

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

Deputy Rector  
(vice-rector for scientific and pedagogical work)



**Theory of management**

**syllabus of the academic discipline**

Field of knowledge	<i>07 Management and administration</i>
Speciality	<i>073 Management</i>
Education level	<i>first (bachelor)</i>
Educational programs	<i>Business administration</i>

Discipline status	<i>base</i>
Language of teaching, studying and assessment	<i>english</i>

Head of Management and  
Business Department

Tetyana LEPEYKO

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ  
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**

**"ЗАТВЕРДЖУЮ"**

Заступник керівника  
(проректор з науково-педагогічної роботи)

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Микола АФАНАСЬЄВ

**Теорія управління**

**робоча програма навчальної дисципліни**

Галузь знань	<i>07 Управління та адміністрування</i>
Спеціальність	<i>073 Менеджмент</i>
Освітній рівень	<i>перший (бакалаврський)</i>
Освітня програма	<i>Бізнес-адміністрування</i>

Статус дисципліни	<i>базова</i>
Мова викладання, навчання та оцінювання	<i>англійська</i>

Завідувач кафедри менеджменту та бізнесу	_____	Тетяна ЛЕПЕЙКО
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Харків  
2020

APPROVED

at the meeting of the Management and Business Department  
Protocol № 2 of August 27, 2020.

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**Sheet of renewal and re-approval  
of the academic discipline syllabus**

Academic year	Date of the department meeting - developer of the syllabus	Protocol number	Sign of the Head of the department

### Abstract of the discipline

One of the most difficult problems in the conscious human activity is the management of the systems into which one enters as a key component of organizational systems. Organizational factors had a dominant role in society at all times and in the culture of all peoples. Organization theory is designed to give the key to mastering the laws and principles of organizational systems to make them intelligible in terms of internal structure and mechanism of functioning. Special significance it has for modern domestic organizations, whose position in a market economy radically changed. Now the organization has to create their own goals and objectives, develop strategy and tactics of development, to find the necessary material and human resources for the implementation of tasks, decide on the establishment, merger and liquidation of business units, departments and branches, restructuring of government. This leads to an expansion of the scope of work included in the scope of the manager, the complexity of the process of their implementation.

**The purpose of discipline:** the formation of a modern, based on a systematic approach, outlook on creation, operation and evolution of organizations.

#### Characteristics of the discipline

Academic year	<b>1</b>
Semester	<b>2</b>
Number of credits ECTS	<b>4</b>
Final assessment	<b>Pass</b>

#### Structural logical scheme of the discipline studying:

Previous disciplines	Next disciplines
Economics	Management
Sociology	Marketing
Business Ethics	Decision-making
	Organization of Labor Manager

#### Competencies and results of discipline studying:

Competencies	Learning outcomes
GC 5. Knowledge and understanding of the subject area and understanding of professional activity	LO 20. Coordinate aspects of business organizations that contribute to the effectiveness of its work
SC 5. Ability to manage the organization and its departments through the implementation of management functions	LO 20. Coordinate aspects of business organizations that contribute to the effectiveness of its work
SC 7. Ability to choose and use modern management tools	LO 8. Apply management methods to ensure the effectiveness of the organization
SC 11. Ability to create and organize effective communications in the management process	LO 11. Demonstrate skills of situation analysis and communication in different areas of the organization
SC 12. Ability to analyze and structure the problems of the organization, to form reasonable decisions	LO 4. Demonstrate problem identification skills and justify management decisions

## **The syllabus of the academic discipline**

### **Content module 1. The general theory of organization management**

Theme 1. The essence and content of the theory of management

Definition of Management: Management is the art, or science of achieving goals through people. Management Objectives, Functions, Goals, and Essentiality (The Essentiality of Management in Any Organization). Managerial Skills. Why Study Management Theory?

Theme 2. Evolution of managerial thought

Industrial Revolution. The principles of Scientific Management. The influence of the Hawthorne studies on worker productivity. Maslow's Hierarchy of Needs. The difference between Theory X, Y, and Z. What TQM stands for and Deming's 14 pts. Japanese management concepts and American management practices.

