

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY**

**Department of Management named by Professor L.I. Mykhailova
Faculty of Economics and Management**

MODULE SYLLABUS


**THEORY OF ORGANIZATION
status is selective**


It is implemented within the educational program «Management»
(name)

in the specialty 073 «Management»
(code, name)

Qualification: at the first (bachelor) level of higher education

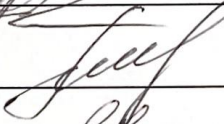
Sumy-2024


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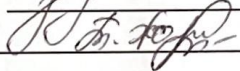
Module syllabus agreed at the Department of Management named by Professor L.I. Mykhailova (name of department)	protocol dated 18.06.2024 №17
	Head department <u></u> A.I. Oriekhova (surname, initials)

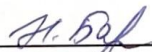
Approved by:

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Registered in electronic data base 18.06. 2024

1. MODULE OVERVIEW

1.	Title	Theory of organizations			
	Faculty/Department	Faculty of Economics and Management, Department of Management named after Professor L.I. Mykhailova			
3.	Type	Selective			
4.	Program(s) to which module is attached	Educational and professional program "Management" in specialty 073 "Management"			
5.	NRK level	National framework of qualifications of Ukraine – level 6, FQ-EHEA – first cycle, EQF-LLL – Level 6.			
6.	Semester and duration of study	2nd course, 15 weeks			
7.	Number ECTS credits	5 ECTS			
8.	Total workload and time allotment	Contact work (class)			
		Lectures	Practical /seminars	Lab.	Independent work
		30	30	-	90
9.	Language of education	Ukrainian			
10.	Teacher / Coordinator of the educational component	Tsebro Y.I. Doctor of Economics, Associate Professor, Associate Professor of the Department of Management named after Professor L.I. Mykhailova			
11	Contact Information	Sumy, st. G. Kondratieva, 160, Faculty of Economics and Management, Department of Management named after Professor L.I. Mykhailova (room 303e); yanatsebro@gmail.com			

12	General description of the educational component	<p>The theory of organization as an educational discipline is necessary to ensure the quality of special theoretical training of those who obtain higher education degrees in the "Management" specialty. The structure and content of the course is built on the basis of the generalization of the real practice of creating new effective forms of organization. Mastering the course, the student of higher education must master scientific approaches to management, understand the essence of organizational processes, study the principles and regularities of the formation and functioning of organizations. Upon completion of the course, the student of higher education must: understand that in the conditions of the existence of various forms of ownership, the rapid development of science and technology, the spread of new information technologies and means of communication, the intensification of entrepreneurial activity, the transition to new effective forms of organization becomes the main way to survive in competition . The tasks of the educational discipline "Theory of organization" are: providing students with knowledge about the theory and practice of the functioning of organizations in the conditions of the modern socio-economic environment, about the regulation of processes that occur in them in relation to the external environment, etc.; studying the main organizational theories; studytheoretical and methodological principles of creation and functioning of organizations; mastering the main methodical approaches of analyzing the internal and external environment of organizations; acquiring skills in building organizational structures of various types of organizations; acquisition of transformation skills, creation of image and culture of organizations.</p>
13.	The purpose of the educational component	<p><i>The purpose of the educational component</i> consists in forming in future managers a modern, based on a systemic approach, worldview regarding the creation, functioning and evolution of organizations. The study of the academic discipline makes it possible to see and analyze from the point of view of the implementation of organizational relations the root causes of successes and failures, to rationally combine various elements into integral formations to achieve a certain goal.</p>
14	Prerequisites for studying OK, connection with other educational components of OP	<ol style="list-style-type: none"> 1. The educational component is based on such courses as management, business economics 2. The educational component is the basis for such courses as personnel management, administrative management, communication management

15	Policy of academic integrity	<p>According to the Code of Academic Integrity of the Sumy NAU, academic integrity is a set of principles and rules of conduct for participants in the educational process, aimed at forming an independent, responsible individual capable of solving tasks in accordance with the educational level in compliance with the norms of law and social morality.</p> <p>Observance of academic integrity by students of higher education involves independent performance of educational tasks, tasks of current and final control, study results. It is expected that students of higher education will adhere to the principles of academic integrity, being aware of the consequences of its violation, which is determined by the normative documents of SNAU, in particular of the Code of academic integrity, Regulations on the prevention and detection of academic plagiarism at the Sumy NAU (a complete list of regulatory documents is available on the university's website https://snau.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist/).</p> <p>For violation of academic integrity, students of higher education may be held to the following academic responsibility, namely:</p> <ul style="list-style-type: none"> - academic fraud (using the phone while writing papers) will lead to resubmitting the work; - write-off - from the first warning to cancellation of work; - plagiarism will lead to the cancellation of the work
16	Link to the course at the Moodle system	https://cdn.snau.edu.ua/moodle/course/view.php?id=1332

