

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL
SCIENCES OF UKRAINE
FACULTY OF AGRARIAN MANAGEMENT**

Department of management named after prof. J. Zavadskyi

«APPROVED»

Dean of the faculty of agricultural
management

Phd of economic sciences,

Associate professor

_____ A.D. Ostapchuk

« ____ » _____ 2021

“CONFIRMED”

at the meeting of department of
management named after prof. J. Zavadskyi

Protocol № ____ from “ ____ ” _____

Head of department

_____ T. Balanovska

“CONSIDERED”

Guarantor of the EP “Management”

_____ V. Lutsiak

SYLLABUS

of the course

“THEORY OF ORGANIZATION”

Specialty 073 – “Management”

Educational-professional program "Management"

Faculty of Agrarian management

Author: Phd of economics H.A. Kharchenko

1. Description of the course

«Theory of organization»

Area of knowledge, direction of preparation, specialty, educational and qualification level		
Educational and qualification level	bachelor	
Specialty	073 «Management»	
Educational-professional program	"Management"	
Characteristics of the course		
View	normative	
Total number of hours	120	
Number of credits ECTS	4	
Number semantic modules	2	
Course project (work) (if available in curriculum)	-	
Form of control	Exam	
Descriptions of the course for full-time and distance learning		
	full-time education	correspondence form of training
Year of preparation	1	-
Semester	2	-
Lectures	30 hrs.	-
Practical works	30 hrs.	-
Laboratory classes	-	-
Independent work	60 hrs.	-
Individual tasks	-	-
Number of weekly hours for full-time students: classroom	4 hrs.	

2. The purpose and objectives of the course «Management and administration: theory of organization»

The main purpose of teaching is to create modern, on the basis of system approach, worldview regarding the establishment, functioning and evolution of organizations.

The main tasks that need to be solved in the process of teaching are:

- providing students with knowledge about the theory and practice of functioning of the organizations in the changing conditions of the modern market socio-economic environment on the regulation of processes that occur in the relationship with the external environment, etc;

- a study of the major organizational theories;

- the study of the theoretical and methodological bases of creation and functioning of the organizations;

- learning the basic methodological approaches to the analysis of the internal and external environment of organizations;

- acquisition of skills of building organizational structures of organizations of various types;

- skills of transformation, the creation of image and culture organizations.

The results of the study. After mastering the course students should acquire skills of transformation, the creation of image and culture organizations.

to know: the theoretical foundations and patterns of organizational theory; the classification of organizations, lifecycle of organizations; a typology of organizations and social organizations; structural elements and the mechanism of management of the organization; features of the formation, functioning, development, and dissolution of organizations, the nature and content of organizational culture.

be able to: know the methods of calculations of the main indicators and the use of methodological tools in order to understand the changing phenomena and processes that affect the state of the organization; use a methodological and methodical approaches in the studies of performance and design organizations; to investigate and characterize different types of organizations, defining their advantages and disadvantages; to make comparative analysis and the formation of different types of organizational structures; to determine the factors of image formation and the culture of the organization; to develop actions for the transformation of how the organization as a whole and its components taking into account the influence of environmental factors.

The course provides the formation of a number of Professional Competencies:

PC 1. Ability to identify and describe the characteristics of the organization.

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

As a result of studying the course the student will acquire certain Program Results:

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

PRN 7. Identify skills of organizational design.

3. The program and structure of the course «Theory of organization»

MODULE 1. GENERAL THEORY OF ORGANIZATION

Topic 1. General characteristics of the organization

Organization as a socio-technical system. Internal and external environment of the organizational system. The internal environment of the organization. Variables within the organization (internal factors): goals, objectives, structure, technology, people. Culture and image of the organization as its internal factors. The relationship of internal factors. Methods of research of the internal environment of the organization: analytical methods; expert methods; linear programming; dynamic programming; diagnosing (express diagnostics, thorough diagnostics); internal monitoring (instantaneous observations, constant observations).

