



## SYLLABUS OF AN ACADEMIC DISCIPLINE

### «Theory of organization»

**Academic degree - Bachelor**

**Speciality: 073 Management**

**Academic programme: «International Business Management»**

**Year of study: 1, semester: 2**

**Form of study: full-time**

**Number of ECTS credits: 4**

**Language of instruction: English**

**Lecturer of the discipline**  
**Lecturer's contact**  
**information (e-mail)**  
**URL of the e-learning**  
**course on the NULES e-**  
**learning portal**

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## ACADEMIC DISCIPLINE DESCRIPTION

*(up to 1000 printed characters)*

The course "Theory of organization" studies the nature and essence of the organization and the place of the theory of organization in the system of scientific knowledge. The main purpose of the course is to master the theoretical knowledge and practical skills of scientific organization, the processes of formation and development of organizations of different levels; to development of a systematic approach and systematic thinking and analysis of organizations as a complex dynamic system in order to use the acquired knowledge in their practice.

### **Competencies of the educational programme:**

*Integrative competency (IC):* The ability to solve complex specialized tasks and practical problems, which are characterized by complexity and uncertainty of conditions, in the field of management or in the learning process, which involves the application of theories and methods of social and behavioral sciences.

*General competencies (GC):*

GC 4. Ability to apply knowledge in practical situations.

GC 5. Knowledge and understanding of the subject area and understanding professional activity.

GC 9. Ability to learn and master modern knowledge.

GC 10. Ability to conduct studies on appropriate levels.

GC 15. Ability to act on the basis of ethical considerations (motives).

Professional (special) competencies (PC):

PC 1. The ability to define and describe the characteristics of the organization.

PC 2. The ability to analyze the results of the organization's activities, to compare them with the factors of influence of the external and internal environment.

PC 3. Ability to define and describe characteristics organizations.

PC 4. Ability to define functional areas of the organization and connections between them.

PC 5. Ability to manage the organization and its divisions through the implementation of management functions.

PC 6. Ability to act socially responsibly and consciously.

PC 7. Ability to choose and use modern management tools.

PC 12. Ability to analyze and structure problems organizations, to form informed decisions.

PC 14. Understand the principles of psychology and use them in

professional activity.

PC 15. Ability to form and demonstrate leadership qualities and behavioral skills.

Expected Learning Outcomes (ELO):

ELO 3. Demonstrate knowledge of theories, methods, functions of management, and modern concepts of leadership.

ELO 7. Demonstrate organizational design skills.

ELO 8. Apply management methods to ensure the effectiveness of the organization's activities.

ELO 12. Assess the legal, social, and economic consequences of the organization's functioning.

### ACADEMIC DISCIPLINE STRUCTURE

Topic	Hours (lectures / practical, seminar)	Learning outcomes	Tasks	Evaluation
<b>1 Semester</b>				
<b>Module 1.</b>				
<b>Topic 1.</b> General characteristics of the organization	4/4	To know the basic approaches to defining the concept of "organization"; the ratio of the organization as a system and as a process; types of organizations and their main characteristics; general, synergetic, and social properties of the organization. Be able to identify the main stages of the life cycle of the organization	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	15
<b>Topic 2.</b> The theory of organization and its place in the system of scientific knowledge	4/4	To know the object and subject of the theory of organization, and its place in the system of scientific knowledge	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	10
<b>Topic 3.</b> Basic organizational theories and models	4/4	To know the stages of development and basic ideas of organizational theory; modern models of organizational theory	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	10
<b>Topic 4.</b> Organization as a system	2/2	Be able to assess the internal and external environment of the organization; analyze and predict the microenvironment of the organization. Be able to analyze the organization using SWOT and PEST-analysis methods	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	20

