labor and division of responsibilities, division into departments to coordinate work, complete identification of the structure of the organization and its organizational chart). The modern theory of organizational systems. The terms of the situational theory of organizational structures. The theory of differentiation and integration by P. Lawrence and J. Lorsch. The essence of the concepts "differentiation" and "integration."

Approaches to the development of organizational structures. The main methods of coordination (mutual agreement, direct control and standardization). The structural forms of organization (a simple structure, mechanistic or machine bureaucracy, professional bureaucracy, a divisional structure or a departmental structure on an ad hoc basis). The design and structure of the matrix organization. Project: the nature and content. The network structure of organization. A virtual organization.

Characteristics of the organizational structure. Complexity, formation and centralization of the organizational structure. Horizontal differentiation. The main types of specialization. The level of specialization. The depth and breadth of activity. Standard methods of eliminating negative results of specialization and rationalization of routine operations: expansion of the front, alternating activities, enrichment activities. The vertical organizational structure. The linear organizational structure. The line-staff organizational structure. Scale (interval) control. Narrow range management. The wide scope of management. Territorial (by geographic location) differentiation. The formalization. Formalizing behavior. Forms of formalization (associated with the maintenance work, associated with the process of labor, formalization of behavior in organizations through regulative rules and procedures). Ways to achieve formalization. The bureaucratic structure. The organic structure. Centralization of the organizational structure. Decentralization. Absolute centralization or decentralization. The advantages of centralization.

Topic 9. External and internal environment of the organization

The internal environment of the organization. Variables within the organization (internal factors): aims, objectives, structure, technology, people.

The culture and image of the organization as its internal factors. The relationship of the internal factors. Methods used in the internal environment of the organization (analytical methods, expert methods, linear programming, dynamic programming, diagnostics (rapid diagnosis, thorough diagnostics), internal monitoring (moment of observation, constant observation)).

The external environment of the organization. Microenvironment (environmental factors of direct influence): partners, competition, central and local authorities, the local population, natural conditions. Macroenvironment (environmental factors of indirect therapy): international events and the environment, economy, socio-cultural factors, political conditions, the development of science and technology, law, social and technical factors. Methods of external medium (external monitoring): surveillance, targeted follow-up, informal search, formal search. Relationship of external and internal environment factors of the organization.

Topic 10. Self-organization

Natural and scientific principles of synergetics. Entropy. Self-organization as a thorough process of nature. Antientropic self-direction. The essential content of synergy.

The synergetic concept of self-organization. The summary of the synergy concept of self-organization. Attractor, bifurcation, fractions, deterministic chaos. The processes of self-organization. Neobernstein uniqueness and self-organization. The principles of self-organization: the principle of negative feedback, the principle of positive feedback. Spontaneity and chance.

The flexibility of the organization. Process flexibility: flexibility orientation and implementation. The flexibility of the system: factors and results of flexibility. Manufacturing flexibility: factors and functional and structural characteristics of production flexibility.

Sustainability of the organization. Static and dynamic stability. Types of sustainability: internal, external and genetic stability, quantitative and structural stability. The transient state of the system. Constancy and change management.

Topic 11. The culture of the organization

The meaning of "culture" and "organizational culture". Conceptual approaches to the organizational culture. Models of the organizational culture. Characteristics of the organizational culture. The civic and corporate culture.

The typology of organizational cultures. Determinants of the organizational culture. Approaches to typing organizational cultures: values of factor models, the mindset and organizational culture, fundamental beliefs and values, relation to time, competing values. Characteristics of the types of culture based on the competing values: planned, hierarchical (bureaucratic) ad hoc market and culture.

Modern Ukrainian organizational culture: the origin and main content.

Topic 12. Information and analytical technologies used in the organization

Information in organizations as a factor ensuring their effectiveness. Management information. Information technology. Management personnel. Links of management. Performance of management. Cost information. The process of ranking information. The information and communication subsystem. Management information. Sources of information management.

Information technology activities in the organization. The evolution of management from the perspective of information security. "An office clerk". "A mechanized office." "An electrified office." "An electronic office." Analytical methods of obtaining information (structural and morphological, the publication activity method, the method of accumulation of primary data, the method of parameters, the method of terminological and lexical analysis). Information support management activities. Information support organizations. Information technology in organizations. Elements of information technology (hardware, personnel, the ability to use them, an organization that brings together tools and personnel in a single process, information agents, which carry the development and issuance of information). Procedures for converting input data into fruitful (output). Types of information technology. Internet as an innovative means of implementing information technology.

The information system organization. Subsystems of information system organizations (a subsystem of current information, a management information subsystem, a storage subsystem and storage, an accounting subsystem, an operational subsystem, a computer subsystem). Direction of change in organization and management techniques influenced by information technology and automated offices. New requirements for business leaders in the information environment. Prerequisites for the formation of new management principles. The constituent information management system. The organization of the information system insurance.

The modern information technology organizational culture. Modern information technology tools: hypertext technology, computer graphics, telecommunications access methods, structural and object-oriented technologies, multimedia.

Topic 13. The effectiveness of the organization: economic and social aspects

The concept of efficiency of the organization. The basic approach to determining the effectiveness of organizations. The system of social values. The components of organizational performance (effectiveness, efficiency, quality, profitability, productivity, quality of work life, innovation as a characteristic of the transformation of scientific and technological potential of the organization). The system performance. The "internal" and "external" sides of the organization performance. A model performance of the organization.

Determinants of organizational effectiveness. Groups of interrelated factors of the organizational effectiveness (system-wide factors, external factors limiting the organization, factors of development of organization management). Critical factors of the effective organization. The principles of the organization.

Criteria for Organizational Effectiveness and types of effects. Types of critical optimization (global, local, external, internal, maximizing result, minimizing costs). Economic and social impact of the shape of the organization. Organizational effects. The most important criteria of efficiency (efficiency, effectiveness, orderliness, organizational performance, efficiency).

Evaluation of the effectiveness of the organization. The method of successive comparison with standard estimates. Stages of evaluating the effectiveness of the organization (the organizational identification system, creation of benchmarks and measuring performance, evaluating the effectiveness of the organizational system, analyzing the effectiveness of the organization). Improving the effectiveness of the system, setting the directions of its reorganization. Reserve efficiency changes.

