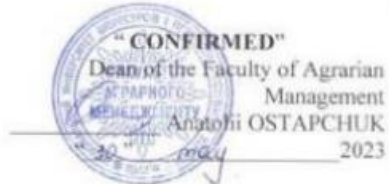


NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL  
SCIENCES OF UKRAINE

Department of Management named after J.S. Zavadskiy



**"APPROVED"**  
at the meeting of the Department of  
Management named after J.S. Zavadskiy  
Protocol № 8 dated "22" 05 2023  
Head of the department  
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PROGRAM OF THE COURSE  
"THEORY OF ORGANIZATION"

Specialization 073 Management  
Educational Program Management  
Faculty of Agrarian Management

Developer: Hanna Kharchenko, Ph.D. of Economics, Associate Professor,  
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Kyiv – 2023

# 1. Description of the course

## «Theory of organization»

<b>Field of knowledge, specialization, educational program, educational degree</b>		
Educational degree	Bachelor's	
Specialization	073 Management	
Educational program	Management	
<b>Characteristics of the course</b>		
Type	Compulsory	
Total number of hours	120	
Number of ECTS credits	4	
Number of content modules	2	
Course project (work) (if applicable)	-	
Form of assessment	Exam	
<b>Indicators of the course for full-time and part-time forms of study</b>		
	Full-time form of study	Part-time form of study
Course (year of study)	1	-
Semester	2	-
Lecture classes	30 hrs.	-
Practical, seminar classes	30 hrs.	-
Laboratory classes	-	-
Self-study	60 hrs.	-
Individual assignments	-	-
Number of weekly classroom hours for the full-time form of study	4 hrs.	

## 2. Purpose, objectives, and competencies of the course

**The purpose of the course "Theory of Organization"** is to form a modern worldview on the creation, operation, and evolution of organizations; forming an idea about the factors of the internal and external environment of the organization, the life cycle of the organization, types of organizational structures and evaluating the effectiveness of organizations.

**The main tasks of the course** are to: study of the major organizational theories; study of the theoretical and methodological bases of creation and functioning of the organizations; learn the basic methodological approaches to the analysis of the internal and external environment of organizations; acquire skills in building organizational structures of organizations of various types; create image and culture organizations.

### **Acquisition of competencies:**

*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 competencies (GC):*

GC 4. Ability to apply knowledge in practical situations

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

GC 9. Ability to learn and master modern knowledge.

GC 10. Ability to conduct research at the appropriate level.

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. The ability to determine the prospects for the organization's development.

PC 4. The ability to determine the functional areas of the organization and the connections between them.

PC 5. The ability to manage the organization and its divisions through the implementation of management functions,

PC 6. The ability to act socially responsibly and consciously.

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

PC 12. Ability to analyze and structure organizational problems, form reasonable solutions.

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

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

***Program learning outcomes (PLO):***

PLO 3. Demonstrate knowledge of the theory, methods, and functions of management, the modern concept of leadership.

PLO 7. Demonstrate organizational design skills.

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

PLO 12. Evaluate legal, social, and economic studies of the functioning of the organization.

**3. The program and structure of the course**  
**«Theory of Organization»**  
**for a complete full-time (part-time) form of study**

**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 between 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, and 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 the unity of analysis and synthesis, and the law of self-preservation.

**Topic 2. Methodological Foundations of Organizational Theory**

The essence of the concept of "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, and 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 based on the implementation of public functions; classification based on 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. Self-organization**

Social organization and social community. Man as an element of the social system. Activity and resistance of the social organization. Common features of social organization. The main types of social organizations: are formal and informal organizations. Regulatory mechanisms (regulators) in social systems: the target of management action, self-control (self-management), and 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. Natural science foundations of synergetics. Entropy. Self-organization as a thorough process of nature. The essential content of synergetics.

Synergetic as a concept of self-organization. Attractor, bifurcation, fractals, deterministic chaos. The processes 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 of 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.

