

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

"APPROVED"
Vice-rector for educational and methodical work



Карина NEMASHKALO

Modern management concepts

syllabus of the academic discipline

Field of knowledge *02 Culture and art*
Speciality *028 Management of socio-cultural activities*
Education level *second (master)*
Educational program *«Event management»*

Discipline status *Compulsory*
Language of teaching, studying and assessment *English*

Head of Management and
Business Department

Tetyana LEPEYKO

APPROVED

at the meeting of the Management and Business Department

Protocol № 1 of August 27, 2021.

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

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

Abstract of the educational discipline

Today, when the development and success of the enterprise is influenced by many factors, need to reconsider the concept of management, formed earlier; necessary changes in organizational and legal forms of enterprises based on the application of new methods of analysis and design of management system "Modern management concepts" is the basic discipline of the educational program "Event Management" of the second (master's) level of higher education 028 "Management of socio-cultural activities". Modern management concepts are conceptual models, methodological approaches, a set of methods and tools used by modern management.

The discipline "Modern management concepts" considers the action of all management functions of the organization as a whole in their relationship and interdependence.

The subject of study of the discipline are modern socio-cultural processes, historical retrospective socio-cultural activities; managerial, innovative, creative activity in the socio-cultural sphere; principles, methods, technologies, forms and means of functioning of the socio-cultural sphere; project socio-cultural strategies.

The purpose of the discipline: training of highly qualified specialists with skills of scientific, methodical, consultative, innovative and creative research and design activities in the socio-cultural sphere in a foreign language, able to develop and use scientifically, innovation-based approaches to the organization and management of internal and external socio-cultural processes.

Characteristics of educational discipline

Course	1M
Semester	1
Number of credits ECTS	5
Form of final control	Pass

Structural and logical scheme of studying the discipline:

Prerequisites	Postrequisites
Economics of the enterprise	Event management
Management	Social projects and volunteering
Strategic management	Event startups and fundraising technologies

Competences and learning outcomes in the discipline

Competences	Learning outcomes
1	2
GC 2. Ability to conduct research at the appropriate level.	LO 1. Find, analyze and evaluate the information needed to set and solve both professional tasks and personal development.
GC 3. Ability to generate new ideas (creativity).	
GC 6. Ability to work in an international context.	
SC 3. Ability to plan, justify and discuss the results of the study.	
SC 4. Ability to solve socio-cultural problems under uncertain conditions and requirements and provide scientifically sound, professional recommendations and conclusions.	
SC 6. Ability to quickly adapt to the challenges of time, to specific conditions and areas of professional activity.	

1	2
GC 1. Ability to communicate in a foreign language. GC 3. Ability to generate new ideas (creativity). GC 4. Ability to make informed decisions.	LO 2. Use in practice a professional scientific and terminological apparatus, be able to present the results of work performed.
GC 7. Ability to evaluate and ensure the quality of work performed.	
GC 1. Ability to communicate in a foreign language. GC 2. Ability to conduct research at the appropriate level. GC 3. Ability to generate new ideas (creativity). GC 4. Ability to make informed decisions.	LO 3 Be able to collect and integrate evidence of their own research position, substantiate the results of socio-cultural practices, present and defend their own opinion on the results of research and innovation.
SC 6. Ability to quickly adapt to the challenges of time, to specific conditions and areas of professional activity.	
GC 1. Ability to communicate in a foreign language. GC 4. Ability to make informed decisions.	LO 4. Carry out their own scientific and professional activities in compliance with current legislation.
GC 2. Ability to conduct research at the appropriate level. SC 8. Ability to apply creative technologies in practice.	LO 7. Understand and apply modern world socio-cultural practices.
GC 1. Ability to communicate in a foreign language. GC 6. Ability to work in an international context. GC 7. Ability to evaluate and ensure the quality of work performed.	LO 9. Present and discuss the results of scientific and applied research, socio-cultural strategies and projects in the state and foreign languages.