Evaluation of the effectiveness of organizational systems. Areas of evaluating the effectiveness of the system. Criteria of efficiency when comparing different versions of the organizational structure. Choosing a base for comparison or determination of efficiency. Groups of indicators in assessing the effectiveness of the organizational structure. Quantitative methods for studying the relationship between the final results achieved by the organization and the performance of management. Making decisions based on the external and internal environment.

4. Plans of lectures

Module 1. The general theory of the organization

Topic 1. Methodological principles of the organization theory

- 1.1. The essence of the concept of organization.
- 1.2. Laws of organization.
- 1.3. Principles of organization.
- 1.4. Stages of development of the organization.

Bibliography: main [1; 2]; additional [11; 13; 17; 21 - 26].

Topic 2. Major organizational theories and models

- 2.1. The organizational theory.
- 2.2. The evolution of theoretical concepts.
- 2.3. The current organizational paradigm.

Bibliography: main [1; 2]; additional [6; 28; 30 – 32; 36].

Topic 3. The organization as a system

- 3.1. Formation of system concepts.
- 3.2. The structure of the system.
- 3.3. Classification of systems.
- 3.4. Aspects of the institutional order.

Bibliography: main [1; 2]; additional [5; 10; 12; 35].

Topic 4. Organization as a society

- 4.1. Social organization and social community.
- 4.2. The main types of social organizations.
- 4.3. Mechanisms of regulation (regulators) in social systems.

Bibliography: main [1; 2]; additional [9; 24; 34].

Topic 5. Organizational processes

- 5.1. Organizational activities.
- 5.2. Management principles.
- 5.3. Optimizing management.
- 5.4. Management.

Bibliography: main [1; 2]; additional [4; 7; 19].

***Topic 6. Theoretical foundations of the organization
as a facility of management***

- 6.1. Organization and management.
- 6.2. The control system of the organization.
- 6.3. Organization management technology: theoretical foundations.

Bibliography: main [1; 2]; additional [8; 20; 27; 29].

Module 2. Functioning and development of the organization

Topic 7. The organizational design

- 7.1. Conceptual terms.
- 7.2. Methodology used for designing organizational forms of governance.
- 7.3. The technology of organizational forms of governance.
- 7.4. Evaluating the effectiveness of organizational forms of governance.
- 7.5. The crisis of the traditional management paradigm.

Bibliography: main [1; 2]; additional [5; 11; 16].

Topic 8. The structure of the organization as a factor of its effectiveness

8.1. The concept of the organizational structure and the principles of its construction.

- 8.2. The formal and informal organizational structure.
- 8.3. Elements of structure and relationships within the organization.
- 8.4. Approaches to the development of organizational structures.
- 8.5. Characteristics of the organizational structure.

Bibliography: main [1; 2]; additional [4; 18; 33].

Topic 9. The external and internal environment of the organization

- 9.1. The internal environment of the organization.
- 9.2. The external environment of the organization.

Bibliography: main [1; 2]; additional [8; 20; 29; 34].

Topic 10. Self-organization

- 10.1. Natural and scientific principles of synergetics.
- 10.2. The synergetic concept of self-organization.
- 10.3. The flexibility of the organization.
- 10.4. Sustainability of the organization.

Bibliography: main [1; 2]; additional [15; 18; 20].

Topic 11. The culture of the organization

11.1. The meaning of "culture" and "organizational culture".

11.2. The typology of organizational cultures.

11.3. The modern Ukrainian organizational culture: the origin and main content.

Bibliography: main [1; 2]; additional [4; 10; 29].

Topic 12. Information and analytical technologies used in the organization

12.1. Information in organizations as a factor ensuring its effectiveness.

12.2. Information technology activities in the organization.

12.3. The information system organization.

12.4. Modern information technology organizational culture.

Bibliography: main [1; 2]; additional [3; 7; 11].

Topic 13. The effectiveness of the organization: economic and social aspects

13.1. The concept of efficiency of the organization.

13.2. Determinants of organizational effectiveness.

13.3. Criteria of organizational effectiveness and types of effects.

13.4. Evaluation of the effectiveness of the organization.

13.5. Evaluation of the effectiveness of organizational systems.

Bibliography: main [1; 2]; additional [8; 10; 20; 27; 29; 32].

5. Plans of seminars (practical sessions)

5.1. Topics of seminars

A seminar is a form of instruction in which the teacher organizes a discussion around certain topics to which students prepare theses.

Seminars are held in classrooms with one academic group. In the course of discussion, sessions are organized around certain themes, to which students prepare theses and issues, the answer to which will be found in the discussion.

At each seminar (Table 3) the teacher assesses the students' prepared speeches, activity in the debate, the ability to articulate and defend their position. The total score for each seminar is entered in the appropriate log, and included in the current assessment of the students' knowledge of the academic discipline.

The list of topics of seminars

| Topic | Sullabus questions | Bibliography |
|---|---|---|
| 1 | 2 | 3 |
| Topic 1. Methodological principles of the organization theory | <ol style="list-style-type: none"> 1. Laws of organization and classification. 2. Law synergy. The concept of synergy. 3. Grouping principles of organization. 4. Functioning of the organization at different stages of development | Main [1; 2]; additional [11; 13; 17; 21 – 26] |
| Topic 2. Major organizational theories and models | <ol style="list-style-type: none"> 1. The classical and non-classical organizational theory: similarities and differences. 2. Advantages and disadvantages of existing organizational theories. 3. The basic model of the organization. 4. The current state of the organizational paradigm | Main [1; 2]; additional [6; 28; 30 – 32; 36] |
| Topic 3. The organization as a system | <ol style="list-style-type: none"> 1. The evolution of system concepts. 2. The essence of the systems approach. 3. Principles of systems. 4. General classification of systems. 5. Classification systems based on the implementation of social functions | Main [1; 2]; additional [5; 10; 14; 35] |
| Topic 4. The organization as a society | <ol style="list-style-type: none"> 1. The main features of the social organization. 2. Types of social organizations. 3. Regulators in social systems | Main [1; 2]; additional [9; 24; 34] |
| Topic 5. Organizational processes | <ol style="list-style-type: none"> 1. Alternative paradigms of organizational processes. 2. A cybernetic approach to the management of the organization. 3. Optimizing management. 4. Modern management techniques | Main [1; 2]; additional [4; 7; 19] |

