

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES  
OF UKRAINE**

Department of Management named after Professor J. S. Zavadskyi

**APPROVED**  
Faculty of Agrarian Management

“05” June 2025

**CURRICULUM OF ACADEMIC DISCIPLINE  
“THEORY OF ORGANIZATION”**

Area of knowledge D Business, Administration and Law

Specialty D3 Management

Academic programme Management International Business

Faculty of Agrarian Management

Developed by: Associate Professor of the Department of Management named  
after Professor J. S. Zavadskyi PhD in Economics, Associate  
Professor Timchenko Olga

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## Description of the discipline «Theory of organization»

Discipline "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.

Area of knowledge, specialty, academic programme, academic degree		
Academic degree	bachelor's	
Area of knowledge	D Business, Administration and Law	
Specialty	D3 Management	
Academic programme	Management International Business	
Characteristics of the discipline		
Type	normative	
Total number of hours	120	
Number of ECTS credits	4	
Number of modules	2	
Course project (work) (if any)	-	
Form of assessment	exam / credit	
Indicators of the discipline for full-time and part-time forms of university study		
	University study	
	full-time	part-time
Year of study	2	
Term	3	
Lectures	30 hours	
Practical classes and seminars	30 hours	
Laboratory classes	-	
Self-study	60 hours	
Number of hours per week for full-time students	4 hours	

### 1. Aim, competences and expected learning outcomes of the discipline

**Aim** is the formation of future specialists of the modern managerial worldview on creation, the functioning and development of organizations, understanding the conceptual foundations of the organization cycle, organizational structure types and approaches to evaluation efficiency of organizations.

***Competences acquired:***

*Integral competence (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 competence (GC):*

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

GC 9. Skills of using information and communication technologies.

*Special (professional) competence (SC):*

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

SC 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.

SC 4. The ability to conduct marketing activities based on an understanding of the essence and content of the theory of marketing and functional relationships between its components.

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

***Expected learning outcomes (ELO):***

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

PLO 5. Provide a description of the content of the functional areas of the organization.

PLO 7. Identify organizational design skills.

## 2. Programme and structure of the discipline

Modules and topics	Number of hours								
	full-time					part-time			
	weeks	total	including			total	including		
			l	p	ind.		l	p	ind.
Module 1. <i>General theory of organization</i>									
Topic 1. General characteristics of the organization	1		4	4	28				
Topic 2. The theory of organization and its place in the system of scientific knowledge	2		4	4					
Topic 3. Basic organizational theories and models	3-4		4	4					
Topic 4. Organization as a system	4		2	2					
Topic 5. The human factor in organizations. Self-organization	4-5		2	2					
Total for module 1		60	16	16	28				
Module 2. <i>Functioning and development of the organization</i>									
Topic 6. Organizational design	5-6		4	4	32				
Topic 7. Formation of communications in the organization	7-8		2	2					
Topic 8. Conflicts in organization	9		2	4					
Topic 9. Organizational culture	10		2	2					
Topic 10. Management efficiency	11		2	2					
Total for module 2		60	14	14	32				
Total hours		120	30	30	60				

## 3. Topics of lectures

No.	Topic	Hours
1	Topic 1. General characteristics of the organization	2
2	Topic 2. The theory of organization and its place in the system of scientific knowledge	4
3	Topic 3. Basic organizational theories and models	4
4	Topic 4. Organization as a system	4
5	Topic 5. The human factor in organizations. Self-organization	4
6	Topic 6. Organizational design	2
7	Topic 7. Formation of communications in the organization	4
8	Topic 8. Conflicts in organization	2
9	Topic 9. Organizational culture	2
10	Topic 10. Management efficiency	2
	Total	30