## **MODULE 2. CREATING AN EFFECTIVE ORGANIZATION**

### **Topic 6. Organizational design**

Conceptual terms: the organizational form of governance organizational forms of management; relationship; decentralization; strategy; structure; production structure; technological structure; connection; 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. A 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 7. 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 8. Conflicts in the organization**

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

### **Topic 9. Organizational culture**

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

Typology of organizational cultures. Determinants of organizational 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.

### **Topic 10. Effectiveness of the organization**

The concept of organizational efficiency. Basic approaches to determining the effectiveness of the organization. Model of organizational efficiency: system-wide factors; external factors limiting the organization's activities; management factors of the organization's development. Organizational efficiency factors. Criteria of organizational efficiency and types of effects. Evaluation of the effectiveness of the organization. Evaluation of the effectiveness of organizational systems.



## Structure of the course

### «Theory of organization»

Names of semantic modules and themes	Amount of hours											
	Daily form						Correspondence form					
	total	including					total	Including				
		1	p	lab	ind	self		1	p	lab	ind	self
1	2	3	4	5	6	7	8	9	10	11	12	13
<b>CONTENT MODULE 1. A GENERAL THEORY OF ORGANIZATION</b>												
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. Self-organization	10	2	2			6						
Total for module 2	58	14	14			30						
<b>CONTENT MODULE 2. THE CREATION OF AN EFFECTIVE ORGANIZATION</b>												
Topic 6. Organizational design	16	4	4			8						
Topic 7. Formation of communications in the organization	14	4	4			6						
Topic 8. Conflicts in the organization	10	2	2			6						
Topic 9. Organizational culture	16	4	4			8						
Topic 10. Effectiveness of the organization	8	2	2			4						
Total for module 2	64	16	16			30						
Total hours	<b>120</b>	<b>30</b>	<b>30</b>			<b>60</b>						

#### 4. Topics of seminars

№	Topic title	Number of hours
1	General characteristics of the organization	2
2	Theory of organization and its place in the system of scientific knowledge	1
3	Basic organizational theories and models	1
4	Organization as a system	2

5	The human factor in the organization. self-organization	2
6	Organizational design	-
7	Formation of communications in the organization	2
8	Conflicts in the organization	2
9	Organizational culture	2
10	Effectiveness of the organization	1
Total		15

## 5. Topics of practical lessons

№	Topic title	Number of hours
1	General characteristics of the organization	2
2	Theory of organization and its place in the system of scientific knowledge	1
3	Basic organizational theories and models	1
4	Organization as a system	2
5	The human factor in the organization. self-organization	-
6	Organizational design	2
7	Formation of communications in the organization	2
8	Conflicts in the organization	2
9	Organizational culture	2
10	Effectiveness of the organization	1
Total		15

## 6. Topics of laboratory lessons

are not provided in the curriculum

## 7. Independent work topics

№	Topic title	Number of hours
1	General characteristics of the organization	6
2	Theory of organization and its place in the system of scientific knowledge	6
3	Basic organizational theories and models	6
4	Organization as a system	6
5	The human factor in the organization. self-organization	6
6	Organizational design	8
7	Formation of communications in the organization	6
8	Conflicts in the organization	6
9	Organizational culture	8
10	Effectiveness of the organization	4
Total		60

