


MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SUMY NATIONAL AGRARIAN UNIVERSITY  
Faculty of Economics and Management  
Public Management and Administration Department

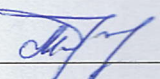
MODULE SYLLABUS

**ORGANIZATIONAL MANAGEMENT**

**(compulsory)**

<b>Speciality</b>	Management
<b>Educational program</b>	<b>Organizational management and administration</b>
<b>level of higher education</b>	the second (master's)

Author:  Alina BRYCHKO Phd, Associate Professor of Public Management  
Administration Department

Module syllabus agreed at the Public Management and Administration Department meeting	Protocol №20 dated June 3 2025
	Head of Public Management and Administration Department <u></u> Alina BRYCHKO

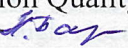
**Approved by:**

Guarantor of the Academic program  Alvina ORIEKHOVA

Dean of the Faculty  Svitlana LUKASH

Syllabus review (attached) is provided by:  Liudmyla DASHUTINA

 Tetyana KHARCHENKO

Representative of the Department of Education Quality assurance,  
licensing and accreditation 

( N. Baranik )

Registered in electronic data base 28.08. 2025

**Information on reviewing the work program (syllabus):**

The academic year in which changes are made	The Academic program attachment number with changes description	Changes revised and approved		
		Minutes No and date of the department meeting	Head of Department	Guarantor of the Academic program

## 1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

1.	Title	Organizational Management		
2.	Faculty/Department	Faculty of Economics and Management / Public Management and Administration Department		
3.	Type (compulsory or optional)	compulsory		
4.	Program(s) to which module is attached (to be filled in for compulsory types)	Educational program «Organizational management and administration», second level of higher education, specialty D3 «Management»		
5.	Module can be suggested for (to be filled in for optional types)			
6.	Level of the National Qualifications Framework	NQF of Ukraine – level 7, FQ-EHEA – second cycle, EQF-LLL – level 7		
7.	Semester and duration of module	The discipline is taught in the 2d semester		
8.	ECTS credits number	5 credits (150 hours)		
9.	Total workload and time allotment	Directed study		
		Lectures	Practicals	Labs
		44	30	
		76		
10.	Language of instruction	English		
11.	Module leader	Alina Brychko PhD, Associate Professor of Public Management and Administration Department		
11.1	Module leader contact information	Email: alina.brychko@snaeu.edu.ua SNAU, building of the Faculty of Economics and Management, aud. 310 e		
12.	Module description	formation of systems thinking and a complex of special knowledge and skills in managing functional subsystems and elements of the organization's internal environment at all stages of its life cycle.		
13.	Module aim	familiarization of higher education applicants with the purpose and functions of organization management as a single whole in their interconnection and interdependence; formation of a system of knowledge on theoretical foundations and technologies for the formation, development and use of competitive advantages of an enterprise from the point of view of risk and opportunities for organizations.		
14.	Module Dependencies (prerequisites, co-requisites, incompatible modules)	The educational component is the basis for courses such as: Strategic Management of Agricultural Business, Corporate Governance.		
15.	The policy of academic integrity	When completing individual tasks and passing intermediate and final examinations, applicants must adhere to the rules of academic integrity set forth in the "Code of Academic Integrity of the SNAU" and "Regulations on the Prevention and Detection of Academic Plagiarism in Sumy NAU" (approved by the Academic Council of the SNAU No. 6 dated 12/26/2017), In particular, for violating the rules of academic integrity (in one form or another provided for by the Code) while studying for the		

		<p>OC, persons studying at the university may be held liable for the following forms of liability:</p> <ul style="list-style-type: none"> <li>– re-taking the assessment;</li> <li>– re-taking the course;</li> <li>– warning;</li> <li>– reprimand;</li> <li>– expulsion from the university; (Part 5 of Article 48 of the draft Law)</li> </ul> <p>The facts of violation of the norms of the Code of Academic Integrity by any participant in the educational process (applicant or teacher) must be reported to the Academic Integrity Council in accordance with the procedure specified in the Code (Section 4). In order to prevent plagiarism, individual tasks are formed and performed in the form of individual practical tasks and tasks for independent performance, which make compilation and plagiarism impossible.</p>
16	Link in Moodle	<a href="https://cdn.snau.edu.ua/moodle/course/view.php?id=6180">https://cdn.snau.edu.ua/moodle/course/view.php?id=6180</a>
17	Keywords	organization management, Change management, Organizational engineering, Organizational design, Organizational competitiveness, Organizational risk protection, anti-crisis management, Adaptive management, organization, innovative development, investment