The program of the educational discipline

Content module 1. Theoretical bases of management

Topic 1. Modern vision of organization and management.

Theoretical concepts of building organizations as part of the general science of management were developed at the junction of different branches of knowledge. Models of organization as an open system. Mechanistic and organic concepts of organization are basic.

Mechanistic model organization - technical and economic relations and dependencies of various factors of production.

Organic model - the concept of the theory of human relationships and behavioral sciences.

Systems theory. Stakeholder concept.

Evolution of approaches to the description of organizations. Formation of system and situational approaches in management. The effectiveness of the organization. Approaches to the study of organizational efficiency. Management efficiency and approaches to its definition.

Topic 2. Conceptual foundations of management in the information economy.

Trends in the business environment in the digital economy. Directions of value chain transformation in which new digital technologies can be used.

Evolution of basic management approaches and tools. Basic approaches to modern management concepts. Basic ideas of situational management. A comprehensive approach to choosing the concept of personnel management in the organization.

Provisions of the new management paradigm. Features of management in economically developed countries. The main management models are Japanese and American. Comparative characteristics of Japanese and American management models. European management model.

Topic 3. Evolution of theories in management.

Prerequisites for the emergence of management science. Approaches to the classification of trends in the development of science management. General characteristics of the evolution of scientific approaches to the management of organizations.

Classical management theory (school of scientific management and administrative school of management): directions and objectives of research, main achievements, importance for modern practice, limited.

Neoclassical Management Theory (School of Human Relations and School of Organizational Behavior): the focus of research, contribution to the development of science management, the main disadvantages.

System approach of management. Four subsystems of modern management: task, structure, people, and environment. Maintaining the balance between subsystems. Focus on the system. «Synergy» principle.

Quantitative approach of management. Management is the decision-making. Organization is decision-making unit. Organizational efficiency depends upon the quality of managerial decisions. A problem is expressed in the form of a quantitative or mathematical model. The different variables in management as an equation.

Total quality management approach. Japanese and US approach. Plan-Do-Check-Act. Malcolm Bridge National Quality Award. European Quality Award, Australian Quality Award, Canadian Quality Award, Deming Prize, etc. ISO 9000, Six Sigma, Lean Manufacturing.

Learning Organization Approach. Knowledge management. Portfolio of intellectual assets: patents, intellectual property rights, trade secrets, accumulated knowledge of the entire workforce. building a learning organization.

Team Building Theory. Definition of a team. Characteristic of a team. Team building process. Belbin's nine team roles. Colour Works Theory. Myers-Briggs Type Indicator. Social Identity Process. Tuckman's Theory of Team Development. Chaos theory. Chaordic Organization. Open system theory. Open System Diagram. Contingency Theory. Organic Organization.

Topic 4. Organizational dynamics and conflict resolution.

Organizational behavior at the present stage and trends in its development. Sources of changes in the environment. Problem field of organizational behavior. Prospects for the development of organizational behavior.

Basic components and basic concepts of organizational dynamics. Group dynamics (power, influence, leadership) and group development in the organization. Methodology of organizational dynamics management. Statics and dynamics of organizational systems.

The main sources and causes of organizational conflicts. Dynamics of the conflict. Leadership and leadership styles.

Basic approaches to the definition of «organizational conflict». Functions of organizational conflicts. The main types of organizational conflicts. Causes, conditions of formation and specifics of organizational conflicts, their system characteristics.

Content module 2. Modern management tools and technologies

Topic 5. Evolution of organizational structures. The concept of organizational design.

Organization design as a set of parameters that define the levels of division of labor and coordination. Comparative characteristics of organizational structure and organizational design.

Elements of the organizational structure. Elements of organizational design. Model of organizational design. Mechanisms of coordination. Driving organizational forces: the tendency toward centralization, the attraction to standardization, the attraction for balkanization, the attraction for professionalization, the attraction for cooperation.

Configurations of organizational structures: simple structure, mechanistic bureaucracy, professional bureaucracy, divisional structure, adhocracy.