2. LEARNING RESULTS UNDER THE EDUCATIONAL COMPONENT AND THEIR RELATIONSHIP WITH THE PROGRAM LEARNING OUTCOMES

<p style="text-align: center;">MLOs:</p> <p>On successful completion of the module the learner will be able to:</p>	<p style="text-align: center;">How assessed</p>
<p>MLOs 1. Demonstrate knowledge of the organization's system of laws, organization principles; relationship of the organization as a system and organization as a process; types of organizations and their main characteristics; stages of the organization's genesis and its properties</p>	<p style="text-align: center;">Multiple choice test</p>
<p>MLOs 2. Demonstrate knowledge of the synergistic concept self-organization; flexibility of the organization and its sustainability</p>	<p>Individual task, situational exercises</p>
<p>MLOs 3. Develop measures for transformation, both of the organization as a whole and of its components, taking into account the influence of internal and external environment factors, carry out comprehensive analysis of the organization's environment.</p>	<p>Individual task, situational exercises</p>
<p>MLOs 4. Understand the acquired knowledge about the essence of the organizational structure and the factors that determine its features; the mechanism of formation of the organization project and the essence of the organization; the principles of building the structure of the organization and being able to apply them in practice</p>	<p>Individual task, project "Organization design and creation <i>its organizational structure</i>"</p>
<p>MLOs 5. To determine the factors of formation of support and change of organizational culture and the role of information technologies in the process of organizing management of organizational systems.</p>	<p>Individual task, situational exercises</p>

3. MODULE INDICATIVE CONTENT

Topic. List of issues to be considered within the topic	Distribution within the general time budget			Recommended literature
	Auditory work		Independent work	
	Lectures	Practicals		
Topic 1. Methodological principles of organization theory 1. The essence of the concept of organization. 2. Principles of organization. 3. Stages of organization development.	2	2	6	Main sources: 1, 2, 3, 4, 9, 12; Additional sources: 16, 18, 20, 23; Software: 1, 2
Topic 2. Laws of organization 1. The essence of the organization's laws. 2. Preservation of the balance of the organization and its integrity.	2	2	6	Main sources: 1, 2, 3, 4, 9, 12; Additional sources: 16, 18, 20, 23; Software: 1, 2
Topic 3. Basic organizational theories and models 1. Basic ideas of organization theory. 2. Modern theory of organization. 3. Organization theory models.	2	2	6	Main sources: 1, 2, 3, 4, 9, 12; Additional sources: 16, 18, 20, 23; Software: 1, 2
Topic 4. Organization as a system 1. Concept of organizational system. Organization as an open system. 2. Life cycle of the organization. 3. Social organization.	2	2	6	Main sources: 1, 2, 3, 4, 9, 12; Additional sources: 16, 18, 20, 23; Software: 1, 2
Topic 5. Organization as a system 1. Classification of organizations. 2. The genesis of the organization. 3. Properties organizations	2	2	6	Main sources: 1, 2, 3, 4, 9, 12; Additional sources: 16, 18, 20, 23; Software: 1, 2
Topic 6. Organization as a society 1. Activity and resistance of social organization. 2. General features of social organization. 3. Formal organization. 4. Informal organization.	2	2	6	Main sources: 1, 2, 3, 4, 9, 12; Additional sources: 16, 18, 20, 23; Software: 1, 2