## 2. CORRELATION BETWEEN MODULE LEARNING OUTCOMES (MLOs) AND PROGRAM LEARNING OUTCOMES (PLOs)

<b>MLOs:</b> On successful completion of the module the learner will be able to:	<b>Program learning outcomes to be achieved by the EC (indicate the number according to the numbering given in the EP)</b>		<b>How assessed</b>
	PLO	PLO	
MLOs 1. Possess and apply flexible forms of management and modern tools for managing an organization			Express polls, discussions, task completion
MLOs 2. Ability to form an organization's management system (individual subsystems) taking into account the scale and areas of activity			Express polls, discussions, task completion
MLOs 3. Apply modern models, approaches and technologies, international experience in designing and reorganizing a management system			Express polls, discussions, task completion
MLOs 4. Justify the choice of risk management tools			Express polls, discussions, task completion
MLOs 5. Be able to monitor the results of the organization's activities and identify problems associated with a crisis, diagnose a crisis and justify ways out of the crisis			Express polls, discussions, task completion
MLOs Ability to apply modern technologies for managing organizational processes			Express polls, discussions, task completion
MLOs 7. Be able to determine the relationship between competitive advantages and the level of competitiveness of the enterprise			Express polls, discussions, task completion
MLOs 8. Critically understand, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions			Express polls, discussions, task completion
MLOs 9. Apply concepts, methods and management tools for effective and efficient management of the organization			Express polls, discussions, task completion

### 3. MODULE INDICATIVE CONTENT

Topics	Distribution of hours				Learning resources
	Directed study			Self-directed study	
	Lc	Pc	Labs		
<b>Topic 1 System model of organization management.</b> 1. Organization as a complex system and as an object of management 2. Features of the functional and systemic vision of the organization 3. Characteristics of the main subsystems of the organization	2	2		5	key resources: 1-4 other sources: 1-6 software: 1, 2
<b>Topic 2. Evolution of the organization</b> 1. Evolutionary views on the processes of change in the activities of organizations 2. The life cycle of the organization's activities and the stages of change 3. Features of management at the main stages of the organization's life cycle	4	2		5	key resources: 1-4 other sources: 1-6 software: 1, 2
<b>Topic 3. Change management</b> 1. Organizational development 2. Resistance to change 3. Management consulting as a way of implementing changes	2	2		5	key resources: 1-4 other sources: 1-6 software: 1, 2
<b>Topic 4. Organizational mechanism of organization management. Management models</b> 1. Regulatory and legal regulation and procedure for founding an enterprise. 2. Development of constituent documents of an enterprise. 3. Methodology for designing a management structure. 4. Fundamentals of management restructuring. 5. Modern models of enterprise management.	2	2		5	key resources: 1-4 other sources: 1-6 software: 1, 2
<b>Topic 5. Organizational engineering</b> 1. Organizational engineering. 2. Methodology of organizational engineering. 3. Conditions of the engineering approach. Participants in the engineering process. general rules of engineering.	4	2		5	key resources: 1-4 other sources: 1-6 software: 1, 2
<b>Topic 6. Organizational design</b> 1. Organizational design as a set of parameters that determine the levels of division of labor and coordination 2. Levels and stages of organizational change 3. Objects and components of organizational transformations 4. Model of development of internal potential and competitive status of an enterprise	4	2		5	key resources: 1-4 other sources: 1-6 software: 1, 2
<b>Topic 7. Management models</b> 1. Models of the organization as an open system 2. Varieties and combinations of models of organization management 3. "Diamond model" by G. Levitt 4. Model of socially oriented organization "7-S"	4	2		5	key resources: 1-4 other sources: 1-6 software: 1, 2