| 1 | 2 | 3 |
|--|---|--|
| <p>Topic 6. Theoretical foundations of the organization as a facility of management</p> | <ol style="list-style-type: none"> 1. Value concepts of "organization" and "management." 2. The main processes of the organization. 3. The structure of the organization, its main elements and relationships. 4. The control system of the organization. 5. Management decisions in organizations: procedure development and implementation. 6. Organization management technology: theoretical foundations and practical approaches. 7. Management of the organization, its main function. 8. Tools of management | <p>Main [1; 2]; additional [8; 20; 27; 29]</p> |
| <p>Topic 7. Organizational design</p> | <ol style="list-style-type: none"> 1. The essence and stages of the organizational design. 2. Advantages and disadvantages of conventional and adaptive organizational forms of governance. 3. The theoretical basis of the creation and development of organizational forms of governance. 4. The methodology for designing organizational forms of governance. 5. Basic methodological principles of designing organizational forms of governance. 6. The technology of organizational forms of governance. 7. The design process of organizational forms of governance. 8. Evaluating the effectiveness of organizational forms of governance. 9. Indicators and methods of calculation of key factors: the efficiency of Ofu. 10. The crisis of the traditional management paradigm | <p>main [1; 2]; additional [5; 11; 16]</p> |

| 1 | 2 | 3 |
|---|--|--|
| <p>Topic 8. The structure of the organization as a factor of its effectiveness</p> | <ol style="list-style-type: none"> 1. The structure and principles of its construction. 2. Principles of the effective organizational structure. 3. Types of organizational structure. 4. Informal group leaders, relationships within the organization. 5. Components of structure. 6. Horizontal, vertical, linear and functional relationships. 7. The concept of organizational structures. 8. The modern theory of organizational systems. 9. Approaches to the development of organizational structures. 10. The main methods of coordinating the activities of the organization. 11. Structural forms of organization. 12. Characteristics of the organizational structure. 13. Types of organizational structures | <p>Main [1; 2]; additional [4; 18; 33]</p> |
| <p>Topic 9. External and internal environment of the organization</p> | <ol style="list-style-type: none"> 1. Variables within the organization, their relationship. 2. Methods of the internal environment of the organization. 3. The external environment of the organizations. 4. Micro- and macro-organization. 5. Methods of the environment. 6. The relationship of external and internal environment factors of the organization | <p>Main [1; 2]; additional [8; 20; 29; 34]</p> |
| <p>Topic 10. Self-organization</p> | <ol style="list-style-type: none"> 1. Self-organization as a thorough process of nature. 2. The synergetic concept of self-organization, its main provisions. 3. The principles of self-organization. 4. Flexibility and sustainability of the organization. 5. Types of sustainability. 6. Constancy and change management | <p>Main [1; 2]; additional [15; 18; 20]</p> |

Table 3 (the end)

| 1 | 2 | 3 |
|---|--|--|
| Topic 11. The culture of the organization | <ol style="list-style-type: none"> 1. Conceptual approaches to the organizational culture. 2. Models of the organizational culture. 3. The typology of organizational cultures. 4. Determinants of the organizational culture. 5. Characteristics of the types of crops. 6. The modern Ukrainian organizational culture | Main [1; 2]; additional [4; 10; 29] |
| Topic 12. Information and analytical technologies used in the organization | <ol style="list-style-type: none"> 1. The information in the organization. 2. The sources of information management and their value. 3. Information technology activities in the organization. 4. The evolution of management from the perspective of information security. 5. Analytical methods for obtaining information. 6. Information support of management. 7. The information technology in organizations. 8. Internet as an innovative means of implementing the information technology. 9. Information system organization. 10. The modern information technology organizational culture. 11. Modern information technology tools | Main [1; 2]; additional [3; 7; 11] |
| Topic 13. The effectiveness of the organization: economic and social aspects | <ol style="list-style-type: none"> 1. The basic approach to determining the effectiveness of organizations. 2. The components of organizational effectiveness. 3. Model performance of the organization. 5. Determinants of organizational effectiveness. 6. Criteria for organizational effectiveness and types of effects. 7. Economic and social forms of effect. 8. Organizational effects of the organization. 9. Areas of evaluating the effectiveness of the system | Main [1; 2]; additional [8 10; 20; 27; 29; 32] |

5.2. Topics of practical classes

A practical class is a form of instruction in which the teacher organizes a detailed study of certain theoretical issues of the academic discipline to form skills in their practical application through individual performance of various tasks. Practical lessons are based on specially prepared methodological materials – tests to identify the degree of mastering the necessary theoretical principles, and a set of tasks of varying complexity to be completed by students in class.

Practical classes (Table 4) imply prior control of students' knowledge and skills through posing a problem by the teacher and discussing it with students to solve it in the process of discussion with further testing.

The grades obtained by students at workshops, are taken into account in the current assessment of students' knowledge of the academic discipline.

Table 4

The list of topics for workshops

| Module | Topics of practical classes | References |
|---|--|--|
| 1 | 2 | 3 |
| Content module 1. The general theory of organization | 1. Analysis of organizational models that are applied for identification of their strengths and weaknesses | Main [1; 2]; additional [6; 28; 30 – 32; 36] |
| | 2. Comparative analysis of the existing life cycle of a company | Main [1; 2]; additional [6; 28; 30 – 32; 36] |
| | 3. Justification of preconditions application for main organizational models of enterprises | Main [1; 2]; additional [6; 28; 30 – 32; 36] |
| | 4. A case study of organizations (passport of an organization, description of structural design: objectives, structure of organizational processes, system management personnel, qualitative analysis of staff in an organization, analytical comment) | Main [1; 2]; additional [5; 10; 12; 14; 35] |
| | 5. Grouping real enterprises by main classification features | Main [1; 2]; additional [5; 10; 12; 14; 35] |
| | 6. Finding examples of social organizations existing in Ukrainian companies | Main [1; 2]; additional [9; 24; 34] |

| 1 | 2 | 3 |
|--|---|---|
| | 7. Identification of advantages and disadvantages of stagnation management. Using specific techniques for managing organizations of different areas | Main [1; 2]; additional [4; 7; 14] |
| | 8. Management decisions to address the practical problem situation | Main [1; 2]; additional [8; 20; 27; 29] |
| Content module 2. Functioning and development of the organization | 9. Comparative analysis of existing organizational approaches, governance structures. Determining conditions of their application at enterprises of various spheres of activity and ownership | Main [1; 2]; additional [5; 11; 16] |
| | 10. Designing effective organizational structures | Main [1; 2]; additional [4; 18; 33] |
| | 11. Calculation of key performance ratios | Main [1; 2]; additional [4; 18; 33] |
| | 12. Analysis of the external and internal environment of the organization using modern methods of analysis (the SWOT-analysis and the PEST-analysis) | Main [1; 2]; additional [8; 20; 29; 30] |
| | 13. The office of informal groups in an organization | Main [1; 2]; additional [15; 18; 20] |
| | 14. Describing the organizational structure and evaluating its effectiveness on the example of a real company | Main [1; 2]; additional [4; 18; 33] |
| | 15. Characteristics of the organizational culture of a real enterprise | Main [1; 2]; additional [4; 10; 29] |
| | 16. Analysis of modern information technologies, identification of opportunities to address their use in performing various management tasks | Main [1; 2]; additional [3; 7; 11] |