<p>Topic 7. Organizational activity and organization as a process</p> <p>1. Statics and dynamics of organizational systems. Dynamic organization.</p> <p>2. Principles of the static and dynamic state of the organization.</p> <p>3. Comparative analysis of the principles of dynamic and static organizations.</p> <p>4. Organization as a system of processes.</p>	2	2	6	<p>Main sources: 1, 2, 3, 4, 9, 12; Additional sources: 16, 18, 20, 23; Software: 1, 2</p>
<p>Topic 8. Theoretical foundations of the organization as an object management</p> <p>1. Organization and management.</p> <p>2. Organization management system.</p> <p>3. Technologies of organization management: theoretical foundations.</p>	2	2	6	<p>Main sources: 1, 2, 3, 4, 9, 12; Additional sources: 16, 18, 20, 23; Software: 1, 2</p>
<p>Topic 9. Internal environment of the organization</p> <p>1. Internal environment organizations</p> <p>2. Interrelationship factors internal and external environment of the organization.</p>	2	2	6	<p>Main sources: 1, 2, 3, 4, 9, 12; Additional sources: 16, 18, 20, 23; Software: 1, 2</p>
<p>Topic 10. External environment of the organization</p> <p>1. The external environment of the organization.</p> <p>2. Methods of studying the external environment organizations: external observation; targeted observation, informal search, formal search.</p>	2	2	6	<p>Main sources: 1, 2, 3, 4, 9, 12; Additional sources: 16, 18, 20, 23; Software: 1, 2</p>
<p>Topic 11. Organizational design</p> <p>1. The essence of organizational design.</p> <p>2. Universal views on the organization's project.</p> <p>3. Stages of organizational design.</p> <p>4. Organization design methods.</p> <p>5. Organization design factors.</p>	2	2	6	<p>Main sources: 1, 2, 3, 4, 9, 12; Additional sources: 16, 18, 20, 23; Software: 1, 2</p>
<p>Topic 12. Structure of the organization</p> <p>1. Concept of organization structure and principles of its construction.</p> <p>2. Elements of the structure and connections in the organization.</p> <p>3. Concepts of organizational</p>	2	2	6	<p>Main sources: 1, 2, 3, 4, 9, 12; Additional sources: 16, 18, 20, 23; Software: 1, 2</p>

structures. 4. Approaches to the formation of an organizational structure. 5. Characteristics of the organizational structure.				
Topic 13. Organizational culture 1. Concepts, structural elements and properties of organizational culture. 2. Functions of organizational culture. 3. Classification of organizational culture. 4. Methods of supporting the organization's culture. 5. Change of organizational culture.	2	2	6	Main sources: 1, 2, 3, 4, 9, 12; Additional sources: 16, 18, 20, 23; Software: 1, 2
Topic 14. Information and analytical technologies of the organization 1. Information in the organization as a factor in ensuring its effectiveness. 2. Technologies of information activity in the organization. 3. Information system of the organization. 4. Modern information technologies.	2	2	6	Main sources: 1, 2, 3, 4, 9, 12; Additional sources: 16, 18, 20, 23; Software: 1, 2
Topic 15. Efficiency activities of the organization 1. The concept of organizational efficiency. 2. Efficiency factors and types of effects. 3. Evaluation of the effectiveness of the organization and organizational systems.	2	2	6	Main sources: 1, 2, 3, 4, 9, 12; Additional sources: 16, 18, 20, 23; Software: 1, 2
In total	30	30	90	

4. TEACHING AND LEARNING METHODS

MLOs	Teaching methods (directed study)	Hours	Learning methods (self-directed study)	Hours
MLOs 1. Demonstrate knowledge of the organization's system of laws, organization principles; the relationship between the organization as a system and the organization as a process; types of organizations and their main characteristics; stages of the genesis of the organization and its properties	Problem lecture, thematic discussion, analysis of specific management situations, solution of situational problems, performance of tests	24	Independent work with the textbook, recommended sources of literature, performance of individual tasks	36
MLOs 2. Demonstrate knowledge of the synergistic concept of self-organization; flexibility of the organization and its constancy	Problem lecture, thematic discussion, analysis of specific management situations (Case-study)	8	Independent work with the textbook, recommended sources of literature, performance of individual tasks	12
MLOs 3. Develop measures for the transformation of both the organization as a whole and its components, taking into account the influence of internal and external environmental factors, carry out a comprehensive analysis environment of the organization.	Problem lecture, thematic discussion, discussion of problematic issues in classes, analysis of specific situations (Case-study)	8	Independent work with the textbook, recommended sources of literature, performance of individual tasks	12

<p>MLOs 4. Understand acquired knowledge regarding the essence of the organizational structure and the factors determining its features; the mechanism of formation of the organization project and the essence of the organization; the principles of building the structure of the organization and being able to apply them in practice</p>	<p>Problem lecture, thematic discussion, project development, analysis of specific management situations, solution of situational problems (Case-study)</p>	<p>4</p>	<p>Independent work with the textbook, recommended sources of literature, performance of individual tasks Independent work with the textbook, recommended sources of literature, performance of individual tasks</p>	<p>6</p>
<p>MLOs 5. Determine the factors of formation of support and change of organizational culture and the role of information technologies in the process of organizing organizational management systems</p>	<p>Problem lecture, thematic discussion, analysis of specific management situations, solution of situational problems (Case-study)</p>	<p>16</p>	<p>Independent work with the textbook, recommended sources of literature, performance of individual tasks</p>	<p>24</p>