5. Model of "six cells" by M. Weisbord 6. Management technologies					
<b>Topic 8. Management of enterprises of various organizational and legal forms. Image of the organization</b> 1. Characteristics of organizational and legal forms of enterprises in Ukraine. 2. Forms of association of enterprises in Ukraine and their management. 3. Modern trends in the development of various enterprises and their associations. 4. New forms of support for entrepreneurship as opportunities for the development of the organization's management system. 5. Image of the organization	4	2		5	key resources: 1-4 other sources: 1-6 software: 1, 2
<b>Topic 9. Management in the organization</b> 1. Management of joint activities 2. Communicative and informational aspects of administrative activities 3. Types of errors. Control errors 4. Discipline management	4	2		6	key resources: 1-4 other sources: 1-6 software: 1, 2
<b>Topic 10. Organizational competitiveness</b> 1. The essence of organizational competitiveness 2. The system and process of managing organizational competitiveness 3. Methods for assessing the competitiveness of the organization	4	2		6	key resources: 1-4 other sources: 1-6 software: 1, 2
<b>Topic 11. Organizational risk protection</b> 1. The essence of risk, properties and functions 2. Risk management in the organization 3. Methodology for conducting risk analysis and assessment	4	2		6	key resources: 1-4 other sources: 1-6 software: 1, 2
<b>Topic 12. Fundamentals of anti-crisis management. Adaptive management of the organization</b> 1. The essence of the crisis, its causes and types 2. Anti-crisis management of the enterprise, adaptive management: concepts, main features and principles 3. Modern technology of anti-crisis and adaptive management in the organization	4	2		6	key resources: 1-4 other sources: 1-6 software: 1, 2
<b>Topic 13. Management of the effectiveness of organizational management</b> 1. The effectiveness of the organization's functioning: essence, meaning and types. 2. Indicators and criteria for the effectiveness of the organization's activities.	4	4		6	key resources: 1-4 other sources: 1-6 software: 1, 2
<b>Topic 14. Management of innovative development of the organization</b> 1. Innovation management in the organization management system. 2. Concept and types of innovative activity. 3. Innovative activity as an object of investment.	2	2		6	key resources: 1-4 other sources: 1-6 software: 1, 2
<b>Total</b>	<b>44</b>	<b>30</b>	<b>-</b>	<b>76</b>	

#### 4. TEACHING AND LEARNING METHODS

MLOs	Teaching methods (directed study)	Hours	Learning methods (self-directed study)	Hours
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MLOs 1. Possess and apply flexible forms of management and modern tools for managing an organization	Problem lecture, thematic discussion, analysis of production situations, solution of situational problems.	8	Independent work with the textbook, completion of individual tasks	8
MLOs 2. Ability to form an organization's management system (individual subsystems) taking into account the scale and areas of activity	Problem lecture, thematic discussion, analysis of production situations, solution of situational problems.	8	Independent work with the textbook, completion of individual tasks	8
MLOs 3. Apply modern models, approaches and technologies, international experience in designing and reorganizing a management system	Problem lecture, thematic discussion, analysis of production situations, solution of situational problems.	8	Independent work with the textbook, completion of individual tasks	8
MLOs 4. Justify the choice of risk management tools	Problem lecture, thematic discussion, analysis of production situations, solution of situational problems.	8	Independent work with the textbook, completion of individual tasks	8
MLOs 5. Be able to monitor the results of the organization's activities and identify problems associated with a crisis, diagnose a crisis and justify ways out of the crisis	Problem lecture, thematic discussion, analysis of production situations, solution of situational problems.	9	Independent work with the textbook, completion of individual tasks	8
MLOs Ability to apply modern technologies for managing organizational processes	Problem lecture, thematic discussion, analysis of production situations, solution of situational problems.	8	Independent work with the textbook, completion of individual tasks	8
MLOs 7. Be able to determine the relationship between competitive advantages and the level of competitiveness of the enterprise	Problem lecture, thematic discussion, analysis of production situations, solution	9	Independent work with the textbook, completion of individual tasks	8

	of situational problems.			
MLOs 8. Critically understand, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions	Problem lecture, thematic discussion, analysis of production situations, solution of situational problems.	9	Independent work with the textbook, completion of individual tasks	8
MLOs 9. Apply concepts, methods and management tools for effective and efficient management of the organization	Problem lecture, thematic discussion, analysis of production situations, solution of situational problems.	9	Independent work with the textbook, completion of individual tasks	10
<b>Total</b>		74		76

## 5. ASSESSMENT

### 5.2. Summative assessment

#### 5.2.1. Intended learning outcomes methods:

No	Summative assessment methods	Grades	Deadline
1.	Solution of situational reasoning tasks with further	15 points / 15%	3 weeks
2.	Multiple choice test	10 points / 10%	7 weeks
3.	Solution of situational reasoning tasks with further	15 points / 15%	8 weeks
4	Multiple choice test	10 points / 10%	10 weeks
5	Solution of situational reasoning tasks with further	10 points / 10%	12 weeks
6	Individual task (preparation, presentation, defense)	10points / 10%	13 weeks
7	Multiple choice test	10 points / 10%	14 weeks
8	Exam - written work	30 points / 30%	