Theme 3. Basic management functions

Management functions: Planning, Organizing, Staffing, Leading, Controlling. The process of decision-making. organizational structure. Designing an organizational structure. Recruiting, selecting, placing, promoting, appraising, planning the careers of, compensating, and training.

Theme 4. The management of organization as a system

Formation of system concepts: Plato, Aristotle, Kant, Adam Smith. Consistency as a general property of matter. The systems approach. System status, system properties, system behavior. The structure of systems: a subsystem, element, structure, communication. Attributes of communication. Classification of systems. General classification: abstract systems, specific system, open systems, closed systems, dynamical systems, adaptive systems, hierarchical systems and their characteristics. Classification by features: origin, the description of variables, the method of administration, the type operators. Aspects of institutional order. Classification of organizations on the grounds of: classification of the principles of management, classification by functional characteristics, classification on the basis of social functions, classification based on determining the target.

### **Content module 2. Management of functioning and development of organization**

Theme 5. The management of Organization as a society

Social organization and social community. Man as an element of the social system. Activity and resistance to social organization. General features of social organization. The main types of social organizations: formal and informal organizations. Mechanisms of regulation in social systems: self-regulation of target management, organizational order.

Theme 6. The management of Organizational process

Organizational activities. Alternative paradigms of organizations process. Control system - cybernetic approach. Management principles: the principle of open-loop control, the principle of open-loop control with compensation of disturbances, the principle of closed management, the principle of a single administration. Optimizing management. Adaptive system. Methods of Control: Deterministic control method, program-target control method, value-oriented management.

The list of practical (seminar) classes, as well as questions and tasks for independent work is given in the table "Rating plan of the academic discipline".

### **Teaching and learning methods**

The main method of teaching the discipline is an explanatory-illustrative method, which is a tool for studying theoretical material, all lectures are presented in the form of presentations using Microsoft PowerPoint. To achieve competencies and learning outcomes, the following methods are used: discussions (topic 1 - topic 6), presentations (topic 5 - topic 6), illustrations (topic 1 - topic 6), modeling of professional situations (topic 3 - topic 5), work in small groups (theme 5 - theme 6), various types of individual (theme 1 - theme 6) and group work (theme 5 - theme 6).

### **The system of the study results assessment**

The system of evaluation of the developed competencies takes into account the types of lessons, which, according to the syllabus, include lectures, practical lessons, and independent training. Simon Kuznets KhNUE is using a 100-point accumulation system.

Control measures include:

**current control** during the semester during lectures and practical lessons, seminars and is estimated by the sum of the points scored (the maximum amount is 40 points);

**modular control** is carried out in the form of a written modular tests as an intermediate mini-exam on the initiative of the teacher, taking into account the current control over the relevant content module and aims to integrate the evaluation of the student's learning outcomes after studying the material from the logically completed part of the discipline - content module (the maximum amount is 30 points):

**final / semester control** is carried out in the form of a credit as the sum of the points scored in the discipline (maximum - 100 points), is defined as the sum of points for the student's progress in the current control, including written modular tests (modular and final (the maximum amount is 30 points for modular tests and 30 points for final tests)). Modular and final tests points are added to the sum of the points scored for student's current control. The credit is given on the results of the student's work throughout the semester.

Current control includes assessment of student's knowledge during seminars, practical lessons and performance of individual tasks is carried out according to the following criteria:

**lectures** – understanding; degree of assimilation of the theory and methodology of the problems under consideration, when discussing topical issues; the level of activity in the discussions (maximum amount is 0.5 points (12 lectures per semester);

**practical classes (seminars)** – the degree of assimilation of the actual material of the discipline; acquaintance with the recommended literature, as well as contemporary literature on the issues (maximum amount is 0.5 points (12 practical classes per semester);

**defending of practical tasks by topics** – the ability to combine theory with practice when considering production situations, solving tasks, performing calculations in the process of individual tasks defending and tasks submitted for consideration in an audience; logic, structure, style of presentation speeches in the classroom; the ability to justify their position (maximum amount is 2 points (required to complete five practical tasks throughout the semester));

