

**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**

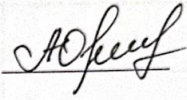
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|---------------------------|------------------|
| Specialty                 | 073 Management   |
| Educational program       | Management       |
| Level of higher education | first (bachelor) |

**Sumy-2026**

**Author:**

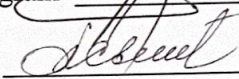
Professor, Associate Professor  
management named after Professor L.I. Mykhailova

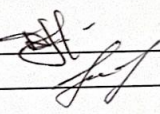
Yana Tsebro, Phd, Associate  
of the Department

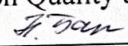
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| Module syllabus agreed at the Department of Management named by Professor L.I. Mykhailova | Protocol № 15 dated 02.06.2026                                                                                                                                          |
|                                                                                           | Head of Management Department named by Professor L.I. Mykhailova<br> Alvina ORIEKHOVA |

**Approved by:**

Guarantor of the Academic program  Nataliya STOYANETS

Dean of the Faculty  Svitlana LUKASH

Syllabus review (attached) is provided by :  (for review of the syllabus)

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

Registered in electronic data base 30.06 2026

@SNAU, 2026

**Syllabus review data:**

| 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. 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.  | NumberECTS credits                                 | 5ECTS                                                                                                                                                                |                     |      |                  |
| 8.  | Total workload and time allotment                  | Contact work (class)                                                                                                                                                 |                     |      |                  |
|     |                                                    | Lectures                                                                                                                                                             | Practical /seminars | Lab. | Independent work |
|     |                                                    | 30/6                                                                                                                                                                 | 30/6                | -    | 90/138           |
| 9.  | Language of education                              | Ukrainian                                                                                                                                                            |                     |      |                  |
| 10. | Teacher / Coordinator of the educational component | Tsebro Y.I.<br>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 |                     |      |                  |

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|-----|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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.</p> <p>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; study theoretical 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"> <li>1. The educational component is based on such courses as management, business economics</li> <li>2. The educational component is the basis for such courses as personnel management, administrative management, communication management</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

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|----|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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<br/> <a href="https://snau.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist/">https://snau.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist/</a>.</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"> <li>- academic fraud (using the phone while writing papers) will lead to resubmitting the work;</li> <li>- write-off - from the first warning to cancellation of work;</li> <li>- plagiarism will lead to the cancellation of the work</li> </ul> |
| 16 | Link to the course at the Moodle system | <a href="https://cdn.snau.edu.ua/moodle/course/view.php?id=1332">https://cdn.snau.edu.ua/moodle/course/view.php?id=1332</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

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

| <b>MLOs:<br/>On successful completion of the module the learner will be able to:</b>                                                                                                                                                                                                                                                       | <b>How assessed</b>                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| 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                                                    | Multiple choice test                                                                                |
| MLOs 2. Demonstrate knowledge of the synergistic concept self-organization; flexibility of the organization and its sustainability                                                                                                                                                                                                         | Individual task, situational exercises                                                              |
| 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.                                                                                | Individual task, situational exercises                                                              |
| 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 | Individual task, project<br>"Organization design and creation <i>its organizational structure</i> " |
| 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.                                                                                                                                  | Individual task, situational exercises                                                              |

### 3. MODULE INDICATIVE CONTENT

| Topic.<br>List of issues to be<br>considered within the topic                                                                                                                                          | Distribution within the general time budget |            | Independent<br>work | Recommended<br>literature                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|------------|---------------------|-------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                        | Auditory work                               |            |                     |                                                                                           |
|                                                                                                                                                                                                        | Lectures                                    | Practicals |                     |                                                                                           |
| <b>Topic 1. Methodological principles of organization theory</b><br>1. The essence of the concept of organization.<br>2. Principles of organization.<br>3. Stages of organization development.         | 2/0                                         | 2/1        | 9                   | Main sources: 1, 2, 3, 4, 9, 12;<br>Additional sources: 16, 18, 20, 23;<br>Software: 1, 2 |
| <b>Topic 2. Laws of organization</b><br>1. The essence of the organization's laws.<br>2. Preservation of the balance of the organization and its integrity.                                            | 2/0                                         | 2/1        | 9                   | Main sources: 1, 2, 3, 4, 9, 12;<br>Additional sources: 16, 18, 20, 23;<br>Software: 1, 2 |
| <b>Topic 3. Basic organizational theories and models</b><br>1. Basic ideas of organization theory.<br>2. Modern theory of organization.<br>3. Organization theory models.                              | 2/0                                         | 2/1        | 9                   | Main sources: 1, 2, 3, 4, 9, 12;<br>Additional sources: 16, 18, 20, 23;<br>Software: 1, 2 |
| <b>Topic 4. Organization as a system</b><br>1. Concept of organizational system. Organization as an open system.<br>2. Life cycle of the organization.<br>3. Social organization.                      | 2/1                                         | 2/0        | 9                   | Main sources: 1, 2, 3, 4, 9, 12;<br>Additional sources: 16, 18, 20, 23;<br>Software: 1, 2 |
| <b>Topic 5. Organization as a system</b><br>1. Classification of organizations.<br>2. The genesis of the organization.<br>3. Properties of organizations                                               | 2/0                                         | 2/0        | 10                  | Main sources: 1, 2, 3, 4, 9, 12;<br>Additional sources: 16, 18, 20, 23;<br>Software: 1, 2 |
| <b>Topic 6. Organization as a society</b><br>1. Activity and resistance of social organization.<br>2. General features of social organization.<br>3. Formal organization.<br>4. Informal organization. | 2/0                                         | 2/0        | 10                  | Main sources: 1, 2, 3, 4, 9, 12;<br>Additional sources: 16, 18, 20, 23;<br>Software: 1, 2 |

