

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



**Management of organizations**

**syllabus of the academic discipline**

Field of knowledge	<b><i>07 Management and administration</i></b>
Speciality	<b><i>073 Management</i></b>
Education level	<b><i>second (master)</i></b>
Educational program	<b><i>Business Administration</i></b>

Discipline status	<b><i>Compulsory</i></b>
Language of teaching, studying and assessment	<b><i>English</i></b>

Head of Management and  
Business Department



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APPROVED

at the meeting of the Management and Business Department  
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**Sheet of renewal and re-approval  
syllabus of the academic discipline**

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

### Abstract of the educational discipline

«Management of organizations» is the compulsory discipline of the educational program «Business Administration» of the second (master's) level of higher education, specialty 073 «Management».

Discipline «Management of organizations» considers the action of all functions of management of the organization as a whole in their relationship and interdependence.

**The purpose of the discipline:** training of highly qualified specialists in management and business administration, able on the basis of a combination of fundamental knowledge, skills, communication to solve complex problems, coordinate management functions of operations, business processes, finance, marketing, personnel to achieve business goals, use and create innovative management tools, conduct research and make decisions in conditions of uncertainty.

**Object of study:** management of organizations and their departments.

**Theoretical content of the subject area:** principles, historical preconditions of management development; concepts of system, situational, adaptive, anticipative, anti-crisis, innovation, project management, etc.; functions, methods, technologies and management decisions in management.

### Characteristics of educational discipline

Course	1M
Semester	1
Number of credits ECTS	4
Form of final control	Pass

### Structural and logical scheme of studying the discipline:

Prerequisites	Postrequisites
Economics of the enterprise	Business development management technology
Management	Business finance management
Strategic management	Business process management
	Technology analysis and business planning

### Competences and learning outcomes in the discipline

Competences	Learning outcomes
1	2
GC 2. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge / types of economic activity).	LO 7. Organize and carry out effective communication within the team, with representatives of various professional groups and in the international context.
GC 4. The ability to motivate people and move towards a common goal.	LO 12. Be able to delegate authority and management of the organization (unit).
SC 5. Ability to create and organize effective communications in the management process.	
SC 7. Ability to develop projects, manage them, show initiative and entrepreneurship.	
SC 10. Ability to manage the organization and its development.	

1	2
SC 1. Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards. GC 1. Ability to conduct research at the appropriate level.	LO 3. Design effective management systems for organizations.
SC 1. Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards.	LO 6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of applicable law, ethical considerations and social responsibility.
SC 6. Ability to form leadership qualities and demonstrate them in the process of managing people.	LO 10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems.
SC 3. Ability for self-development, lifelong learning and effective self-management.	LO 11. Provide personal professional development and planning your own time.
SC 1. Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards.	LO 14. Apply and create comprehensive management technologies, methods and tools for effective and efficient business management in risk conditions.
SC 11. Ability to justify management decisions based on quantitative and qualitative risk assessment.	

### The program of the educational discipline

#### Content module 1. Theoretical bases of organizational management

##### Topic 1. Management in a dynamic environment

Features of socio-economic organizations. Social and economic ties in organizations and their relationship. Internal and external environment of organizations. Subjects of organizations activities. Life cycle of organizations. The image of the organization.

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. Principles and stages of distribution of managerial functions. Compliance with the subordination.

Distribution of tasks, connection with the qualification of the performer. Technique and form of transfer orders.

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

List of competencies of the modern effective manager.

##### Topic 2. The evolution of theories in management

Prerequisites for the emergence of management science. Approaches to the classification of trends in the development of science management. General characteristics of the evolution of scientific approaches to the management of organizations.

Classical management theory (school of scientific management and administrative school of management): directions and objectives of research, main achievements, importance for modern practice, limited.

Neoclassical Management Theory (School of Human Relations and School of Organizational Behavior): the focus of research, contribution to the development of science management, the main disadvantages.

System approach of management. Four subsystems of modern management: task, structure, people, and environment. Maintaining the balance between subsystems. Focus on the system. «Synergy» principle.

Quantitative approach of management. Management is the decision-making. Organization is decision-making unit. Organizational efficiency depends upon the quality of managerial decisions. A problem is expressed in the form of a quantitative or mathematical model. The different variables in management as an equation.