The external environment of the organization. Microenvironment (environmental factors of direct influence): partners; competitors; central and local authorities; surrounding population; natural conditions. Macro environment (environmental factors of indirect influence): international events and environments; state of the economy; socio-cultural factors; political circumstances; development of science and technology; right; socio-social factors. Methods of environmental research (external monitoring): external observation; targeted observation; informal search; formal search. The relationship of external and internal factors of the organization. Basic laws of activity and life cycle of the organization. Types of organizations. Laws of organization. Laws of functioning (statics) of the organization: the law of composition, the law of proportionality, the law of the smallest. Laws of development (dynamics) of the organization: the law of ontogenesis (transformation), the law of synergy, the law of awareness-order, the law of unity of analysis and synthesis, the law of self-preservation.

Topic 2. Methodological foundations of organizational theory

The essence of the concept "organization". Principles of organization: the principle of the chain of communication; the principle of selection; the principle of mobile equilibrium; the principle of the weakest link. Grouping principles. Stages of development organization: the emergence, growth, maturity, aging. The balance of the organization and its integrity.

Topic 3. Basic organizational theories and models

Organizational theory: classical organizational theory; theories of organizational behavior; the theory of institutions and institutional change; population-ecological (evolutionary) theory; A. Bogdanov's tectology; the noosphere of V. I. Vernadsky. The evolution of theoretical concepts of the organization. Basic models of organizations: organic and mechanistic models. Modern organizational paradigm: the nature, value, content, practical orientation.

Topic 4. Organization as a system

The formation system view: Platon, Aristotle, Kant, and A. Smith. Consistency as a universal property of matter. A systematic approach (opinion). The state of the system, system properties, system behavior, action, event.

Building systems: a subsystem, element, structure, communication. Attributes communication: focus, strength, character.

Classification of systems. General classification: abstract system; a particular system; open systems; the closed system; the dynamic system; adaptive system; hierarchical system their characteristics. Classification characteristics origin for a description of variables; in the control method; type operators.

Aspects of the institutional order. The typology of organizations. Classification of organizations by features, classification management principles; classification by functional features; classification on the basis of the implementation of public functions; classification on the basis of defining the target (values-driven organization. organizations that generate their own goals; purposeful organization; clearer organization; Clariden organization. parasitic organization).

Topic 5. The human factor in organizations

Social organization and social community. Man as an element of the social system. Activity and resistance of social organization. Common features of social organization. The main types of social organizations: formal and informal organization. Regulatory mechanisms (regulators) in social systems: the target of management action, self-control (self-management), organizational order. Organizational activity. The system of government - a cybernetic approach. Management principles: the principle of open loop control; the principle of open-loop control with disturbance compensation; the principle of closed-loop control; the principle of single management. Control methods: deterministic control method; program-target method of management; value-oriented control method.

MODULE 2. CREATING AN EFFECTIVE ORGANIZATION

Topic 6. Self-organization

Natural science foundations of synergetics. Entropy. Self-organization as a thorough process of nature. Antientropy the direction of self-organization. The essential content of synergetics.

Synergetic the concept of self-organization. The main provisions sinergetice the concept of self-organization. Attractor, bifurcation, fractals, deterministic chaos. The processes of self-organization. Irreversibility and nepovtorimosti of self-organization. The principles of self-organization: the principle of negative feedback; the principle of positive feedback. Spontaneity and randomness.

The flexibility of the organization. Process flexibility: flexibility in the orientation and implementation. The flexibility of the system: factors and results the flexibility of the system. Production flexibility: factors and functional and structural characteristics of the production flexibility. Static and dynamic stability. Types of stability: internal, external and hereditary constancy; quantitative and structural stability. The unstable state of the system. Constancy and change management.

Topic 7. Organizational design

Conceptual terms: the organizational form of governance organizational forms of management; relationship; decentralization; strategy; structure; the production structure; technological structure; connection; the management structure; the control link; the level of control. The essence and stages of organizational planning. The advantages and disadvantages of traditional organizational forms of governance. The advantages and disadvantages of adaptive organizational forms of governance. Theoretical basis for the creation and development of organizational forms of governance.