Topic 6. Cross-cultural management concepts.

National culture, business culture, cross-cultural management, universalist approach, economic-cluster approach, cultural-cluster approach, types of corporate cultures: «family», «Eiffel Tower», «incubator», «guided missile».

The main differences between cultures. Monochrome culture, high-contextual culture, low-contextual culture. The culture of universal truths and the culture of concrete truths. Individualism, collectivism, feminism, prevention of uncertainty.

Features of national and business culture in different countries of the world. Nationality, race, religion.

Topic 7. Process concept in management.

The essence of the organization as a process. Static and dynamic state of the organization. Period of stagnation. The concept of sustainability of the organization and its dynamics.

Alternative paradigms of organizational process. Cybernetic approach to the concept of management. Principles of management. Adaptive and self-adjusting control systems. Management methods: deterministic management method; program-target management method; value-oriented management method.

Approach to management from the standpoint of the allocation of different scientific schools. Process, system and situational approaches in management. Conceptual provisions of the process approach. Basic principles of administrative management.

Basic principles of process management. Information component of the process approach.

Topic 8. Modern concepts in strategic management.

Factors influencing the choice of organizational strategy. Strategy and structure. The concept of "blue ocean strategy" and its development. The value of innovation. Strategic canvas. Model of four actions. Organizational change management strategies.

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

Teaching and instruction 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. Methods are also used to achieve competencies and learning outcomes: lecture-discussions (topic 1 – 8), work in small groups (topic 2; topic 4; topic 6 – 7), presentations (topic 2; topic 4; topic 8), illustrations (topic 1 – 8), case-method (topic 1; topic 4 – 5), various individual (topic 1 – 8) and group work (topic 5 – 8).

Assessment system of learning outcomes

Simon Kuznets KhNUE is using a 100-point accumulation system.

Assessment is carried out on the following types of control:

current control – is carried out during the semester during the lectures and seminars and estimated by the amount of points scored (maximum score – 100 points, minimum score that allows the student to get credit – 60 points);

final/semester control – is conducted in the form of a semester credit in accordance with the schedule of the educational process.

Current control includes assessment of students' knowledge during lectures, seminars, practical classes and performance of competency-oriented tasks, performance and presentation and is carried out according to the following criteria:

Lectures – express tests during the lecture (1 point for each test). Topic 5 and topic 7 are scheduled for two classes, so the total number of points for lectures is 10.

Seminar / practical classes – active participation in discussions during the lesson, the degree of mastering the actual material of the discipline (1 point for each lesson depending on the level of student activity) (total maximum number of points – 15));

competence-oriented task on topics – the ability to combine theory with practice when considering situations; logic, structure, style of presentation of the material when performing in the audience, the ability to justify their position (maximum score – 5 points (two competence-oriented tasks during the semester, total maximum number of points – 10));

essay presentation – the ability to generalize information and draw conclusions; ability to conduct critical and independent assessment of certain problematic issues; the ability to explain alternative views and the presence of their own point of view, position on a particular issue; logic, structuring and validity of conclusions on a specific problem; literacy of material submission (maximum score – 4 points);

presentation – the ability to generalize information and draw conclusions; ability to plan and evaluate certain problematic issues; logic, structuring and validity of conclusions on a specific problem; literacy of the material (maximum score – 7 points (three presentations during the semester, the total maximum number of points – 21));

express tests on topics – the use of analytical approaches; quality and clarity of reasoning; style of presentation of material in written works; independence of work performance; use of methods of comparison, generalization of concepts and phenomena; registration of work (estimated at 5 points (two rapid tests during the semester – the total maximum number of points – 10));

written control works – degree of assimilation of actual material; logic, structure of material presentation; the presence of their own point of view, position on a particular issue. ability to substantiate it; quality and clarity of reasoning (maximum score that a student can receive – 15 points (two written tests during the semester – the total maximum number of points – 30)).