## **8. Samples of control questions, and tests for assessing the level of knowledge acquisition by students**

### *Control questions*

1. What is the organization as a process and as a system?
2. What are the main features of the organization as a structure?
3. What are the laws of functioning (statics) of the organization?
4. What are the laws of development (dynamics) of the organization?
5. Explain the role and essence of the principles of the organization.
6. What is the development of the organization? What are the forms of development?
7. What factors determine the development of organizations?
8. What is the classical theory of organization based on?
9. The essence of the neoclassical (behavioral) theory of organization.
10. What is the essence of the theory of institutions and institutional change?
11. What are the principles of population-ecological (evolutionary) theory?
12. Name the main ideas of tectology by O. Bogdanov.
13. Discover the main ideas of the doctrine of the noosphere VI Vernadsky.
14. Describe the organic and mechanistic models of organizations.
15. What is the essence of the modern organizational paradigm?
16. Describe the main directions of the development of the modern theory of organization.
17. How were systemic ideas formed within the framework of ancient philosophy?
18. What contribution to the system of ideas was made by I. Kant, G. Hegel, and M. Ampere?
19. Describe the system as a general property of matter.
20. Explain the meaning of basic concepts used in systems research.
21. What are the general properties of systems?
22. Explain the essence of the concepts "system", "subsystem", "element", and "connection".
23. Name and describe the attributes of communication.
24. What are the types of structures? Discover the essence of structures in terms of content and functional purpose.
25. On what grounds and how to classify systems?

26. Give examples of systems by origin, description of variables, method of management, and type of operators.
27. How are organizations classified according to the principles of management, functional characteristics, social functions, and the purpose of determining the goal?
28. Discover the essence of social organization and social community.
29. What are the features of formal and informal social organizations?
30. How do formal and informal organizations interact?
31. What mechanisms ensure the integrity of social systems?
32. Describe the main components of the organizational process (organizational activities).
33. What are the alternative paradigms of the organizational process formed at this time?
34. What is the meaning of the term "cybernetic system"? Name the properties of cybernetic systems.
35. What is the principle of open control with compensation for disturbances?
36. What is the principle of closed management?
37. What are the advantages of a combined management system?
38. Explain the content of the principle of one-time management.
39. What are the tasks of managing the socio-economic system?
40. How do systems differ in the way of adaptation?
41. What is the content and need for dual (dual) management?
42. How are management methods classified by type of feedback? Describe them.
43. On what natural-scientific principles developed synergetics?
44. Discover the essence of entropy.
45. What is the main feature of self-organization?
46. Describe synergetics as a new paradigm.
47. Explain the provisions of the synergetic concept of self-organization.
48. Define the terms "attractor", "bifurcation", "fractal", "fluctuations".
49. What is the internal environment of the organization? Describe its main variables.
50. Discover the essence of the main aspects of enterprise culture.
51. What is the image of the organization and what tasks does it perform?
52. How are internal factors in the organization related?

53. Describe the methods of studying the internal environment of the organization. What tasks do they solve?
54. Discover the essence and stages of organizational design.
55. What are the advantages and disadvantages of traditional organizational forms of management?
56. What are the advantages and disadvantages of adaptive organizational forms of management?
57. Describe the methods of designing organizational forms of management.
58. Describe the technology of designing organizational forms of management.
59. Explain the content of the process of designing organizational forms of management.
60. Explain the meaning of "culture" and "organizational culture". What are the conceptual approaches to the formation of organizational culture?
61. Describe the models of organizational culture.
62. How is the organizational culture characterized?
63. What are the functions of organizational culture?
64. Describe the determining factors of organizational culture.
65. What approaches are used to typify organizational cultures?

## Tests for assessing the level of knowledge acquisition by students

### 1. The object of science "Organization Theory" is:

- a. socio-economic organizations;
- b. organizational experience;
- c. organizational relationships and processes.

### 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)

### 3. Weber's bureaucratic approach:

- a. Structure
- b. Specialization
- c. Predictability and stability
- d. Rationality
- e. Democracy

### 4. What systems include abstract?

- a. chemical;
- b. organisms;
- c. hypothesis;
- d. theory;
- e. social;
- f. logic.

### 5. Stages of development organizations do not include:

- a. birth;
- b. decline;
- c. aging;
- d. youth.