**essay writing and presenting** – the ability of generalizations of concepts and phenomena; the ability to conduct a critical and independent assessment of certain problem issues; the ability to explain alternative views and the presence of their own point of view, position on a particular problem issue; the ability to justify their position, implement summarize and draw conclusions; logic, structuring and validity of conclusions about the problem; style of presentation in speeches in the classroom; literacy of presentation; registration of work (maximum amount is 5 points for essay and 5 points for presentation);

**when performing express tests** – arithmetic correctness of the implementation of an individual and complex settlement task; application of analytical approaches; quality and clarity of reasoning; style of presentation in written works; independence of work; use of comparison methods; registration of work (maximum amount is 4 points (0.4 points for each test task) (two express tests during the semester));

**when performing modular tests** – the degree of assimilation of the actual material of the discipline; the presence of their own point of view, position on a particular problem issue; the ability to justify their position; quality and clarity of reasoning (maximum amount is 30 points (one modular tests during the semester)).

**The independent students' work** includes:

1) study of theoretical material from the previous lecture before each subsequent lecture. It is estimated at 3 points for each class (12 during the semester) according to the following criteria:

the depth and strength of the knowledge level of thinking, the ability to organize knowledge on certain topics, the ability to make informed decisions, possession categorical aid;

2) collecting, summarizing, processing information necessary for active work in practical classes. It is estimated at 3 points for each class (12 during the semester) according to the following criteria: skills and techniques of practical tasks; the ability to find relevant information carry out its systematization and processing; self-realization on practical and seminars.

**The final control** (final written control tests) of the students' knowledge and competencies is to check the student's understanding of the program material in general; the logic and interrelations between the individual sections; the ability to use the accumulated knowledge creatively; the ability to formulate their attitude to a particular problem of academic discipline, etc. It covers the program of the discipline and provides for determining the degree of mastery of students competencies, diagnostics of the level of their theoretical training. The maximum mark that a student can receive is 30 points (one final written test during the semester).

**The credit** is given on the results of the student's work during the semester as final score in the discipline, as the accumulation of points, in particular, for active participation in lectures, the performance of practical tasks, homework, points for express tests, as well as for modular written test and independent work of the student. The total score in the points for the semester is: "60-100 points are passed", "59 and less points are not passed» and entered in the record "Record of success" of the discipline.

The final mark is set according to the scale given in the table "Evaluation scale: national and ECTS".

Forms of assessment and distribution of points are given in the table "Rating-plan of the discipline".

#### Evaluation scale: national and ECTS

The sum of points for all types of educational activities	Mark CKTC	Mark on a national scale	
		for exam, course project (work), practice	for credit
90 – 100	A	excellent	credited
82 – 89	B	good	
74 – 81	C		
64 – 73	D	satisfactory	
60 – 63	E		
35 – 59	FX	unsatisfactory	not credited

#### Rating plan of the academic discipline

Theme	Forms and types of studying		Evaluation Forms	Max mark
Theme 1.	<i>Classroom work</i>			
	Lecture	Lecture 1. The essence and content of the theory of management	Work on lecture	0.5
	Practical lesson	Practical lesson 1. Performance of theoretical tasks on formulation of essence of the basic categories of organization management theory on the basis of the analysis and generalization of information sources	Active participation in practical tasks performance	0.5

<b>Theme</b>	<b>Forms and types of studying</b>		<b>Evaluation Forms</b>	<b>Max mark</b>
	<b><i>Independent work</i></b>			
	Questions and tasks for self-study	Search, selection and review of literary sources on a theme 1 Performance of practical tasks on research of essence, maintenance, evolution of development of the management theory, revealing of preconditions of its use in management of the modern organizations	Homework check	
<b>Theme 2.</b>	<b><i>Classroom work</i></b>			
	Lecture	Lecture 2. Evolution of managerial thought	Work on lecture	0.5
	Practical lesson	Practical lesson 2. Performance of tasks to assess the impact of stages of development of managerial thought on the formation of theory and technology of organization management	Active participation in practical tasks performance  Defense of a practical task on the topic	0.5  2
	<b><i>Independent work</i></b>			
	Questions and tasks for self-study	Search, selection and review of literary sources on a theme 2	Homework check	
		Preparation for express tests	Homework check	
<b>Theme 3.</b>	<b><i>Classroom work</i></b>			
	Lecture	Lecture 3. Basic management functions	Work on lecture	0.5
	Practical lesson	Practical lesson 3. Solving practical tasks in formulating the purpose of the organization, it's main functions, the implementation of which contributes to its achievement	Active participation in practical tasks performance  Express tests	0.5  4
	<b><i>Independent work</i></b>			
	Questions and tasks for self-study	Search, selection and review of literary sources on a theme 3	Homework check	
		Solving practical tasks in formulating rules for the implementation of basic management functions in modern management	Homework check	