The general criteria for assessment non-auditing independent work of students are: the depth and strength of knowledge, the level of thinking, the ability to systematize knowledge on individual topics, the ability to draw sound conclusions, the possession of categorical apparatus, skills and techniques for performing practical tasks, the ability to find necessary information, to carry out its systematization and processing, self-realization at seminars and practical classes. The results of the independent are checked and evaluated during the classroom current control – oral interviews, presentation reports and written works.

Final / semester control of students' knowledge and competencies in the discipline is carried out in the form of a semester differentiated test, the task of which is to check the student's understanding of the program material as a whole, logic and relationships between individual sections, ability to creatively use accumulated knowledge. problems of academic discipline, etc.

During the semester control in the form of a differentiated test, the final number of points in the discipline (maximum – 100 points) is defined as the sum of (simple) points for the results of student success in the current control.

A student **should be considered certified** if the sum of the points obtained on the basis of the results of the final / semester test of success is equal to or exceeds 60.

The total score in points for the semester is: *«60 or more points are passed»*, *«59 and less points are failed»*, and entered in the *«Statement of learning achievement»* of the academic discipline.

The final grade is set according to the scale given in the table *«Grade scale: national and ECTS»*.

Forms of assessment and distribution of points are given in the table *«Rating-plan of the educational discipline»*.

Grade scale: national and ECTS

Total score on a 100-point scale	ECTS assessment scale	Assessment on the national scale	
		for exam, course project (work), practice, training	for pass
90 – 100	A	excellent	passed
82 – 89	B	good	
74 – 81	C		
64 – 73	D		
60 – 63	E	satisfactory	not passed
35 – 59	FX		
1 – 34	F	unsatisfactory	

Rating-plan of the educational discipline

Topic	Forms and types of education		Forms of evaluation	Max points
1	2		3	4
Topic 1.	<i>Classroom work</i>			
	Lecture	Lecture on the topic 1. Modern vision of organization and management.	Express-test	1
	Seminar	The concept and essence of management in modern conditions	Discussion	1
	<i>Individual work</i>			
Questions and tasks for the individual work	Search, selection and review of literary sources on a given topic. Preparation for the seminar.	Homework check	-	
Topic 2.	<i>Classroom work</i>			
	Lecture	Lecture on the topic 2. Conceptual foundations of management in the information economy.	Express-test	1
	Seminar	Features of management in different countries.	Discussion	1
			Presentation	7
	<i>Individual work</i>			
Questions and tasks for the individual work	Search, selection and review of literary sources on a given topic. Preparation for the seminar.	Homework check	-	
Topic 3	<i>Classroom work</i>			
	Lecture	Lecture on the topic 3. Evolution of theories in management.	Express-test	1
	Seminar	Features of management in different countries. Use of modern approaches in management.	Discussion	2
	<i>Individual work</i>			
Questions and tasks for the individual work	Search, selection and review of literary sources on a given topic. Preparation for the seminar.	Homework check	-	

1	2	3	4	5
Topic 4	<i>Classroom work</i>			
	Lecture	Lecture on the topic 4. Organizational dynamics and conflict resolution.	Express-test	1
	Practical lesson	Management models in different countries. Features of conflict management in the organization.	Essay	4
			Discussion	2
			Express-test on topics 1-3	5
Presentation	7			
<i>Individual work</i>				
Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Preparation for the express test. Preparation of a presentation. Preparation of an essay on the topic: "Conflict management in different countries"	Homework check	-	
Topic 5	<i>Classroom work</i>			
	Lecture	Lecture on the topic 5. Evolution of organizational structures. The concept of organizational design.	Express-test	2
			Writing control work	15
	Practical lesson	Modern organizational structures. Organizational design. Execution of tasks on the topic "Evolution of organizational structures" Seminar: "Principles and methods of managing a modern organization".	Discussion	2
			Checking the task on the topic	5
<i>Individual work</i>				
Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Preparation for control work. Preparation a presentation. Participation in solving the business situation.	Homework check	-	
Topic 6	<i>Classroom work</i>			
	Lecture	Lecture on the topic 6. Cross-cultural management concepts.	Express-test	1
	Practical lesson	Six dimensions of culture according to G. Hofstede. National and organizational culture. Organization profile. Comparison of human resource management systems in different countries.	Discussion	2
			Express-test on topics 4-5	5
	<i>Individual work</i>			
Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Preparation for the express-test. Performing practical tasks.	Homework check	-	