#### 4. Topic of laboratory (practical, seminars) classes

No.	Topic	Hours
1	Practical lesson 1. General characteristics of the organization	2
2	Seminar lesson 1. The concept and essence of management	1
3	Practical lesson 2. The theory of organization and its place in the system of scientific knowledge	2
4	Practical lesson 3. Basic organizational theories and models	2
5	Seminar lesson 2. The theory of organization and its place in the system of scientific knowledge	1
6	Practical lesson 4. Organization as a system	2
7	Practical lesson 5. The human factor in organizations. Self-organization	2
8	Seminar lesson 3. Basic organizational theories and models	1
9	Practical lesson 6. Organizational design	2
10	Seminar lesson 4. Organization as a system	1
11	Practical lesson 7. Formation of communications in the organization	2
12	Seminar lesson 5. The human factor in organizations. Self-organization	1
13	Practical lesson 8. Conflicts in organization	2
14	Seminar lesson 6. Organizational design	2
15	Practical lesson 9. Organizational culture	2
16	Seminar lesson 7. Formation of communications in the organization	1
17	Practical lesson 10. Management efficiency	1
18	Seminar lesson 8. Conflicts in organization	1
21	Seminar lesson 9. Organizational culture	1
	Total	30

#### 5. Topics of self-study

No.	Topic	Hours
1	Independent work 1	28
2	Independent work 2	32
	Total	60

#### 6. Methods of assessing expected learning outcomes:

- oral or written survey;
- interview;
- test;
- defending practical works.

#### 7. Teaching methods:

- problem-based method;
- practice oriented studying method;
- case method;
- project education method;
- flipped classroom, mixed education method;
- research based method;
- learning discussions and debates method;
- team work, brainstorm method
- gamification studying method.

## 8. Results assessment.

The student's knowledge is assessed by means of a 100-point scale converted into the national grades according to the "Exam and Credit Regulations at NULES of Ukraine" in force

### 8.1. Distribution of points by types of educational activities

Educational activity	Results	Assessment
<b>Module 1. <i>General theory of organization</i></b>		
Practical lesson 1. General characteristics of the organization	ELO 3,5,7 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. To know the object and subject of the theory of organization, and its place in the system of scientific knowledgeforms and types of communication, stages	<b>10</b>
Seminar lesson 1. General characteristics of the organization		<b>5</b>
Practical lesson 2. The theory of organization and its place in the system of scientific knowledge		<b>10</b>
Practical lesson 3. Basic organizational theories and models		<b>10</b>
Seminar lesson 2. The theory of organization and its place in the system of scientific knowledge		<b>5</b>
Practical lesson 4. Organization as a system		<b>10</b>
Practical lesson 5. The human factor in organizations. Self-organization		<b>10</b>
Independent work 1		<b>10</b>
Module control work 1		<b>30</b>
<b>Total for module 1</b>		<b>100</b>
<b>Module 2. <i>Functioning and development of the organization</i></b>		
Seminar lesson 3. Basic organizational theories and models	ELO 3, 5 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.	<b>5</b>
Practical lesson 6. Planning in the organisation		<b>10</b>
Seminar lesson 4. Organization as a system		<b>5</b>
Practical lesson 7. Formation of communications in the organization		<b>10</b>
Seminar lesson 5. The human factor in organizations. Self-organization		<b>5</b>
Practical lesson 8. Conflicts in organization		<b>10</b>
Seminar lesson 6. Controlling as a management function		<b>5</b>
Practical lesson 9. Controlling as a management function		<b>10</b>
Independent work 2		<b>10</b>
Module control work 2		<b>30</b>
<b>Total for module 2</b>		<b>100</b>
<b>Class work</b>	<b>(M1 + M2+ M3)/3*0,7 ≤ 70</b>	
<b>Exam/credit</b>	<b>30</b>	
<b>Total for year</b>	<b>(Class work + exam) ≤ 100</b>	

## 8.2. Scale for assessing student's knowledge

Student's rating, points	National grading (exam/credits)
90-100	excellent
74-89	good
60-73	satisfactory
0-59	unsatisfactory

## 8.3. Assessment policy

<b>Deadlines and exam retaking rules</b>	Works that are submitted late without valid reasons will be assessed with a lower grade. Module tests may be retaken with the permission of the lecturer if there are valid reasons (e.g. a sick leave)
<b>Academic integrity rules</b>	Cheating during tests and exams is prohibited (including using mobile devices). Term papers and essays must have correct references to the literature used. Independent works in the form of reports, presentations must have correct textual references to the information sources used
<b>Attendance rules</b>	Attendance is compulsory. For good reasons (e.g. illness, international internship), training can take place individually (online by the faculty dean's and the course lecturer's consent)