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

Learning Organization Approach. Knowledge management. Portfolio of intellectual assets: patents, intellectual property rights, trade secrets, accumulated knowledge of the entire workforce. building a learning organization.

Team Building Theory. Definition of a team. Characteristic of a team. Team building process. Belbin's nine team roles. Colour Works Theory. Myers-Briggs Type Indicator. Social Identity Process. Tuckman's Theory of Team Development. Chaos theory. Chaordic Organization. Open system theory. Open System Diagram. Contingency Theory. Organic Organization.

### **Topic 3. Modern Business models**

The essence of the business model. Economy uncertainty. Technology powers people. Bypassing traditional corporations.

Change 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, Barclay, H&M, Google, Nokia etc.

### **Topic 4. The modern environment of the organization**

Trends in the business environment in the digital economy. Directions of value chain transformation in which new digital technologies can be used.

Evolution of basic management approaches and tools. Basic approaches to modern management concepts. Basic ideas of situational management. A comprehensive approach to choosing the concept of personnel management in the organization.

Provisions of the new management paradigm. Features of management in economically developed countries. The main management models are Japanese and American. Comparative characteristics of Japanese and American management models. European management model.

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

### **Topic 5. Modern organizational structures and organizational design**

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

Elements of the organizational structure. Elements of organizational design. Model of organizational design. Mechanisms of coordination. Driving organizational forces: the tendency toward centralization, the attraction to standardization, the attraction for balkanization, the attraction for professionalization, the attraction for cooperation.

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

### **Topic 6. Cross-cultural management**

National culture, business culture, cross-cultural management, universalist approach, economic-cluster approach, cultural-cluster approach, types of corporate cultures: «family», «Eiffel Tower», «incubator», «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.

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

### **Topic 7. Organizational dynamics and conflict resolution**

Organizational behavior at the present stage and trends in its development. Sources of changes in the environment. Problem field of organizational behavior. Prospects for the development of organizational behavior.

Basic components and basic concepts of organizational dynamics. Group dynamics (power, influence, leadership) and group development in the organization. Methodology of organizational dynamics management. Statics and dynamics of organizational systems.

The main sources and causes of organizational conflicts. Dynamics of the conflict. Leadership and leadership styles.

Basic approaches to the definition of «organizational conflict». Functions of organizational conflicts. The main types of organizational conflicts. Causes, conditions of formation and specifics of organizational conflicts, their system characteristics.

### **Topic 8. «Blue Ocean» Strategies**

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. Innovation value. Strategic Canvas. Model of four action.

Principles of creating a «blue ocean»: reviewing the boundaries of the existing market; Focusing on the whole picture, not on numbers; Exceeding existing demand; correct strategic sequence, overcoming organizational contradictions; construction of the process of strategy implementation. Life cycle «blue ocean».

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

## **Teaching and instruction methods**

The main method of teaching the discipline is an explanatory-illustrative method, which is a tool for studying theoretical material, all lectures are presented in the form of presentations using Microsoft PowerPoint. Methods are also used to achieve competencies and learning outcomes: lecture-discussions (topic 1 – 8), work in small groups (topic 1 – 3; topic 5), seminar-discussions (topic 2 – 3; topic 7), presentations (topic 5; topic 8), illustrations (topic 1 – 8), case-method (topic 4 – 5), various individual (topic 1 – 8) and group work (topic 6 – 8).

## Assessment system of learning outcomes

Simon Kuznets KhNUE is using a 100-point accumulation system.

Assessment is carried out on the following types of control:

current control – is carried out during the semester during the lectures and seminars and estimated by the amount of points scored (maximum score – 100 points, minimum score that allows the student to get credit – 60 points);

final/semester control – is conducted in the form of a semester credit in accordance with the schedule of the educational process.

Current control includes assessment of students' knowledge during lectures, seminars, practical classes and performance of competency-oriented tasks, performance and presentation and is carried out according to the following criteria:

**Lectures** – express tests during the lecture (1 point for each test). Topic 5 and topic 7 are scheduled for two classes, so the total number of points for lectures is 10.