#### 5.2.2. Grading criteria

Summative assessment method	Unsatisfactory	Satisfactory	Good	Excellent
<b>Solving situational tasks with justification</b>	<6 points Requirements of the task not met	6–8 points Most requirements met, but some components are missing or underdeveloped; lacks analysis of alternative approaches	8–10 points All task requirements fulfilled	10–15 points All requirements fulfilled; demonstrates creativity, critical thinking, and proposes own solution to the problem
<b>Multiple-choice test</b>	<6 points Fewer than 12 correct answers	6–7 points 12–14 correct answers	7–9 points 14–18 correct answers	9–10 points 18–20 correct answers
<b>(Repeated) Multiple-choice test</b>	<6 points Fewer than 12 correct answers	6–7 points 12–14 correct answers	7–8 points 14–18 correct answers	9–10 points 18–20 correct answers

<b>Solving situational tasks with justification</b>	<6 pointsMain tasks not solved	6–8 pointsSolves main tasks using appropriate methods	8–10 pointsSolves a range of tasks using appropriate methods	10–15 pointsSolves complex problems using appropriate methods
<b>Individual assignment (preparation, presentation, defense)</b>	<6 pointsTask requirements not met	6–7 pointsPresents research results in a variety of ways	7–8 pointsPresents research results in an appropriate format	9–10 pointsPresents research results in the most appropriate way for the context, using diverse formats
<b>Solving situational tasks with justification</b>	<6 pointsRequirements of the task not met	6–8 pointsMost requirements met, but some components are missing or underdeveloped; lacks analysis of alternative approaches	8–9 pointsAll task requirements fulfilled	9–10 pointsAll requirements fulfilled; demonstrates creativity, critical thinking, and proposes own solution to the problem
<b>(Repeated) Multiple-choice test</b>	<6 pointsFewer than 12 correct answers	6–7 points12–14 correct answers	7–8 points14–18 correct answers	9–10 points18–20 correct answers
<b>Final exam – written work</b>	<19 pointsTask requirements not met	19–24 pointsMost requirements met, but some components are missing or underdeveloped; lacks analysis of alternative approaches	24–28 pointsAll task requirements fulfilled	29–30 pointsAll requirements fulfilled; demonstrates creativity, critical thinking, and proposes own solution to the problem

### 5.3. Formative assessment

Formative exercises are designed to enable students to develop particular aspects of their learning, prior to summative assessments. Formative exercises are designed to help students use feedback and self-reflection to manage and develop their learning so that they can see how to improve their work.

No	Formative Assessment elements	Date
1.	Written survey (testing) after studying topics 1-4	Within 3 weeks
2.	Oral feedback from the teacher and higher education applicants on understanding the concept	Within 4 weeks
3.	Oral feedback while working on writing report abstracts	During 7-8 weeks
4.	Oral feedback from the teacher and students after project presentations	During 10 weeks
5	Written survey after studying topics 5-7	During 9 weeks
6	Written survey after studying topics 8-10	During 11 weeks
7	Written survey after studying topics 11-14	During 14 weeks
8	Oral survey	at each lesson

Self-assessment can be used both an element of formative and summative assessment.

### 5.4 Total number of OK points and rating scale

The total number of points for the educational component is 100 points.

#### 5.4.1 Assessment scale in force at the University

Sum of points	ECTS	Estimation by national scale	
		examination	credit
90 – 100	A	excellent	credited
82-89	B	good	
75-81	C		
69-74	D	satisfactorily	
60-68	E		
35-59	FX	unsatisfactorily, repeated passing is possible	not credited, repeated passing is possible
1-34	F	unsatisfactorily, repeated discipline’s studying is needed	not credited, repeated discipline’s studying is needed

## 6. LEARNING RESOURCES

### 6.1. Key resources

1. Organization of your own business: a textbook / [E. Tkach and others]; Chernivtsi. National University named after Yuriy Fedkovych. Chernivtsi: ChNU: Ruta, 2023. 263 p.
2. Fundamentals of management: Lecture notes: a textbook for students of the specialty 073 "Management" of the educational and professional program "Management and business administration" / Igor Sikorsky Kyiv Polytechnic Institute; compilers: T.V. Lazorenko, S.O. Perminova. Kyiv: Igor Sikorsky Kyiv Polytechnic Institute. 2021.166 p.
3. Shkilnyak M. M, Ovsyanyuk-Berdadina O. F., Krysko Zh. L., Demkiv I. O. Management: a textbook. Ternopil: ZUNU, 2022. 258 p.
4. Shchebel A. I. Management of the potential of an enterprise within the framework of the sustainable development paradigm [Text]: monograph. Higher education institution "Lviv. University of Business and Law". Lviv: Publishing house of Lviv. Polytechnics, 2022. 191 p.
5. Noble Kumawu and Bill Kraus. Global Organization Development – A model for Africa and the World. OCIC GH LTD. 2007.