The planning methodology of organizational forms of management. Conceptual approaches to the planning of organizational forms of management. The basic methodological principles for the planning of organizational forms of management. Methods of planning of organizational forms of management.

Planning technology, and organizational forms of management. The planning process of organizational forms of management: the content of the main stages of the planning organizational form of management (before project preparation, planning, implementation). The organizational development of the working draft.

Evaluation of the efficiency of organizational forms of management. Approaches to evaluating the effectiveness of organizational forms of management. The measures of effectiveness.

Topic 8. Formation of communications in the organization

Communication process in the organization. Types of communication. Improving the effectiveness of organizational communication. Contradictions, conflicts and compromises. Trust in organizations.

Topic of the lecture 9. Conflicts in the organization and management

The essence of the concept of "conflict". Functions, levels, types of conflicts in the organization. Factors in the organization that perceive conflicts. Participants in conflicts. Conflict management in the organization.

Topic 10. Organizational culture

The content of the concepts "culture" and "organizational culture". Conceptual approaches to formation of the organizational culture. Models of organizational culture. Characteristics of organizational culture. Civil and corporate culture.

Typology of organizational cultures. Determinants of organization culture. Approaches to typing organizational cultures: factor models values; the mentality and organizational culture; fundamental beliefs and values; relationship to time; competing values; Characteristics types of culture. Modern Ukrainian organizational culture: sources and main content.

Structure of the course

«Management and administration: theory of organization»

Names of semantic modules and themes	Amount of hours											
	Daily form						Correspondence form					
	total	including					total	including				
		l	p	lab	ind	i.w.		l	p	lab	ind	i.w
1	2	3	4	5	6	7	8	9	10	11	12	13
THE CONTENT OF THE DISCIPLINE ACCORDING TO MODULES AND THEMES												
Topic 1. General characteristics of the organization	14	4	4			6						
Topic 2. The theory of organization and its place in the system of scientific knowledge	10	2	2			6						
Topic 3. Basic organizational theories and models	10	2	2			6						
Topic 4. Organization as a system	14	4	4			6						
Topic 5. The human factor in organizations	10	2	2			6						
Total for module 2	58	14	14			30						
CONTENT MODULE 2. THE CREATION OF AN EFFECTIVE ORGANIZATION												
Topic 6. Self-organization	8	2	2			6						
Topic 7. Organizational design	4	4	4			6						
Topic 8. Formation of communications in the organization	5	4	4			6						
Topic 9. Conflict management in the organization	6	2	2			6						
Topic10. Organizational culture	6	4	4			6						
Total for module 2	62	16	16			30						
Total hours	120	30	30			60						

4. Topics of seminars

are not provided the curriculum

№	Title of topic	Number of hours
1		
...		

5. Topics of practical lessons

№	Title of topic	Number of hours
1	General characteristics of the organization Organization as a socio-technical system. Internal and external environment of the organizational system. The internal environment of the organization. The external environment of the organization.	4
2	Theory of organization and its place in the system of scientific knowledge The object, subject and method of organization theory. The functions of organization theory. Place the theory of organization in the system related sciences. The main directions of development of the theory of organization.	2
3	Basic organizational theories and models The theory of scientific management. Bureaucratic organization theory. The theory of efficient organization. The theory of administrative behavior. Universal theory of the formation of the organization. The theory of organizational capacity. The theory of institutions and institutional change. Modern trends theoretical developments.	2
4	Organization as a system Types of organizations. The mission of organizations. The organization as an open system. Classification of systems. General classification: abstract system; a particular system; open systems; the closed system; the dynamic system; adaptive system; hierarchical system their characteristics. Classification characteristics origin for a description of variables; in the control method; type operators.	4
5	The human factor in the organization Subjects and objects of organizational activity. The procedures and operations concerning the formation and use of management and technology solutions. The motivation of the organization.	2
6	Self-organization Features of the organization. Self-organization and self-government. The principles of self-government. Formation of communication in the organization. The types of communications. Improving the effectiveness of organizational communication.	2
7	Organizational design Subject and goals of organizational design. Stages of organizational design. Steps of organizational design. Methods of organizational design. Streamlining organizational performance. The effectiveness of organizational solutions. Evaluation of organizational systems. Requirements for modern organizations.	4
8	Formation of communications in the organization Improving the effectiveness of organizational communication. Contradictions, conflicts and compromises. Trust in organizations	4
9	Conflicts in the organization and management Factors in the organization that perceive conflicts. Conflict management in the organization.	2
10	Organizational culture The concept of organizational culture. Conceptual illustration of aspects of organizational culture. The essence of the organizational culture. Modern management culture. Business and behavior of the Inter-group behavior.	4