**Seminar / practical classes** – active participation in discussions during the lesson, the degree of mastering the actual material of the discipline (1 point for each lesson depending on the level of student activity) (total maximum number of points – 10));

**competence-oriented task on topics** – the ability to combine theory with practice when considering situations; logic, structure, style of presentation of the material when performing in the audience, the ability to justify their position (maximum score – 5 points (two competence-oriented tasks during the semester, total maximum number of points – 10));

**essay presentation** – the ability to generalize information and draw conclusions; ability to conduct critical and independent assessment of certain problematic issues; the ability to explain alternative views and the presence of their own point of view, position on a particular issue; logic, structuring and validity of conclusions on a specific problem; literacy of material submission (maximum score – 5 points);

**presentation** – the ability to generalize information and draw conclusions; ability to plan and evaluate certain problematic issues; logic, structuring and validity of conclusions on a specific problem; literacy of the material (maximum score – 5 points (two presentations during the semester, the total maximum number of points – 10));

**express tests on topics** – the use of analytical approaches; quality and clarity of reasoning; style of presentation of material in written works; independence of work performance; use of methods of comparison, generalization of concepts and phenomena; registration of work (estimated at 5 points (three rapid tests during the semester – the total maximum number of points – 15));

**written control works** – degree of assimilation of actual material; logic, structure of material presentation; the presence of their own point of view, position on a particular issue. ability to substantiate it; quality and clarity of reasoning (maximum score that a student can receive – 20 points (two written tests during the semester – the total maximum number of points – 40)).

The general criteria for assessment non-auditing independent work of students are: the depth and strength of knowledge, the level of thinking, the ability to systematize knowledge on individual topics, the ability to draw sound conclusions, the possession of categorical apparatus, skills and techniques for performing practical tasks, the ability to find necessary information, to carry out its systematization and processing, self-realization at seminars and practical classes. The results of the independent are checked and evaluated during the classroom current control – oral interviews, presentation reports and written works.

**Final / semester control** of students' knowledge and competencies in the discipline is carried out in the form of a semester differentiated test, the task of which is to check the student's understanding of the program material as a whole, logic and relationships between individual sections, ability to creatively use accumulated knowledge. problems of academic discipline, etc.

Final number of points in the discipline (maximum – 100 points) is defined as the sum of (simple) points for the results of student success in the current control.

A student **should be considered certified** if the sum of the points obtained on the basis of the results of the final / semester test of success is equal to or exceeds 60.

The total score in points for the semester is: «60 or more points are passed», «59 and less points are failed», and entered in the «Statement of learning achievement» of the academic discipline.

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

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

### Grade scale: national and ECTS

Total score on a 100-point scale	ECTS assessment scale	Assessment on the national scale	
		for exam, course project (work), practice, training	for pass
90 – 100	A	excellent	passed
82 – 89	B	good	
74 – 81	C		
64 – 73	D		
60 – 63	E	satisfactory	not passed
35 – 59	FX	unsatisfactory	
1 – 34	F		

### Rating-plan of the educational discipline

Topic	Forms and types of education		Forms of evaluation	Max points
1	2		3	4
Topic 1.	<i>Classroom work</i>			
	Lecture	Lecture on the topic 1. Management in a dynamic environment.	Express-test	1
	Seminar	The concept and essence of management.	Discussion	1
	<i>Individual work</i>			
	Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Preparation for the seminar.	Homework check	-
Topic 2.	<i>Classroom work</i>			
	Lecture	Lecture on the topic 2. The evolution of theories in management.	Express-test	1
	Seminar	Features of management in different countries.	Discussion	1
			Express-test on topics	5
<i>Individual work</i>				
	Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Preparation for the seminar.	Homework check	-



1	2	3	4	
<b>Topic 3</b>	<i>Classroom work</i>			
	Lecture	Lecture on the topic 3. Modern Business models.	Express-test	1
	Seminar	Practical experience of using modern business models.	Discussion	1
	<i>Individual work</i>			
Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Preparation for the seminar.	Homework check	-	
<b>Topic 4</b>	<i>Classroom work</i>			
	Lecture	Lecture on the topic 4. The modern environment of the organization.	Express-test	1
			Essey	5
	Practical lesson	Features of management in different countries.	Discussion	1
			Express-test on topics	5
	<i>Individual work</i>			
Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Preparation for the express survey. Preparation of a presentation. Preparation of an essay on the topic: «Management system of organizations in the world».	Homework check	-	
<b>Topic 5</b>	<i>Classroom work</i>			
	Lecture	Lecture on the topic 5. Modern organizational structures and organizational design.	Express-test	2
	Practical lesson	Organizational design.	Writing control work	20
			Discussion	1
			Checking the task on the topic	5
			Presentation	5
	<i>Individual work</i>			
Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Preparation for control work. Preparation a presentation. Participation in solving the business situation.	Homework check	-	