6. Independent work of students

An essential element of successful learning of the academic discipline is self-study of students based on domestic and foreign special economic literature, documents concerning the state regulation of the economy. Independent work means mastering the academic discipline material at the time free from mandatory training sessions.

The main types of self-study include:

1. Learning the lecture material.
2. The study of the recommended literature.
3. The study of the key terms and concepts in the field of innovation management.
4. Preparation for seminars and workshops, discussions, work in small groups.
5. Checking each student's knowledge through questions for in-depth self-study and self-check.
6. Work on the essay.
7. Work on clearing the task.

6.1. Questions for self-study

Modules 1, 2. The general theory of the organization

Topic 1. Methodological principles of the organization theory

1. Key features of the laws of functioning of the organization.
2. The essence and meaning of the laws of the (dynamic) organization.
3. Keeping the balance of the organization and its integrity.

Essay topics

1. The role of organizations in the community development.
2. Conclusions of E. Mayo on Hotorns experiments.
3. Models "trash" by R. Sayerta.

Bibliography: main [1; 2]; additional [11; 13; 15; 17; 21 – 26].

Topic 2. Major organizational theories and models

1. The summary of the population and ecological theory.
2. Tectology by A. Bogdanov.
3. V. I. Vernadsky Noosphere

Essay topics

1. The current organizational paradigm: the nature, meaning, content, practical orientation.
2. The evolution of theoretical concepts.

Bibliography: main [1; 2]; additional [6; 28; 30 – 32; 36].

Topic 3. The organization as a system

1. Consistency as a general property of matter.
2. Attributes of communication: focus, strength, character.
3. Aspects of institutional order.

Essay Topics

1. Common features of the concepts "organization" and "system".
2. Common and distinctive features of systemic ideas of Plato, Aristotle, Kant, Adam Smith.
3. Reasons for the need to consider the organization as a system.

Bibliography: main [1; 2]; additional [5; 10; 12; 14; 35].

Topic 4. The organization as a society

1. Activity and resistance to social organization.
2. Formal and informal organizations.
3. Managerial self-regulation (self-management).

Essay topics

1. Social organization and social community.
2. Man as an element of the social system.
3. Levels of social systems.

Bibliography: main [1; 2]; additional [9; 24; 34].

Topic 5. Organizational processes

1. The principle of the open-loop control with compensation of disturbances.
2. Adaptive and the most configurable system.
3. The deterministic control method.

Essay topics

1. The organization as a system of processes.
2. Auxiliary processes in the organization.
3. Management processes in the organization.

Bibliography: main [1; 2]; additional [4; 7; 19].

***Topic 6. Theoretical foundations of the organization
as a facility of management***

1. The process of interaction with the external environment.
2. The control system of the organization, its main elements.
3. The object of management.

Essay topics

1. The role of the subject of management in the organization.
2. Examples of special economic instruments, container management in modern organizations.

Bibliography: main [1; 2]; additional [8; 20; 29].

Module 2. Operation and development of the organization

Topic 7. The organizational design

1. Advantages and disadvantages of adaptive organizational forms of governance.
2. Conceptual approaches to the design of organizational forms of governance.
3. Methods of designing organizational forms of governance.

Essay topics

1. The systems approach to the organizational design.
2. Conditions of the effective use of the mechanistic approach to the design of organizational structures.
3. Situational factors design of an organization.

Bibliography: main [1; 2]; additional [5; 11; 16].

Topic 8. The structure of the organization as a factor of its effectiveness

1. The features of the ad hoc design.
2. The network structure of the organization, its difference from the virtual one.
3. The complexity of the organizational structure.

Essay topics

1. The comparative analysis of classical and modern concepts of organizational structures.
2. The Description of the concept of building structures, based on the theory of differentiation and integration of Lawrence-Lorsch.
3. The main features of the mechanistic bureaucracy, its difference from the professional bureaucracy.

Bibliography: main [1; 2]; additional [4; 10; 18; 33].

Topic 9. The external and internal environment of the organization

1. The relationship of the internal factors.
2. Internal monitoring.

Essay topics

1. The culture and image of the organization as its internal factors.
2. The impact of the economy on the activities of Ukrainian enterprises.
3. The use of macroenvironment analysis of the organization.

Bibliography: main [1; 2]; additional [8; 20; 29; 34].

Topic 10. Self-organization

1. Natural and scientific principles of synergetics.
2. Antientropic self-direction.
3. The processes of self-organization.

Essay topics

1. Attractor, bifurcation, fractals, deterministic chaos.
2. Uniqueness and self-organization.
3. Manufacturing flexibility: factors and functional and structural characteristics of production flexibility.

Bibliography: main [1; 2]; additional [15; 18; 20].

Topic 11. The culture of the organization

1. The meaning of "culture" and "organizational culture".
2. Characteristics of the organizational culture.
3. The market and ad hoc culture.

Essay topics

1. The comparative analysis of the civil and corporate culture.
2. Current approaches to typing organizational cultures.
3. The role of culture in the modern world.

Bibliography: main [1; 2]; additional [4; 10; 29].

Topic 12. Information and analytical technologies used in the organization

1. The meaning of the "information factory".
2. Information technology that applies to an "office clerk".
3. The most common types of IT organizations.

Essay topics

1. Information in organizations as a factor of ensuring its effectiveness.
2. The features of building information systems through the use of net-working technologies.
3. The use of the information technology in the organizational culture.

Bibliography: main [1; 2]; additional [3; 7; 11].