6. Topics of laboratory lessons

are not provided the curriculum

7. Control questions tests for determining the level learning of knowledge students

National University of Life and Environmental Sciences of Ukraine			
Educational qualification level Bachelor	Department of Information system 2021 – 2022	Examination ticket № 1 by discipline Organization Theory	Approved Head of the Department _____ T.I. Balanovska _____*_____*_____
<i>Test questions</i>			
Question 1. The object of science "Organization Theory" is: a. socio-economic organizations; b. organizational experience; c. organizational relationships and processes.			
Question 2. Describe Maslow's Hierarchy of Needs a. Self – Actualization – meaningful work which expresses the inner self of the employee b. Esteem – promotions, contests, high performance evaluations c. Belongingness and Love – friends at work d. Safety and security – met through job security (i.e. union protection, tenure, etc) e. Physiological needs – met by having a job (i.e. food, shelter, air, and water)			
Question 3. Weber's bureaucratic approach: a. Structure b. Specialization c. Predictability and stability d. Rationality e. Democracy			
Question 4. What systems include abstract? a. chemical; b. organisms; c. hypothesis; d. theory; e. social; f. logic.			
Question 5. Stages of development organizations do not include: a. birth; b. decline; c. aging; d. youth.			
Question 6. The five basic elements of culture in organizations include: a. Assumptions b. Values c. Behavioral norms d. Behavioral patterns e. Artifacts			

Question 7. Who is not an administrative management theorist? a. Henri Fayol; b. Max Weber; c. James Mooney; d. Luther Gulick
Question 8. Who is one of the founding fathers of modern bureaucratic theory? a. Woodrow Wilson; b. Adam Smith; c. Max Weber; d. Karl Marx.
Question 9. A classical approach that claims decisions about organization and job design should be based on precise, scientific procedures. a. Rule of law; b. Service technology role; c. Strategy and structure changes; d. Scientific management
Question 10. A system that must interact with the environment to survive. a. Organizational ecosystem b. Normative forces c. Closed system d. Open system
Question 11. The essence and evolution of organization theory
Question 12. Analysis of factors internal and external environment of organization

Test questions in the discipline "Organization Theory "

1. The basic laws of the organization.
2. Name the object and subject of the theory of organization.
3. What are the functions of organizational theory?
4. Name the main stages of evolution of the theory of organization.
5. Name the main directions of development of the theory of organization.
6. Describe the principles of organization A. Fayol.
7. Describe the theory of X-Y D. McGregor.
8. Describe the directions of modern theory of organization.
9. What is the neoclassical model of organizational theory?
10. The characteristics of the institutional model of organizational theory.
11. The specific properties of the organization.
12. General principles of organization, their role in management?
13. What are the classifications of the laws of the organization?
14. Describe the content of the law of awareness-order.
15. What determines the unity of analysis and synthesis in the organization?
16. What is the relationship of the laws of the organization?
17. Life cycle of the organization, its main stages.
18. Describe the levels of social systems.
19. Name the main goals of social organizations.
20. The internal environment of the organization, its elements.
21. Factors of the external environment of modern organization.