<b>Theme</b>	<b>Forms and types of studying</b>		<b>Evaluation Forms</b>	<b>Max mark</b>
<b>Theme 4.</b>	<i>Classroom work</i>			
	Lecture	Lectures 4-5. The management of organization as a system	Work on lecture	1
	Practical lesson	Practical lesson 4-5. Solving practical tasks to determine the basic elements of the organization as a system, the directions of their transformation under the influence of changing phenomena and processes	Active participation in practical tasks performance	1
		Solving practical tasks of managing the basic elements of the organization as a system	Defense of a practical task on the topic	4
	<i>Independent work</i>			
Questions and tasks for self-study	Search, selection and review of literary sources on a theme 4  Performance of situational tasks to determine the direction of the impact of economic phenomena and processes on the state of the organization  Performance of tasks on construction of various types of organizational structure of the enterprise operating in various spheres of national economy	Homework check		
<b>Themes 1-4</b>	<i>Classroom work</i>			
	Lecture	Lecture 6. Discussion of discussion questions of the content module 1	Work on lecture	0.5
	Practical lesson	Practical lesson 6. Solving practical tasks for repetition of questions on the topics of the content module 1	Active participation in practical tasks performance	0.5
		Performance of modular tests #1	Modular tests #1	30
	<i>Independent work</i>			
	Questions and tasks for self-study	Search, selection and review of literary sources on a themes 1-4	Homework check	
Preparation for modular tests		Homework check		

Theme	Forms and types of studying		Evaluation Forms	Max mark
<b>Theme 5.</b>	<i>Classroom work</i>			
	Lecture	Lectures 7-9. The management of Organization as a society	Work on lecture	1.5
	Practical lesson	Practical lessons 7-9. Solving practical tasks to determine the characteristics of social organizations and the conditions of their functioning in Ukraine	Active participation in practical tasks performance	1
		Solving practical tasks to determine the complexities of management of social organizations in modern conditions	Active participation in the business game	0.5
		Solving practical tasks to assess the impact of changing phenomena and processes on the management of social organization	Defense of a practical task on the topic	2
			Essay defense	5
			Presentation	5
			Express tests	4
	<i>Independent work</i>			
	Questions and tasks for self-study	<p>Search, selection and review of literary sources on a theme 5</p> <p>Solving practical tasks to identify the advantages and disadvantages of social organizational structure</p> <p>Performance of an essay on a selected topic</p> <p>Preparation for the presentation of the results of independent research</p>	Homework check	
Preparation for express tests		Homework check		

Theme	Forms and types of studying		Evaluation Forms	Max mark
<b>Theme 6. The management of Organizational process</b>	<i>Classroom work</i>			
	Lecture	Lectures 10-11. Organizational process management	Work on lecture	1
	Practical lesson	Practical lessons 10-11. Solving practical tasks to determine the main stages of the management process of the organization	Active participation in practical tasks performance	1
		Presentation of the results of the calculated independent task	Defense of a practical task on the topic	2
		Solving practical tasks to determine the main stages of the management process of the organization		
	<i>Independent work</i>			
Questions and tasks for self-study	Search, selection and review of literary sources on a theme 6	Homework check		
	Solving of practical tasks in the areas of optimization of the management process of a modern organization	Homework check		
<b>Themes 5-6</b>	<i>Classroom work</i>			
	Lecture	Lecture 7. Discussion of discussion questions of the content module 1	Work on lecture	0.5
	Practical lesson	Practical lesson 7. Solving practical tasks for repetition of questions on the topics of the content module 2	Active participation in practical tasks performance	0.5
		Performance of final tests	Final tests on the topics of module 2	30
	<i>Independent work</i>			
	Questions and tasks for self-study	Search, selection and review of literary sources on a themes 5-6  Solving practical tasks for repetition of questions on the topic of the content module 2	Homework check	
Preparation for control work		Homework check		