Topic 13. The effectiveness of the organization: economic and social aspects

1. Parameters of an efficient organization.
2. The criteria for organizational effectiveness and types of effects.
3. Indicators that can be used in assessing the effectiveness of an organizational structure.

Essay topics

1. Comparative characteristics of economically and socially efficient organizations.
2. Factors that determine the effectiveness of the organization.

Bibliography: main [1; 2]; additional [8; 10; 20; 27; 29; 32].

7. Test questions for self-assessment

1. Define the theory of the system of scientific knowledge.
2. Name the object and the purpose of the organization theory.
3. What are the methods of using the theory of knowledge? Describe them briefly.
4. What is the theory of organization?
5. What are the main stages of the evolution theory. What is the difference between them?
6. What are the main directions of development of the theory of organization? What are the peculiarities inherent in each academic school in the development of the organization theory?
7. Describe the principles of A. Faiola. What is a "bridge" of Faiola?
8. What are the "purposeful" principles of Charles Bernard?
9. Describe the theory of X by D. McGregor.
10. Describe the trends in the contemporary organization theory.
11. What are the main provisions of the classical model of the organization theory?
12. What is the essence of the neoclassical model of the organization theory?
13. What are the characteristics of institutional models of the organization theory?
14. Conditions of the system model of the organization theory.
15. What is the genesis of the organization? What are its main provisions?
16. What are the specific characteristics of the organization?
17. General principles of the organization and their role in management.
18. What is the classification of law like?
19. Describe the content of the law and order.
20. What caused the unity of analysis and synthesis in the organization?
21. What is the relationship of law?
22. The life cycle of the organization, its main stages.
23. Describe the level of social systems.
24. What are the main objectives of social organizations?
25. The internal environment of the organization and its elements.
26. Environmental factors of the modern organization.
27. Factors of direct and indirect effects.
28. Approaches to the analysis of the external environment.

29. What are the main approaches to the classification of organizations?
30. Describe the contents and characteristics of the business organization.
31. Describe the organization as a system of processes.
32. What is the system of governance of the organization? What are its elements?
33. Management of the organization, its specific elements of economic instruments.
34. Approaches to the understanding of the organizational design.
35. Content stages of the process of the organizational design.
36. Basic methods of the organizational design.
37. The structure and principles of its construction.
38. Describe the concept of organizational structures.
39. What approaches to the organizational structure can there be?
40. What are the characteristics of the organizational structure?
41. What is the organizational culture?
42. Summarize the structural elements of the organizational culture.
43. Describe the level of the organizational culture.
44. What is the management information?
45. Information technology activities in the organization.
46. What are the analytical methods of obtaining information?
47. How is information technology classified in the organization?
48. Define the information system organization.
49. What are the subsystems of the information system?
50. The essence of the concept of the efficiency of the organization.
51. What factors determine the effectiveness of the organization?
52. What are the criteria for organizational effectiveness and the types of effects?
53. The algorithm for evaluating the effectiveness of the organization.

8. Individual consulting work

The individual consulting work is conducted according to the schedule and takes the forms of individual lessons, consultations, checking individual tasks.

The forms of the individual consulting activities are:

a) the theoretical material:

counselling: individual (question – answer) and group (considering typical examples / situations);

b) practical mastery of the material:

individual and group counselling;

c) for comprehensive assessment of the assimilation of the syllabus material:

individual performance of work;

preparing an essay for presentation at a seminar;

preparing an essay for presentation at a scientific conference.

9. The methods of enhancing the learning process

To enhance the learning process the following active and interactive teaching methods are used: business games, roleplay games, trainings and seminars in the active form, cases, moderation (Table 12). The main difference of active and interactive teaching methods from traditional ones is in the efficiency of the educational process, which results from

highly motivated 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;

the development of the ability to compromise.

Table 12

Distribution of forms and methods of the active learning process by the topics of the academic discipline

| Topic | Practical application of the educational technology |
|---|--|
| 1 | 2 |
| Topic 1. Methodological principles of the organization theory | A problem lecture "The role of the organization in the development of society" |
| Topic 2. Major organizational theories and models | A mini-lecture, a seminar-discussion "The current status of the organizational paradigm" |
| Topic 3. The organization as a system | A mini-lecture, a seminar-discussion "The reasons for the need to consider the organization as a system"; presentation of works in small groups |

Continuation of Table 12

| 1 | 2 |
|--|---|
| Topic 4. The organization as a society | A problem lecture "Man as part of a social system"; presentation of works in small groups |
| Topic 5. Organizational processes | A mini-lecture, a seminar-discussion "Advantages and disadvantages of the deterministic control method"; a case analysis "Analysis of the effectiveness of management processes in the organization"; presentation of works in small groups |
| Topic 6. Theoretical foundations of the organization as a facility of management | A mini-lecture, a seminar-discussion "The subject of management in the organization" |
| Topic 7. Organizational design | A mini-lecture, a seminar-discussion "Conceptual approaches to the design of the organizational forms of governance"; presentation of works in small groups on the topic "Analysis of the impact of situational factors on the design of the organization" |
| Topic 8. The structure of the organization as a factor of its effectiveness | A problem lecture "The need for a virtual organization in modern conditions"; a seminar-discussion "Comparative analysis of the mechanistic and professional bureaucracy"; presentation of works in small groups |
| Topic 9. External and internal environment of the organization | A problem lecture "The impact of the economy on the activities of Ukrainian enterprises"; presentation of works in small groups on the topic "Pesto analysis evaluation factors of the organization macroenvironment" |
| Topic 10. Self-organization | A mini-lecture, a seminar-discussion "The synegetic effect, the conditions to achieve it" |
| Topic 11. The culture of the organization | A problem lecture "Advantages and Disadvantages of the civil and corporate culture"; a seminar-discussion "The role of culture in modern conditions" |
| Topic 12. Information and analytical technologies in the organization | A mini-lecture, a seminar-discussion on the topic "Information in organizations as a factor that guarantees its effectiveness"; presentation of works in small groups |
| Topic 13. The effectiveness of the organization: economic and social aspects | A problem lecture "The economic and social impact, in particular for modern organizations"; a seminar-discussion "The most important factors that determine the effectiveness of the organization" |

Problem lectures aim to develop logical thinking of students and are characterized by the fact that the range of topics is limited to two or three key points, students' attention is focused on the material that is not reflected in the textbooks, the experience of foreign schools is applied when students get printed material highlighting the main conclusions of the issues addressed. At lectures students are given questions for self-reflection, but the lecturer is responsible for them, not waiting for students' answers. Role plays are offered to students forcing them to focus their attention on the issues under consideration and actively search for the right answer.