5. ASSESSMENT

5.1. Summative assessment

5.1.1. Intended learning outcomes methods:

No	Methods of summative assessment	Points/Weight in overall evaluation	Compilation date
1.	Multiple choice test with 1-6 lectures	10 points/10%	For 6 weeks
2.	Implementation of specific situations regarding the synergistic concept of self-organization; flexibility of the organization and its sustainability	10 points/10%	At 8 weeks
3.	Multiple choice test	15 points/15%	At 8 weeks
4.	Individual research work	15 points/15%	On the 9th week
5.	Carrying out specific management situations, solving situational problems (Case-study) regarding the development of transformation measures, both for the organization as a whole and its components, taking into account the influence of internal and external environmental factors, carrying out a comprehensive analysis of the organization's environment (SWOT and PEST analysis)	5 points/5%	On the 10th week
6.	Individual assignment, project "Designing an organization and creating its organizational structure"	10 points/10%	On the 11th week
7.	Implementation of specific management situations regarding the determination of factors for the formation of support and change in the organization's culture and the role of information technologies in the process of organizing the management of organizational systems	5 points/5%	On the 14th week
8.	The exam is a written work	30 points/30%	

5.1.2. Grading criteria

	Unsatisfactorily	Satisfactorily	Fine	Perfectly
Multiple choice test on 1-6 lectures	<6 points	6-7 points	8-9 points	10 points
	<6 correct answers	6-7 correct answers	8-9 correct answers	10 correct answers
Implementation of specific situations regarding the synergistic concept of self-organization; flexibility of the organization and its sustainability	<6 points	6-7 points	8-9 points	10 points
	Requirements regarding the task not completed	Majority requirements are met, but individual components are missing or insufficient to disclose, there is no analysis of other approaches to the question	All requirements of the task have been fulfilled	Fulfilled all the requirements of the task, demonstrated creativity, thoughtfulness, a proper solution to the problem is proposed
Individual research	<6 points	7-10 points	11-13 points	14-15 points

work	Requirements regarding the task not completed	Majority requirements are met, but individual components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue	All requirements of the task have been fulfilled	All the requirements of the task were fulfilled, creativity and thoughtfulness were demonstrated, and an own solution to the problem was proposed
Multiple choice test	<6 points	7-10 points	11-13 points	14-15 points
	<6 faithful answers	7-10 faithful answers	11-13 faithful answers	14-15 faithful answers
Implementation of specific management situations, situational solutions tasks (Case-study) regarding the development transformation measures, as organizations in as a whole, as well as its components, taking into account the influence of factors of the internal and external environment, carrying out a comprehensive analysis of the organization's environment (SWOT and PEST analysis)	<3 points	3 points	4 points	5 points
	Requirements regarding the task not completed	Majority requirements are met, but individual components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue	done all task requirements.	All the requirements of the task were met, creativity and thoughtfulness were demonstrated, and an own solution to the problem was proposed
Individual task, project "Designing the organization and creating its organizational structure"	<6 points	6-7 points	8-9 points	10 points
	Requirements regarding the task not completed	Majority requirements are met, but individual components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue	All requirements of the task have been fulfilled. At the same time, the acquirer knows how to apply acquired knowledge in different situations, knows how to generalize and systematize information, uses common knowledge evidence in own arguments.	All the requirements of the task were fulfilled, creativity and thoughtfulness were demonstrated, and an own solution to the problem was proposed. Convincingly argues a personal position, aligning it with the acquired knowledge and general values.