### 6.2. Guidelines

1. Electronic course on the subject "Organizational Management", posted at: <https://cdn.snau.edu.ua/moodle/course/view.php?id=6180>

### 6.3. Additional resources

1. Bushueva N. S. Management of projects for the sustainable development of non-profit organizations in a risky environment. Management of the development of complex systems. 2023. Issue 55. P. 12-17.
2. Verbovsky I. A. Innovation management: stimulation and management of creativity and ideas in the organization. Eastern Europe: economics, business and management. 2023. Issue 4. P. 66-72.
3. Dan Berg, P. Pitcrsman. 25 key management models. Kharkiv: Publishing house "Ranok": Fabula, 2020. 208 p.
4. Management of organizations and administration: theory and practice: collective monograph / edited by prof. N. S. Skopenko, prof. O. I. Dragan. K.: Department, 2020. 404 p.
5. Pryimak N.S., Ivanova N.S., Shapovalova I.V. Organizational management: methodological recommendations for studying the discipline. Donetsk. National University of Economics and Trade named

after M. Tugan-Baranovsky, Department of Marketing, Management and Public Administration. Kryvyi Rih: [DonNUET], 2022. 71 p.

6. Suduk O. Yu. Features of ensuring leadership effectiveness in the organization's management system. Bulletin of the National University of Water Management and Environmental Management. Economic Sciences. 2023. Issue 2. P. 305-312/

7. House of Europe Knowledge Library. URL: [https://houseofeurope.org.ua/library?sort=date&search=&&tags\[\]=7](https://houseofeurope.org.ua/library?sort=date&search=&&tags[]=7)

8. Internet portal for managers. URL: <http://www.management.com.ua/>

9. Materials of the website of the State Statistics Service of Ukraine. URL: <http://www.ukrstat.gov.ua>

10. Materials of the website of the Cabinet of Ministers of Ukraine. URL: <http://www.kmu.gov.ua/>

11. V. I. Vernadsky National Library of Ukraine. URL: <http://www.nbu.gov.ua/>

12. Yaroslav the Wise National Library of Ukraine. URL: <https://nlu.org.ua/>

13. Knowledge platform on management and business administration. URL: [www.12manage.com](http://www.12manage.com)

14. Ukrainian Business Information Network. URL: [www.liga.net](http://www.liga.net)

15. Brychko A.M., Kovalenko Z.O. The influence of internal environmental factors on the functioning of the enterprise and on the efficiency of management decisionmaking. Електронний науково-практичний журнал "Інфраструктура ринку" – Вип. 47, 2020 (фаховий, Index Copernicus). С 66-71. [http://www.market-infr.od.ua/journals/2020/47\\_2020\\_ukr/14.pdf](http://www.market-infr.od.ua/journals/2020/47_2020_ukr/14.pdf) DOI: <https://doi.org/10.32843/infrastruct47-12>

16. Бричко, А. М., & Лукаш, С. М. (2021). Мінімізація ризиків інноваційного розвитку бізнесу (на прикладі закладів охорони здоров'я). Економіка, управління та адміністрування, 4(98), 37–41. [https://doi.org/10.26642/ema-2021-4\(98\)-37-41](https://doi.org/10.26642/ema-2021-4(98)-37-41)

17. Brychko A. Management of innovative development of agricultural enterprises. Економіка та суспільство. 2022. № 45. URL: <https://economyandsociety.in.ua/index.php/journal/article/view/1908> DOI: [10.32782/2524-0072/2022-45-2](https://doi.org/10.32782/2524-0072/2022-45-2)

18. Cui Xiaoping, Alina Brychko. Problems and countermeasures of enterprise management innovation. Економіка та суспільство, (48). <https://doi.org/10.32782/2524-0072/2023-48-1>

19. Cui, X., Brychko, A. (2023). Innovation management of the enterprise in the context of sustainable development. Financial and Credit Activity Problems of Theory and Practice, 5(52), 208–221. <https://doi.org/10.55643/fcaptp.5.52.2023.4147> [Scopus, Web of Science: ESCI].

#### **6.4. Computer Applications and soft**

1 Electronic repository of Sumy NAU // [electronic resource]. - Access point: <http://repo.sau.sumy.ua/>

2 Google Cloud & Docs software - for providing methodological materials, communication with students (placement of completed tasks).

3 Software of the distance learning system Moodle 3.11 - for the organization of distance learning of students (access to teaching materials, communication with the teacher, the implementation of various types of assessment).

4 Software Zoom Video Communications, Inc. v. 5.6.1 - to organize training via video link (if necessary).