Mini-lectures 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. Mini-lectures are usually held as part of the lesson-study.

Work in small groups is used to enhance the students' activity during seminars and workshops. These groups provide psychological comfort and each participant's contribution in the activity. Using this technology allows the teacher to structure practical seminars in the form and content, create opportunities for each student's participation in the class discussion of the topic, and gain the experience of social intercourse.

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

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

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

Roleplay games (staging) get students involved in the process of staging a production situation as direct participants in the events.

10. The system of current and final evaluation of students' knowledge

During training, students receive the necessary knowledge at lectures, performing practical tasks on the development of the organizational structure and evaluation of its quality, making comprehensive analysis of the external

and internal environment of the organization, studying the organizational culture, evaluating the effectiveness of the organization and effectiveness of the organizational structure as a whole. The most difficult issues are presented for review and discussion during seminars.

Students' knowledge and skills are assessed in the course of studies that in accordance with the syllabus of the academic discipline include lectures, seminars and workshops, as well as independent work and individual assignments. The system of evaluation includes current, modular and final control of learning.

Current control is carried out throughout the semester during lectures, workshops (seminars) and is assessed in the amount of points. Control module (Module test) is performed on the basis of current control for the corresponding module and aims to evaluate the student's learning outcome after studying the material of the logically completed part of the discipline – the content module. The final score for the content module is determined as the sum of scores for all forms of control plus the score for the module test. The semester control takes the form of a credit which is the final control aimed to assess the students' knowledge of the material of the academic discipline on the basis of the performance of certain types of work at practical classes, seminars, laboratory sessions and the work done independently with the total score of 100 points maximum. It is determined as the sum of points gained by students in the current and module control. The credit is considered as a result of the students' work throughout the semester.

The assessment of students' knowledge can be effected in several ways:

1. Evaluation of students' knowledge at seminars and workshops.
2. Execution of the rapid current control RCC.
3. Writing essays.
4. Holding a module test.

The evaluation of students' knowledge during seminars, workshops by the results of module tests aims to test the level of preparedness of students to perform a particular job. The objects of this control are:

- a) the regularity, activity and effectiveness of work during the semester when studying the syllabus material of the academic discipline, attendance;
- b) tasks for self-study;
- c) the level of implementation of module tasks.

The evaluation is conducted on a 100-point scale according to the following criteria:

- 1) understanding, the degree of assimilation of the theory and methodology of the issues under consideration;
- 2) the degree of assimilation of the factual material of the academic discipline;

3) getting familiarized with the literature suggested, as well as modern literature on the issues under consideration;

4) the ability to combine theory with practice in considering work situations, solving problems, carrying out calculations when performing self-study tasks, and tasks done in the classroom;

5) logic, structure and style of material presentation in the written form and orally in front of the audience, the ability to justify their position, to summarize the information and draw conclusions.

The concerns of the current control assessment are: the level of assimilation and understanding of the theoretical material shown in the responses and presentations, practical skills in the theme-related issues included in the content modules, topics of independent study calculations done in the individual assignment, writing essays, activity in discussions and the results of the rapid control in the form of tests. The number of control measures on the academic discipline depends on the number of hours allocated for seminars and practical classes and the number of content modules. The minimum and maximum score for the current and modular control is 60 and 100 points respectively during the semester, including the minimum number of 20 points per module test.

The syllabus of the academic discipline provides four control measures: 2 module test (one for each module), the RCC, writing an essay on the subject matter of the academic discipline. Additional points are obtained by students for active participation in workshop (seminar) activity.

Within the hours allocated for seminars, written tests are scheduled in the form of students' responses to various questions, which makes it possible to save time while assessing the students' knowledge (5 works, the last workshop within each module is assigned to the module work). In the assessment of knowledge, a set of 10 questions is offered to students, the minimum and maximum number of points for each written work being 1 and 2 points respectively. During the workshops an oral survey is provided, which is the most common method of testing students. Conducting interviews with the students the teacher examines the students' knowledge in their performing practical tasks, revealing their willingness to learn new material. There are 6 oral tests. The last practice session within the first module is assigned to defending the RCC work; within the second module the essays are defended. The minimum and maximum number of points for each class is 0.5 and 1 point accordingly. Module test results can be evaluated from 20 to 30 points. The calculation of the total grade for participation in workshops (seminars) and doing tasks of module tests is based on Table 13.

In the assessment of the written test the level of mastering the theoretical knowledge is taken into account which is revealed in solving test problems on the effective management of modern organizations and the acquisition of practical skills in solving current problems of the national economy is evaluated.

According to the Industry standard of education, the tests are designed to ensure that students' perform production functions (technical, executive, design, organizational), gain activity objectives (professional, social and industrial, social and welfare) and do classes of activity tasks (stereotypical, diagnostic and heuristic), according to which specialists of a certain qualification level are trained.

Table 13

Calculation of grades for current and modular control

| | Lectures | Practical studies | Homework | Essay | Presentations | Control tasks | Total | Exam |
|--|----------|-------------------|----------|-------|---------------|---------------|-------|------|
| Topic 1. Methodological principles of the organization theory | 0.5 | 0.5 | 1 | | | | 2 | |
| Topic 2. Major organizational theories and models | 0.5 | 0.5 | | | | 8 | 9 | |
| Topic 3. The organization as a system | 0.5 | 0.5 | 1 | | | | 2 | |
| Topic 4. The organization as a society | 0.5 | 0.5 | | | | 8 | 9 | |
| Topic 5. Organizational processes | 0.5 | 0,5 | 1 | | | | 2 | |
| Topic 6. Theoretical foundations of the organization as a facility of management | 0.5 | 0.5 | | | | | 1 | |
| Topic 7. The organizational design | 0.5 | 0.5 | 1 | 3 | | 8 | 13 | |
| Topic 8. The structure of the organization as a factor of its effectiveness | 0.5 | 0.5 | | | | | 1 | |
| Topic 9. The external and internal environment of the organization | 1 | 1 | 1 | | 3 | | 6 | |
| Topic 10. Self-organization | 0.5 | 0.5 | | | | | 1 | |
| Theme 11. The culture of the organization | 0.5 | 0.5 | 1 | | | 8 | 10 | |
| Topic 12. Information and analytical technologies in the organization | 1 | 1 | | | | | 2 | |
| Topic 13. The effectiveness of the organization: economic and social aspects | 0.5 | 0.5 | 1 | | | | 2 | |
| Total | 7.5 | 7.5 | 7 | 3 | 3 | 32 | 60 | 40 |

Tests in the form of closed questions differ in the principle of building a response.