1	2	3	4	5
Topic 7	Classroom work			
	Lecture	Lecture on the topic 7. Process concept in management.	Express-test	2
	Practical lesson	Discussion on the topic "Conceptual changes in modern management".	Discussion	2
	Individual work			
Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Performing practical tasks.	Homework check	-	
Topic 8	Classroom work			
	Lecture	Lecture on the topic 8. Modern concepts in strategic management.	Express-test	1
			Writing control work	15
	Practical lesson	Strategies of multinational corporations. Determining the degree of influence of cultural differences on the management system. Decision making in management.	Discussion	3
			Checking the task on the topic	5
	Individual work			
Questions and tasks for the individual work	Search, selection and review of literature sources on a given topic. Performing practical tasks. Preparation for control work. Preparation of a presentation on «The work of a manager in commercial and non-commercial organizations: similarities and differences».	Homework check	-	
		Presentation	7	

Recommended books and resources

Main

1. Опорний конспект лекцій: Сучасні концепції менеджменту / Т. І. Лепейко, І. М. Перерва // Сайт ПНС ХНЕУ ім. С. Кузнеця [Електронний ресурс]. – Режим доступу: <https://pns.hneu.edu.ua/course/view?id=6983>

Additional

2. Мальська М. П., Білоус С. В. Менеджмент організацій : теорія та практика: навч. посібн. / М. П. Мальська, С. В. Білоус. – Київ : Центр навчальної літератури, 2020. – 190 с.
3. Назарчук Т. В. Менеджмент організацій: навч. посібн. / І. В. Назарчук, О. М. Косіюк – Київ : Центр навчальної літератури, 2018. – 560 с.
4. Certo C. S. Modern Management: Concepts and Skills, Global Edition (ABE) / C. S. Certo, S. T. Certo. – Pearson education, 2018. – 576 p.

Information resources

5. Електронний каталог Національної бібліотеки України імені В. І. Вернадського. – Режим доступу: www.nbuv.gov.ua.

- 6.Електронний каталог Харківської державної наукової бібліотеки імені В. Г. Короленка. – Режим доступу: <http://korolenko.kharkov.com>. Веб-сайт з менеджменту. – Режим доступу: <http://www.management.com.ua/>
- 7.Інтернет портал для управлінців [Електронний ресурс]. – Режим доступу : <http://www.management.com.ua/>.
8. Лепейко Т. І., Перерва І. М. Сучасна концепції менеджменту // Сайт ПНС ХНЕУ ім. С. Кузнеця [Електронний ресурс]. – Режим доступу: <https://pns.hneu.edu.ua/course/view.php?id=6983>
- 9.Модель командных ролей Ицхака Адизеса [Електронний ресурс] – Режим доступу : <http://lifely.ru/modelkomandnyhrole-icshaka-adizesa>
10. Стив Джобс. Уроки лідерства. [Электронный ресурс]. / Джей Эллиот, Уильям Саймон и др.–Режим доступа <https://bookmate.com/books/ZttTpL>
11. Сучасна управлінська парадигма [Електронний ресурс]. – Режим доступу: <http://mozaosvita.com.ua/menedzhment/suchasna-upravlinska-paradigma/>.
12. Management of Organizations. Sullabus for Master's (second) degree students of speciality 073 "Management" [Electronic resource] / compil. by Т. Lepeyko, О. Myronova, І. Matsikanych; Simon Kuznets Kharkiv national university of economics. - E-text data (491 КБ). - Kharkiv : S. Kuznets KhNUE, 2018. – 43 p. – Режим доступу : <http://www.repository.hneu.edu.ua/handle/123456789/19761>.