### 6. The five basic elements of culture in organizations include:

- a. Assumptions
- b. Values
- c. Behavioral norms
- d. Behavioral patterns
- e. Artifacts

### 7. Who is not an administrative management theorist?

- a. Henri Fayol;
- b. Max Weber;
- c. James Mooney;
- d. Luther Gulick

### 8. Who is one of the founding fathers of modern bureaucratic theory?

- a. Woodrow Wilson;
- b. Adam Smith;
- c. Max Weber;
- d. Karl Marx.

### 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

## 9. Teaching Methods

Teaching methods are ways of joint activities and communication between teachers and graduates, providing positive motivation to learn, mastering the system of professional knowledge, and skills, formation of a scientific worldview, developing cognitive forces, and a culture of mental work for future professionals.

The following teaching methods are used during the educational process:

By the source of knowledge: verbal (explanation, conversation, discussion, dialogue); visual (demonstration, illustration); practical (problem-solving, business games).

By the nature of the cognitive activity: explanatory-visual problem statement; partial search and research methods.

By place in educational activities:

- methods of organization and implementation of educational activities that combine verbal, visual, and practical methods; reproductive and problem-searching; methods of educational work under the guidance of a teacher and methods of independent work of higher education students;

- methods of stimulating and motivating educational work, including cognitive games, educational discussions, and role situations;

- methods of control and self-control over educational activities: methods of oral, and written control; individual and frontal, thematic and systematic control.

The process of teaching the course to intensify the educational and cognitive activities of higher education seekers provides for the use of the following educational technologies:

- Working in small groups allows for to structure of practical seminars on the form and content, creates opportunities for participation of each student in higher education in the work on the topic of the lesson, and provides the formation of personal qualities and experience of social communication;

- seminars-discussions involve the exchange of views and views of participants on this topic, as well as develop thinking, help to form views and beliefs, the ability to formulate opinions and express them, learn to evaluate other people's suggestions, critically approach their own views;

- brainstorming - a method of solving urgent problems, the essence of which is to express as many ideas in a limited period of time, discuss and select them;

- case method - a method of analysis of specific situations, which allows to bring the learning process closer to the real practical activities of specialists and involves

consideration of industrial, managerial, and other situations, complex conflicts, problem situations, and incidents in the study of educational material;

- presentations - speeches to the audience, used to present certain achievements, results of the group, a report on the implementation of individual tasks, briefings, demonstrations;

- didactic games - a method of imitation (imitation, reflection) of managerial decisions in various situations according to the rules already developed or formed by the participants, is implemented through an independent solution of higher education students, given the lack of necessary knowledge when there is a need to master new content or look for new connections in already learned material;

- banks of visual support help to intensify the creative perception of the content of the discipline with the help of clarity.

## **10. Forms of assessment**

According to provisions «*About the examinations and credits of NULES of Ukraine*» approved by the Academic Council of NULES of Ukraine on April 26, 2023, Protocol No. 10, types of knowledge control Applicants for higher education have current control, intermediate and final assessment.

Current control is carried out during practical, laboratory, and seminar classes and aims to check the level of readiness of higher education students to perform specific work.

Intermediate assessment is carried out after studying the program material of each content module. The teaching material of the courses taught during one semester - autumn or spring is divided by lecturers into two or three content modules.

Intermediate attestation should determine the level of knowledge of higher education students from the program material of the content module (rating assessment from the content module), obtained during all types of classes and independent work.

Forms and methods of intermediate certification, mastering the program material of the content module are developed by the lecturer of the course and approved by the department in the form of testing, written tests, colloquium, and experimental results, which can be evaluated numerically, calculation or calculation work, etc.

The mastering of the content material of the content module by a higher education student is considered successful if his / her rating is not less than 60 points on a 100-point scale.