I. Alternative tests suggest that there are two possible answers such as "yes / no", "right / wrong" and so on. Typically, they are used to verify the correctness of the choice or decision in the closed form.

Multiple choice tests include at least three possible answers (but no more than five). Tasks of this type should be used in the cases where you need to examine the ability to correctly reproduce knowledge. In this type of tests, only one answer is correct.

There are several options for multiple choice tests:

1. Tests containing a simple multiple choice answer which is based on the principle of classification. They should be used when the number of possible answers is at least three, but the answer is more complicated than a response like "yes / no". This form of test task is intermediate between alternative test tasks and multiple choice test tasks.

2. Tests with multiple choice answers that use the principle of classification. They are recommended to be used when checking skills in free orientation under similar concepts, phenomena, processes and so on.

3. Tests implying the principle of cumulation in the answer, should be used to check the completeness of knowledge and skills. This sort of tasks has mainly a comparative sense: one of the several responses is the best, most of them being correct and complete.

In compiling multiple choice tests a combination of all these types should be used.

II. Tests with multiple choice answers given in two or more columns of words, phrases, graphs, digital or lettered signs.

III. Tests on comparison and contrast (for analysis of the relationship) are recommended for testing the skills in identifying, recognizing signs of different binding events, situations, etc.. When performing such tasks students show the ability to analyze the proposed material, synthesize it and make appropriate conclusions. In the tasks on the analysis, the material is divided into individual units; in the case of synthesis the individual parts or components of the proposed material are combined together.

IV. Tests with multiple answers "right / wrong" are used in situations where the answers or solutions can only be right or wrong (as opposed to testing tasks with one correct answer). Quite often there are several correct answers among those suggested. In this case, it is believed that the depth of the knowledge and understanding of the various aspects of the phenomena, processes and so on, is tested.

V. Tests to determine the causal dependency are used to test understanding of a causal relationship between the two phenomena.

VI. Tests to reproduce the correct sequence (combination) require restructuring of data elements or any combination. These tasks are used when appropriate skills and knowledge of the correct sequence of actions (regulatory activities) of algorithms, processing methods, etc. are to be tested. It is also possible to use them for testing knowledge of generally accepted definitions, rules, laws, regulations, etc..

VII. Tests including open answers are used to identify the knowledge of terms, definitions, concepts and so on.

Tests can be applied both to control and to consolidate the theoretical knowledge and practical skills.

The task includes 10 tests with multiple choice questions, each rated at 0.2 points. The work is credited if the student gave correct answers to half of this list. In this case it is the minimum number of points (1 point). Correct answers to the rest of the test questions proportionally increase the score (10 correct answers give 2 points which is the highest possible grade for this type of problem).

Evaluation of oral tests

During the oral survey the level of the students' mastery of applying the methods of calculation to practical problems is assessed, the ability to use them correctly, formulate the analyses of the calculation results is evaluated (Table 14).

Table 14

Evaluation of oral tests

| The number of points | Criteria for evaluation |
|----------------------|---|
| 0.5 | The student knows the method to be used to solve specific practical problems, but does not know how to use it |
| 0.6 | The student can independently perform calculations for the chosen method, but makes minor errors (incorrect mathematical calculations, lack of units (incorrect definition) etc.) |
| 0.7 | The student correctly uses the method of solving the problem, makes all the necessary calculations, can formulate the analysis with minor inaccuracies |
| 0.8 | The student correctly solves tasks in the chosen technique and formulates an analytical conclusion |
| 0.9 | The student is able to offer various solutions to this problem |
| 1 | The student formulates proposals for improving the obtained parameters |

Evaluation of the students' independent work

The students' independent work is evaluated on a 100-point scale.

The essay is an optional part of the students' independent work in this academic discipline. The purpose of the essay is deepening the theoretical knowledge acquired by the students in the study of the academic discipline.

Writing an essay aims to promote a deeper learning of the academic discipline, to encourage a thorough study of the normative legal base for regulation of modern organizations, specialized scientific publications of national and international authors covering the formation of an effective organizational structure, ensuring its effective operation and correct measurement of economic and social impact.

The first step is to choose an essay topic. Students choose an essay topic to their own discretion, but from the issues offered by the Department of Business and Entrepreneurship. In consultation with the teacher a student can prepare an essay on another topic that is not on this list.

After choosing the topic the student should develop and put in writing an essay plan based on reviewing the literature sources covering certain issues and problems of research. This will allow the student to better structure the essay, consistently put its contents to fully cover the range of issues to be resolved.

The plan should include only those questions that are directly related to the topic and let you fully and deeply disclose it.

The essays should be written on white paper of standard A4. The sheets can bound in any way, but so that they are not scattered.

The title page of the essay should carry the following information: the name of the university, the department name, the name of the academic discipline, the essay topic, the name, the initials of the student, the academic discipline, the academic group number, the date of submission of the essay to the teacher for review (the day, the month, the year).

The title page is followed by a detailed plan of the essay in which you can include the introduction, two – three units of the main content, a conclusion and a bibliography, appendices.

Folding tables that do not fit in the text, as well as other supplements are included in the appendix to the work. The text must contain corresponding references. All the sheets should be numbered – the serial number is placed in the upper right corner of the page, and the numbering starts with the first page after the introduction.

At the end of the essay a complete list of references should be given. It is necessary to arrange them in a specific order: first laws and regulations are placed, then statistical directories, general and special literature alphabetically.

The essays must be completed and submitted to the department no later than the date specified in the curriculum.

The essay is evaluated according to the following criteria:

individual preparation;

a consistent and detailed plan;

completeness and depth of the topic;

availability of illustrations (tables, figures, charts, etc.);

the number of sources (at least ten);

the use of digital information and mapping experience;

availability of specific proposals and forecasts with obligatory references to the sources used;

quality design.

The reparation of a high-quality essay is a prerequisite for the student's positive final evaluation of the academic discipline (Table 15).