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| <b>Topic 7. Organizational activity and organization as a process</b><br>1. Statics and dynamics of organizational systems.<br>Dynamic organization.<br>2. Principles of the static and dynamic state of the organization.<br>3. Comparative analysis of the principles of dynamic and static organizations.<br>4. Organization as a system of processes. | 2/0 | 2/0 | 10 | Main sources: 1, 2, 3, 4, 9, 12;<br>Additional sources: 16, 18, 20, 23;<br>Software: 1, 2 |
| <b>Topic 8. Theoretical foundations of the organization as an object management</b><br>1. Organization and management.<br>2. Organization management system.<br>3. Technologies of organization management: theoretical foundations.                                                                                                                      | 2/0 | 2/0 | 9  | Main sources: 1, 2, 3, 4, 9, 12;<br>Additional sources: 16, 18, 20, 23;<br>Software: 1, 2 |
| <b>Topic 9. Internal environment of the organization</b><br>1. Internal environment organizations<br>2. Interrelationship factors internal and external environment of the organization.                                                                                                                                                                  | 2/1 | 2/1 | 9  | Main sources: 1, 2, 3, 4, 9, 12;<br>Additional sources: 16, 18, 20, 23;<br>Software: 1, 2 |
| <b>Topic 10. External environment of the organization</b><br>1. The external environment of the organization.<br>2. Methods of studying the external environment organizations: external observation; targeted observation, informal search, formal search.                                                                                               | 2/1 | 2/1 | 9  | Main sources: 1, 2, 3, 4, 9, 12;<br>Additional sources: 16, 18, 20, 23;<br>Software: 1, 2 |
| <b>Topic 11. Organizational design</b><br>1. The essence of organizational design.<br>2. Universal views on the organization's project.<br>3. Stages of organizational design.<br>4. Organization design methods.<br>5. Organization design factors.                                                                                                      | 2/1 | 2/0 | 9  | Main sources: 1, 2, 3, 4, 9, 12;<br>Additional sources: 16, 18, 20, 23;<br>Software: 1, 2 |
| <b>Topic 12. Structure of the organization</b><br>1. Concept of organization structure and principles of its construction.<br>2. Elements of the structure and connections in the organization.<br>3. Concepts of organizational                                                                                                                          | 2/1 | 2/0 | 9  | Main sources: 1, 2, 3, 4, 9, 12;<br>Additional sources: 16, 18, 20, 23;<br>Software: 1, 2 |

|                                                                                                                                                                                                                                                                                                                        |      |      |        |                                                                                           |
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| structures.<br>4. Approaches to the formation of an organizational structure.<br>5. Characteristics of the organizational structure.                                                                                                                                                                                   |      |      |        |                                                                                           |
| <b>Topic 13. Organizational culture</b><br>1. Concepts, structural elements and properties organizational culture.<br>2. Functions of organizational culture.<br>3. Classification of organizational culture.<br>4. Methods of supporting the organization's culture.<br>5. Change of organizational culture.          | 2/0  | 2/0  | 9      | Main sources: 1, 2, 3, 4, 9, 12;<br>Additional sources: 16, 18, 20, 23;<br>Software: 1, 2 |
| <b>Topic 14. Information and analytical technologies of the organization</b><br><br>1. Information in the organization as a factor in ensuring its effectiveness.<br>2. Technologies of information activity in the organization.<br>3. Information system of the organization.<br>4. Modern information technologies. | 2/0  | 2/0  | 9      | Main sources: 1, 2, 3, 4, 9, 12;<br>Additional sources: 16, 18, 20, 23;<br>Software: 1, 2 |
| <b>Topic 15. Efficiency activities of the organization</b><br>1. The concept of organizational efficiency.<br>2. Efficiency factors and types of effects.<br>3. Evaluation of the effectiveness of the organization and organizational systems.                                                                        | 2/1  | 2/1  | 9      | Main sources: 1, 2, 3, 4, 9, 12;<br>Additional sources: 16, 18, 20, 23;<br>Software: 1, 2 |
| In total                                                                                                                                                                                                                                                                                                               | 30/6 | 30/6 | 90/138 |                                                                                           |

#### 4. TEACHING AND LEARNING METHODS

| MLOs                                                                                                                                                                                                                                                                                                         | Teaching methods<br>(directed study)                                                                                                     | Hours | Learning methods<br>(self-directed study)                                                              | Hours |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-------|--------------------------------------------------------------------------------------------------------|-------|
| MLOs 1.<br>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.<br>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.<br>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    |

|                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                      |    |                                                                                                                                                                                                                  |    |
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| MLOs 4.<br>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 | Problem lecture, thematic discussion, project development, analysis of specific management situations, solution of situational problems (Case-study) | 4  | Independent work with the textbook, recommended sources of literature, performance of individual tasks<br>Independent work with the textbook, recommended sources of literature, performance of individual tasks | 6  |
| MLOs 5.<br>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                                                                                                                                      | Problem lecture, thematic discussion, analysis of specific management situations, solution of situational problems (Case-study)                      | 16 | Independent work with the textbook, recommended sources of literature, performance of individual tasks                                                                                                           | 24 |

## 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                                                                                                                      |

|                                                                                                                                                                                                                                                                                                                                                                                                  |                                               |                                                                                                                                                         |                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                         |
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| 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<br>"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. |

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| 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>
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#### 6.1.3 Other sources

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### 6.2. Additional sources

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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).