Implementation of specific management situations regarding the determination of formation factors support and changes in organizational culture and the role of information technologies in the process organizational management organizations systems	<3 points	3 points	4 points	5 points
	Requirements regarding the task not completed	Majority requirements are met, but individual components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue	All requirements of the task have been fulfilled	All the requirements of the task were met, creativity and thoughtfulness were demonstrated, and an own solution to the problem was proposed
The exam is a written work	<18 points	18-23 points	24-29 points	30 points
	Requirements regarding task not completed	Most requirements performed, but individual components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue	All done task requirements	All done requirements of the task, demonstrated creativity, thoughtfulness, proposed own solution to the problem

5.2. Formative assessment:

To assess the current progress in learning and understand the directions for further improvement is provided

Elements of regulatory assessment	Date
Written survey after studying topics 1-2	Within 2 weeks
Verbal feedback from the teacher and students regarding the understanding of the concept of organization as a system and organization as a society	During the 4th week
Verbal feedback while working on writing abstracts of reports	During 7-8 weeks
Verbal feedback from the teacher and students after project presentations	During 10 weeks
Written survey after studying the topic 8	During the 9th week
Written survey after studying topics 9-10	During the 11th week
Written survey after studying the topic 12-14	During the 14th week
Oral survey	at every lesson

6. EDUCATIONAL RESOURCES (LITERATURE)

6.1 Main sources

6.1.1 Textbooks, manuals

1. Bilyavska Yu.V., Mykytenko N.V. Theory of organization: a textbook. Kyiv: Kyiv. national trade and economy University, 2019. 424 p.
2. G. L. Monastyrskiy. Theory of organization: a textbook. 2nd edition, supplemented and revised. Ternopil: ZUNU, 2020. 329 p.
3. Ruliev V. A., Gutkevich S.O. Management: study guide. Kyiv: Center for Educational Literature, 2019. 312 p.
3. Tsebro Ya.I. Theory of organization: study guide for applicants for the first (bachelor) level of higher education in the field of knowledge 07, 05, 28, 12 full-time and part-time forms of education. Sumy, 2024. 156 p.

6.1.2 Methodological support

5. Methodological complex "Theory of organization" in the MOODLE program. <https://cdn.snau.edu.ua/moodle/course/view.php?id=1332>
6. Theory of organization: tutorial for applicants for the first (bachelor) level of higher education in the field of knowledge 07, 05, 28, 12 full-time and part-time forms of education. Sumy, 2024. 156 p.

6.1.3 Other sources

7. Internet portal for managers. URL: <http://www.management.com.ua>
8. National Library of Ukraine named after V.I. Vernadsky. URL: <http://www.nbuv.gov.ua>
9. Ukrainian textbooks online. URL: <http://pidruchniki.ws>

6.2. Additional sources

10. Abramova I. Theoretical and methodological principles of organizational behavior of personnel. *Economic Forum*. 2022. No. 1. P. 42-48.
11. Aleksandrova V. O., Manoilenko O. V. Theoretical prerequisites for the formation of organizational and economic support for the reorganization of the business entity. *Problems of the economy*. 2022. No. 1. P. 76-82.
12. Volkivska A.M., Osovska G.V. Corporate culture in the enterprise management system. Topical issues of practice and science. 2021. No. 26. P. 257-262.
13. Kopytko M., Mikhalitska N., Veresklyia M. Corporate culture as a strategic direction of enterprise management in the conditions of modern challenges. Scientific notes of the "KROK" University. 2021. No. 2(62). P. 92-99.
14. Koshchii O.V. Optimization of organizational structures of domestic enterprises. *Economic Forum*. 2021. No. 4. P. 70-78.
15. Lutskyi M. G., Mostenska T. L., Kovtun O. A., Mostenska T. G. Theoretical principles of determining the organizational climate and factors of its formation. *Ukrainian Journal of Applied Economics*. 2021. Vol. 6, No. 2. P. 171-180.
15. Management: training manual. / N.S. Krasnokutska, O.M. Nashchekina, O.V. Zamula et al. Kharkiv: Madrid Printing House, 2019. 231 p
16. Novikova M. M., Borovyk M. V., Bubiryov E. A. Theoretical aspects of managing organizational changes at the enterprise. *Business Inform*. 2022. No. 10. P. 219-225.
17. Yu. A. Opanasyuk, Maryn M. V. Theoretical aspects of implementing organizational changes in conditions of uncertainty. *Bulletin of Sumy State University. Series: Economy*. 2021. No. 2. P. 88-96.
18. Yu. Solonenko, Ya. Kutsa. Optimization of the organizational structure of enterprise

management. Financial space. 2021. No. 4. 136-145.

19. Strategic SWOT analysis of the internal and external environment of the organization: Methodological recommendations / Compilers: Z.I. Galushka, OO Luste. Chernivtsi: Yuri Fedkovich Chernivtsi National University, 2021. 48 p.

6.3. Software

20. A package of Microsoft Office software products.

21. Software (for distance learning, Zoom, Moodle).