1	2	3	4	5
Topic 6	<i>Classroom work</i>			
	Lecture	Lecture on the topic 6. Cross-cultural management.	Express-test	1
	Practical lesson	Comparison of human resource management systems in different countries.	Discussion	1
	<i>Individual work</i>			
Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Preparation for the express-test. Performing practical tasks.	Homework check	-	
Topic 7	<i>Classroom work</i>			
	Lecture	Lecture on the topic 7. Organizational dynamics and conflict resolution.	Express-test	2
	Practical lesson	Culture in multinational corporations.	Discussion	1
			Express-test on topics	5
	<i>Individual work</i>			
Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Performing practical tasks.	Homework check	-	
Topic 8	<i>Classroom work</i>			
	Lecture	Lecture on the topic 8. «Blue Ocean» Strategies.	Express-test	1
			Writing control work	20
	Practical lesson	Strategies of multinational corporations. Determining the degree of influence of cultural differences on the management system. Decision making in management.	Discussion	3
			Checking the task on the topic	5
	<i>Individual work</i>			
	Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Performing practical tasks. Preparation for control work. Preparation of a presentation on «The work of a manager in commercial and non-commercial organizations: similarities and differences».	Homework check	-
Presentation			5	

### Recommended books and resources

#### Main

1. Опорний конспект лекцій: Менеджмент організацій / Т. І. Лепейко, І. М. Перерва // Сайт ПНС ХНЕУ ім. С. Кузнеця [Електронний ресурс]. – Режим доступу: <https://pns.hneu.edu.ua/course/view.php?id=3864>.

### **Additional**

2. Lepeyko T. Gender Differences in Customer Behaviour in the Aspect of Odd-Even Pricing [Electronic resource] / T. Lepeyko, A. Kotlyk, E. Omarov // International Journal of Supply Chain Management. – 2019. – Vol. 8, No. 4, August. – P. 970 – 979. – Access mode: <https://ojs.excelingtech.co.uk/index.php/IJSCM/article/view/3332/pdf>.

3. Melnyk A. Formation of Organizational Culture: Motivative Approach / A. Melnyk, T. Lepeyko, O. Myronova, O. Mazorenko // Studies of Applied Economics. – 2021. – Vol. 39 No. 7: Special Issue: Impact of Current Trends in Social Commerce, Economics, and Business Analytics [Electronic resource] Access mode: <https://doi.org/10.25115/eea.v39i7.4939>.

4. Management of Organizations. Syllabus for Master's (second) degree students of speciality 073 «Management» [Electronic resource] [Текст] / compil. by T. Lepeyko, O. Myronova, I. Matsikanych; Simon Kuznets Kharkiv national university of economics. – Kh. : S. Kuznets KhNUE, 2018 – 43 p. – <http://www.repository.hneu.edu.ua/handle/123456789/19761>.

5. Nazarova G., Sotnikova Yu. Creative Economy and Management [Electronic resource] [Текст] : textbook / Simon Kuznets Kharkiv national university of economics. – Kh. : S. Kuznets KhNUE, 2018 – 159 p. – <http://www.repository.hneu.edu.ua/handle/123456789/19943>.

### **Information resources**

6. Electronic catalog of the V. I. Vernadsky National Library of Ukraine. – Access mode : [www.nbuv.gov.ua](http://www.nbuv.gov.ua).

7. Electronic catalog of V. G. Korolenko Kharkiv State Scientific Library. – Access mode : <http://korolenko.kharkov.com>.

8. Management of organizations : course page on the PNS (Moodle platform) / I. T. Lepeyko, I. M. Pererva. – Access mode : <https://pns.hneu.edu.ua/course/view.php?id=3864>.