8. Teaching Methods

The material taught in lectures, practical works and independent works in computer class that is equipped of local area networks, the Internet and the latest software. Lectures are accompanied by the use of presentations, training films and multimedia equipment to facilitate the assimilation of the material.

9. Forms of control

Control knowledge in the students of the course “Information systems and technology” provides the following control measures:

- *Self-control* is the primary form of control knowledge's that are provided by the distance learning courses provide students with a list of questions (questions and answers);
- *Current control* – through direct teacher evaluation system laboratory practical workshops and assignments for independent work;
- *Modular control* – performed remotely in an automated mode or full-time mode, which is the main form of testing;
- *Final control* – a test that consists of full-time during the designated dean's office or individual schedule, approved curriculum. The basic form of the final control is tested.

10. Description of institutional grading system. Evaluation of the student is realised according to the provisions «About the examinations and tests of NULES of Ukraine» dated by 27.12.2019p. № 1371 according to the table. 1.

Rating of the applicant of higher education, points	Evaluation results on national exams, tests
	Exam
90-100	excellent
74-89	good
60-73	satisfactorily
0-59	fail

For determination of the rating of the student (listener) from mastering to the discipline R_{course} (100 points) obtained ranking in certification (30 points) added to the rating of student (listener) for Academic work R_{ed} (70 points): $R_{\text{course}} = R_{\text{ed}} + R_{\text{at}}$

11. Methodical maintenance

1. Харенко Г.А., Гогуля О.П., Харченко В.В. Теорія організації. Навчальний посібник. К. ЦП «Компринт». 453 с.

2. eLearning, located on the academic portal <https://elearn.nubip.edu.ua/course/view.php?id=2627>.

3. Kharchenko A.A. Methodical recommendations to the study of the course «Management». K.: Komprint, 2014. 41 p.

12. Recommended Literature

Main

1. Монастирський Г. Л. Теорія організацій: підруч. Тернопіль : ТНЕУ, 2014. 288 с.
2. Менеджмент организаций : учебное пособие / Л. А. Киржнер, Л. П. Киенко, Т. И. Лепейко, А. М. Тимонин. К. : КНТ, 2006. 688 с.
3. Менеджмент: практические ситуации, деловые игры, упражнения / под общей редакцией О. А. Страховой. СПб. : Питер, 2000. 144 с.
4. Колокнева М.В. Теория организации в вопросах и ответах: Учеб. пособие. М.: Проспект, 2006. 280 с.
5. Коренченко Р.А. Общая теория организации: Учеб. для вузов. М. ЮНИТИ-ДАНА, 2003. 286 с.
6. Яськов, Е.Ф. Теория организации: Учебное пособие. М.: Юнити, 2019. 464 с.

Additional

1. Камерон К., Куинн Р. Диагностика и изменение организационной культуры. СПб.: Питер, 2001. 320 с.
2. Гутгарц Р. Д. Информационные технологии в управлении кадрами / Под ред. В. А. Пархомова. М.: Инфра-М, 2001. 235 с.
3. Информационные технологии управления: Учеб. пособие/ Ред. Ю. М. Черкасов – М.: Инфра-М, 2001. – 216 с.
4. Рогожин, С. В. Теория организации [Текст] : учебник / С. В. Рогожин, Т. В. Рогожина. – М.: Экзамен, 2007. – 237 с.
5. Шеметов, П. В. Теория организации [Текст] : учеб. пособие для студентов ВУЗов. / П. В. Шеметов, С. В. Петухова. – 3-е изд. стер. – М.: Издательство «Омега-Л», 2008. – 282 с.

13. Information resources

1. Електронна система дистанційного навчання
<https://elearn.nubip.edu.ua/course/view.php?id=960>
2. Монастирський Г. Л. Теорія організацій: [Електронний ресурс] - Режим доступу: http://pidruchniki.ws/15840720/menedzhment/teoriya_organizatsiyi_monastirskiy_gl.
3. Теория организации: конспект лекций: [Електронний ресурс] - Режим доступу: <http://www.e-reading.biz/book.php?book=103848>.