## Recommended books and resources

### Main:

1. Бублик Б. Н., Кириченко Н. Ф. Основы теории управления / Б. Н. Бублик, Н. Ф. Кириченко. – К. : Вища школа, 2015. – 328 с.
2. Мармаза О. І. Основи теорії менеджменту / О. І. Мармаза. – Х.: ТОВ «Планета-принт», 2015. – 139 с.
3. Хміль Ф. І. Основи менеджменту: підручник /Ф. І. Хміль. – К. : Академвидав, 2017. – 576 с.
4. Drucker P. F. Management: Tasks, Responsibilities, Practices / P. F. Drucker. – N.Y. : Harper and Row, 1973. – 398 p.
5. Gruzina I. A. Theory of management. Lecture notes. Access mode : [https://pns.hneu.edu.ua/pluginfile.php/515774/mod\\_resource/content/1/Management%20theory\\_part%201.pdf](https://pns.hneu.edu.ua/pluginfile.php/515774/mod_resource/content/1/Management%20theory_part%201.pdf)  
[https://pns.hneu.edu.ua/pluginfile.php/515775/mod\\_resource/content/1/Management%20theory\\_part%202.pdf](https://pns.hneu.edu.ua/pluginfile.php/515775/mod_resource/content/1/Management%20theory_part%202.pdf)

### Additional:

6. Акимова Т. А. Теория организации: учеб. пособ. для вузов / Т. А. Акимова. – М. : ЮНИТИ-ДАНА, 2003 – 367 с.
7. Мильнер Б. З. Теория организации / Б. З. Мильнер – 3-е изд., перераб. и доп. – М. : Инфра-М, 2003 – 558 с.
8. Савченко Б. Г., Пилипенко С. М., Бубенко І. В. Теорія управління: навч. посіб. / Б. Г. Савченко, С. М. Пилипенко, І. В. Бубенко – Х. : ХДЕУ, 2016 – 90 с.
9. Румянцева З.П. Общее управление организацией. Теория и практика : учеб. для вузов / З. П. Румянцева – М. : Инфра-М, 2003 – 303 с.
10. Gulick L. Management Is a Science / L. Gulick // Academy of Management Journal. – 1965. – Vol. 8. –№ 1. –P. 7–13.
11. Herzberg F. The Motivation of Work / F. Herzberg, B. Maunsner, B. Snyderman. – N. Y.: Wiley, 1959. – 276 p.
12. Lawrence P. Developing Organizations: Diagnosis and Action / P. Lawrence, J. Lorsch. – Reading, Mass: Addison-Wesley, 1969. – 70 p.
13. Matteson M. Management and Organizational Behavior Classics / M. Matteson, J. Ivancevich. – N. Y.: McGraw-Hill companies, 1996. – 456 p.
14. Maslow A. A Theory of Human Motivation / M. Abraham // Psychological Review. – 1943. – №50. – P. 370-396.
15. Mayo E. The Human Problems of an Industrial Civilization / E. Mayo – Boston: Graduate School Administration, Harvard University, 1946. – 318 p.

### Information resources:

16. Сайт ПНС ХНЕУ ім. С. Кузнеця [Електронний ресурс]. – Режим доступу : <https://pns.hneu.edu.ua/course/view.php?id=2966>
17. ЛигаБизнесИнформ. – Режим доступа : [www.liga.net](http://www.liga.net).
18. Нормативные акты Украины [Электронный ресурс]. – Режим доступа : [www.nau.kiev.ua](http://www.nau.kiev.ua).
19. Украинское право [Электронный ресурс]. – Режим доступа: [www.ukrpravo.com](http://www.ukrpravo.com).