## 9. Educational and methodological support

1. eLearning course, located on the academic portal. URL: <https://elearn.nubip.edu.ua/course/view.php?id=2627>
2. Lectures and presentations. URL: <https://elearn.nubip.edu.ua/course/view.php?id=2627>
3. Guidelines for studying a discipline by full-time and part-time students. URL: <https://elearn.nubip.edu.ua/course/view.php?id=2627>

## 10. Recommended sources of information

1. Монастирський Г. Л. Теорія організації: підручник. 2-е видання, доповнене й перероблене. Тернопіль: ЗУНУ, 2020. 329 с.
2. Балановська Т. І., Гоголя О. П., Кубіцький С. О., Михайліченко М. В., Троян А. В. Управління організацією: навчальний посібник. Київ: ФОП Ямчинський О.В., 2021. 464 с.
3. Свидрук І. І., Миронов Ю. Б., Кундицький О. О. Теорія організацій: навчальний посібник. Львів: Новий світ-2000, 2021. 176 с.
4. Теорія управління: навчальний посібник / І. А. Грузіна, І. О. Кінас, І. М. Перерва та ін. Харків : ХНЕУ ім. С. Кузнеця, 2021. 138 с. URL: <http://repository.hneu.edu.ua/handle/123456789/27798>
5. Pravdiuk N., Bondarenko V., Pokynchereda V., Timchenko O. Quality of Financial Reporting of the Enterprise: Evaluation Methodology. European Journal of Sustainable Development. 2021. № 10 (2). P. 113-126.

6. Гоголю О. П., Харченко Г. А. Практикум з менеджменту: навчальний посібник для здобувачів першого (бакалаврського) рівня вищої освіти спеціальностей 073 «Менеджмент» та 075 «Маркетинг». Київ: ЦП «КОМПРИНТ». 2022. 428 с.
7. Русецька О. В., Трофимова Л. А., Песоцька О. В. Теорія організації: підруч. URL: [http://stud.com.ua/65516/menedzhment/teoriya\\_organizatsiyi](http://stud.com.ua/65516/menedzhment/teoriya_organizatsiyi)
8. John Maxwell The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You. 2022. 338 p.
9. John Maxwell The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You. 2022. 338 p.
10. Поліщук С. В., Горбатюк О. В. Теорія організації: навчально-методичний посібник. За заг. ред. С.В. Поліщука. Кам'янець-Подільський: Кам'янець-Подільський національний університет імені Івана Огієнка, 2023. 147 с. URL: <http://elar.kpnu.edu.ua/xmlui/handle/123456789/7544>
11. Харченко Г. А., Гоголю О. П., Харченко В. В. Теорія організації: навчальний посібник для здобувачів першого (бакалаврського) рівня вищої освіти спеціальностей 073 «Менеджмент». К: ЦП «КОМПРИНТ», 2023. 456 с.
12. Електронний навчальний курс навчальної дисципліни «Теорія організацій» (на навчальному порталі НУБіП України eLearn - <https://elearn.nubip.edu.ua/course/view.php?id=2627>)
13. Liudmyla Shostak, Vasyl Goi, Olga Timchenko, Lesya Yastrubetska, Marta Derhaliuk. The impact of digital transformation on the economy: technological innovation and efficiency. Revista de Gestão e Secretariado Revista de Gestão e Secretariado. 2023 . Vol.14, № 10. P.18074-18094
14. Inna Tomashuk, Olga Timhenko, Tetiana Zakharova. Agricultural Enterprise Development Strategy and its Efficiency in the Modern Economic Conditions. Baltic Journal of Economic Studies. 2024. Vol. 10, № 2. P. 265 - 281.
15. Olga Timchenko, Dymytrii Grytsyshen, Tetiana Nazarenko, Kateryna Okseniuk and Andriy Didyk. Effectiveness of Global Trade Agreements and International Law in the Modern World. Economic Affairs. Vol. 69 (Special Issue). 2024. P.287-296