Table 15

Essay Evaluation

| The number of points | Criteria for evaluation |
|----------------------|---|
| 6 | An essay on an approved topic, drawn up in accordance with the requirements of Department of Management and Business is submitted but not defended. |
| 7 | The theoretical material is complemented with practical examples |
| 8 | The essay contains conclusions on the application of the presented theoretical principles to the practice of organizations to improve their effectiveness |
| 9 | In addition to the theoretical material the essay includes statistics to justify the conclusions formulated |
| 10 | A graphical interpretation of the data is available in order to facilitate the perception of the presented material |
| 11 | All the requirements are met, the essay is defended excellently |
| 12 | The essay defence is supported with a presentation |

Modular control is effected in the written form. Students are offered cards which contain questions on the module material. The theoretical part contains a theoretical problem or question tests of the closed and open form. The practical part consists of practical tasks (situations) of varying difficulty.

In order to be allowed to sit the exam the student must get 35 out of 60 points. If a student has not accumulated the required number of points for the current control stipulated by the syllabus of the academic discipline, he/she is not allowed to write the module test. A student who had no opportunity to participate in this form of control (had not fulfilled the content module) has the right to take tests within two weeks after returning to training.

A sample examination card

Task 1 (diagnostic) (12.5 %)

Based on the management functions and names of departments and divisions listed above make up an organizational structure of management.

Task 2 (diagnostic) (25 %)

Fill in the table by distributing the functions of management units.

Table 16

| Management functions | Names of relevant departments |
|----------------------|-------------------------------|
| | |

Task 3 (diagnostic) (25 %)

Choose the type of organizational structure and management to the enterprise management scheme using the Tables.

Table 17

| No. | Management functions |
|-----|--|
| 1 | The general line management |
| 2 | Recruitment, placement and training of personnel |
| 3 | Planning and production control |
| 4 | Technical preparation of production |
| 5 | Terms of service |
| 6 | Capital construction |
| 7 | Procurement |
| 8 | Quality control |
| 9 | Organization and salaries |
| 10 | Sales (sales) of finished products |
| 11 | Financial activities |
| 12 | Accounting |
| 13 | Clerical and commercial services |
| 14 | Social development team |

The list of departments and divisions (reduced)

| No. | Structural divisions |
|-----|----------------------------------|
| 1 | Human Resources |
| 2 | Foremen, Section Head |
| 3 | Chief Mechanic |
| 4 | Labor and Wages |
| 5 | Technical Training |
| 6 | Heads and their Deputies |
| 7 | Chief Designer |
| 8 | Technical Control |
| 9 | Finance Department |
| 10 | Director, his Deputy |
| 11 | Energy |
| 12 | Dispatch |
| 13 | Sales |
| 14 | Services Office |
| 15 | Chief Technologist |
| 16 | Transportation |
| 17 | Mechanization and Automation |
| 18 | Home Bookkeeping |
| 19 | Economy |
| 20 | Capital Construction |
| 21 | Logistics |
| 22 | Social Psychology and Management |

Task 4 (heuristic) (37.5 %)

When Sony decided to develop a new product, which would combine TV and VCR functions, the company commissioned 2 various subgroups to draw up the project. The first design team included engineers from 2 major divisions of Sony, each of which was separately engaged in the development of televisions and VCRs. The second design team was a team of developers from the company Aiwa, more than half the shares of which belonged to Sony. The first group had a common linear structure and conducted planning, organization, control activities in a corresponding way. The second group was a special team formed to solve this problem with little independent control. As a result, while engineers of the first subgroup agreed on the initial parameters of the new product, the small team of Aiwa offered exactly the product that we can buy at the store.

What is the overall organizational structure created by Sony for the task? Describe its advantages and disadvantages.

The minimum score for the exam must be at least 25 points. A satisfactory level for the academic discipline is 60 points.

For each of the tasks maximal grade is specified. Each task of the exam is assessed separately.

If the task is completed successfully, completely explaining the way of solution using both the default and – if necessary – a self-developed algorithm, conclusions and recommendations are grounded, it is assessed by the maximal grade specified for the task.

If the task contains minor errors that do not affect the final result, specific elements of the solution are not defined or defined inaccurately, conclusions are not fully formulated, the grade is reduced up to 30 %.

If the task is solved, but the solution contains significant errors that affect the further solution, the solution has errors, conclusions are not formulated, the grade is reduced from 30 % to 60 %.

If the task is not solved, but there are some correct elements of the solution, the grade is reduced from 60 % to 100 %.

Grades for all the tasks in the examination card are to be summarized and rounded so the total grade for the exam is calculated.

The maximal grade for the exam is 40. The exam is passed if the total grade is not less than 25. Control of knowledge on different scales and the criteria applied are presented in Table 19.

Table 19

The scales and criteria applied for knowledge control

| The total score on a 100-point scale | ECTS assessment scale | Score content of ECTS | Assessment criteria | Competence level | Assessment according to the national scale |
|--------------------------------------|-----------------------|-----------------------|---|------------------|--|
| | | | | | Exam |
| 1 | 2 | 3 | 4 | 5 | 6 |
| 90–100 | A | Excellent performance | The student shows special creativity, can independently acquire knowledge, finds and processes the information without the help of the teacher, is able to use the acquired knowledge and skills for decision-making in unusual situations, convincingly argues answers, reveals his/her own talents and inclinations | High (creative) | Excellent |

Continuation of Table 19

| 1 | 2 | 3 | 4 | 5 | 6 |
|-------|---|---|--|---|--------------|
| 82–89 | B | Above average | The student is fluent in the material studied, applying it in practice, does exercises and solves problems in standard situations freely, independently corrects errors, the number of which is insignificant | Sufficient (constructive and variable) | Good |
| 74–81 | C | Work is correct in general, but with a number of errors | The student is able to compare, summarize, organize information under the guidance of a teacher, independently apply it in practice, monitor his/her own activities, correct errors (among which there are bad ones), chose arguments to confirm the opinion | | |
| 64–73 | D | Not bad, but many drawbacks | The student reproduces much of the theoretical material, has knowledge and understanding of the key principles, with the help of a teacher can analyze the material, correct errors, many of which are bad | Average (reproductive) | Satisfactory |
| 60–63 | E | Performance meets the minimum criteria | The student knows the material at a level higher than the initial, reproduces a significant part of it | | |

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