<b>Topic 5.</b> The human factor in organizations. Self-organization	2/2	Be able to understand the concepts and principles of the social system and social organization; describe the main types of social organizations; understand the content of mechanisms for regulating relations in social systems. Be able to apply heuristic methods of system analysis: "Tree of goals", "Tree of problems", diagram "Problem - causes", diagram "Problem - solutions", morphological analysis	Discussion issues. Problem solving and cases.  Submission of practical work in e-learn.	15
<b>Module test №1</b>			Test №1 (elearn)	30
<b>Total for the module №1</b>				100
<b>Topic 6.</b> Organizational design	4/4	To know the essence and methodology of organizational design; types of organizational structures; identify factors that determine the feasibility of forming a certain type of organizational structure. To understand reengineering processes as a way to change the structure of the organization	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	20
<b>Topic 7.</b> Formation of communications in the organization	4/4	To know the essence of the concept of "organizational communications"; obstacles to effective communication; organizational communication barriers; ways to overcome obstacles to effective communication; communication style choice model. Be able to develop individual communication skills	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	10
<b>Topic 8.</b> Conflicts in organization	2/2	To know the essence of the concept of "conflict"; functions, levels, and types of conflicts in the organization. Be able to manage conflicts in the organization	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	10
<b>Topic 9.</b> Organizational culture	2/2	To know the concept and importance of organizational culture as a factor in the development of the organization; functions and classification of organizational culture.	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	20

<b>Topic 10.</b> Management efficiency	2/2	To know the theoretical foundations of the effectiveness of organizational activity. Be able to calculate overall organizational, group, and individual efficiency in the organization	Discussion issues. Problem solving and cases. Submission of practical work in e-learn.	20
<b>Module test №2</b>			Test №2 (elearn)	30
<b>Total for 1<sup>st</sup> semester</b>				<b>70</b>
<b>Total for the module №2</b>				<b>100</b>
<b>Examination</b>				<b>30</b>
<b>Total for the course</b>				<b>100</b>

### ASSESSMENT POLICY

<b><i>Deadline and recompilation policy:</i></b>	Practical works that are submitted in violation of deadlines without good reason are evaluated at a lower grade. Rearrangement of modules takes place with the permission of the lecturer if there are good reasons (for example, hospital).
<b><i>Academic Integrity Policy:</i></b>	Cheating during tests and examinations are forbidden (including using mobile phones and tablets). All written works are checked for plagiarism and are allowed to be defended with correct text borrowings not more than 20%.
<b><i>Attendance policy:</i></b>	Attendance is mandatory. For objective reasons (for example, illness, international internship) teaching can take place individually

### SCALE FOR ASSESSING STUDENTS 'KNOWLEDGE AND SKILLS

Student's rating, points	National grading of exams and credits
	Exam
90-100	excellent
74-89	good
60-73	satisfactorily
0-59	unsatisfactorily

### RECOMMENDED SOURCES OF INFORMATION

1. Балановська Т. І., Гоголя О. П., Кубицький С. О., Михайліченко М. В., Троян А. В. Управління організацією: навчальний посібник. Київ: ФОП. Ямчинський О.В., 2021. 464 с.
2. Монастирський Г. Л. Теорія організації: підручник. 2-е видання, доповнене перероблене. Тернопіль: ЗУНУ, 2020. 329
3. Свидрук І.І., Миронов Ю.Б., Кундицький О.О. Теорія організацій: навчальний посібник. Львів: новий світ-2000, 2021. 176 с.
4. Рижаківа Г.М., Чуприна Х.М.. Теорія організації : навч. посіб.; Київ: КНУБА, 2023.200 с
5. Основи підприємницької діяльності: підручник / за редакцією д.е.н., проф.

- В. М. Марченко. Київ : КПІ ім. Ігоря Сікорського. Вид-во «Політехніка», 2022. 515 с.
6. Daniel Goleman Leadership: The Power of Emotional Intelligence. 2011. 78 p.
  7. John Maxwell The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You. 2022. 338 p.
  8. Peter F. Drucker The Effective Executive: The Definitive Guide to Getting the Right Things Done. Harper Business; Revised edition. 2016. 208 p.
  9. Dorling Kindersley Essential Manager: Leadership. 2015.
  10. James Burrow, Brad Kleindl, Kenneth Everard Business principles and management. Thomson. 2018. 736 p.