After conducting intermediate assessment of two content modules and determining their ratings, the lecturer of the course determines the rating of the applicant of higher education in the work of  $R_{HP}$  (not more than 70 points) according to the formula:

$$R_{HP} = \frac{0,7 \cdot (R^{(1)}_{3M} \cdot K^{(1)}_{3M} + \dots + R^{(n)}_{3M} \cdot K^{(n)}_{3M})}{K_{DIS}}, \quad (1)$$

where  $R^{(1)}_{3M}, \dots, R^{(n)}_{3M}$  – ratings from content modules on a 100-point scale;

$n$  – number of content modules;

$K^{(1)}_{3M}, \dots, K^{(n)}_{3M}$  – the number of credits of the European Credit Transfer and Accumulation System (ECTS) (or hours) provided for in the working curriculum for the relevant content module;

$K_{DIS} = K^{(1)}_{3M} + \dots + K^{(n)}_{3M}$  – the number of ECTS credits (or hours) provided by the working curriculum of the course in the current semester.

Formula (1) can be simplified if we take  $K^{(1)}_{3M} = \dots = K^{(n)}_{3M}$ . Then it will look like

$$R_{HP} = \frac{0,7 \cdot (R^{(1)}_{3M} + \dots + R^{(n)}_{3M})}{n}. \quad (2)$$

The rating of the applicant for higher education in educational work is rounded to an integer.

The academic work rating may be affected by the additional work rating and the penalty rating.

The rating for additional work is added to the rating for training and may not exceed 20 points. It is determined by the lecturer and is provided to higher education students by the decision of the head of the department for work that is not provided for in the curriculum but contributes to improving their knowledge of the course.

## 11. Distribution of grades received by students

Evaluation of student knowledge is carried out based on a 100-point scale and is converted to national grades according to Table 1 "Regulations and Examinations and

Credits at NULES of Ukraine" (order of implementation dated 26.04.2023, protocol №10)

Student rating, points	National grade based on exam results
	Exams
90-100	Excellent
74-89	Good
60-73	Satisfactory
0-59	Unsatisfactory

In order to determine the rating of a student (listener) in the discipline  $R_{dis}$  (up to 100 points), the rating from the exam  $R_{ex}$  (up to 30 points) is added to the rating of a student's academic work  $R_{aw}$  (up to 70 points):  $R_{dis} = R_{aw} + R_{ex}$ .

## 11. Educational and methodological support

1. Syllabus of academic course "Theory of organization".
2. Харченко Г.А., Гоголя О.П., Харченко В.В. Теорія організації. Навчальний посібник. Київ: ЦП «Компринт». 2020. 453 с.
3. Харченко Г.А. Методичні рекомендації до вивчення дисципліни «Менеджмент і адміністрування: теорія організації» для студентів ОС «Бакалавр», Київ: ЦП «Компринт», 2020. 32 с.
4. Харченко Г.А., Зоргач А.М. Методичні вказівки до проведення практичних занять та самостійного вивчення дисципліни «Теорія організації» для здобувачів першого (бакалаврського) рівня вищої освіти спеціальності 073 «Менеджмент». Київ: ЦП «Компринт». 2023. 70 с.
6. eLearning, located on the academic portal. URL: <https://elearn.nubip.edu.ua/course/view.php?id=2627>.

## 12. Recommended sources of information

### Main

1. Principles of management. 2019. URL: <https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/PrinciplesofManagement-OP.pdf>
2. Karam Pal Management Concepts and Organizational Behaviour. URL: <http://www.ddegjust.ac.in/studymaterial/mcom/mc-101.pdf>

3. Балановська Т.І., Гоголюя О.П., Троян А.В. Основи менеджменту, маркетингу та підприємництва: навчальний посібник. К. ЦП «Компринт». 2018. 536 с.
4. Білявська Ю. В., Микитенко Н. В. Теорія організації : підручник. Київ: Київ. нац. торг.-екон. ун-т, 2019. 424 с.
5. Біляєв А. А., Коротков В. М. Системологія організації: підручник. К.: Знання, 2018. 240 с.
6. Бурганова Л. Л. Теорія управління : навчальний посіб. Л. : Квітень, 2019. 138 с.
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