

SYLLABUS
Discipline “Theory of management”
Specialty 073 – Management
Specialization «Business administration»
for Bachelor's (first) degree students
2nd academic year, 3th semester, 5 credits
(lectures – 32 hours; practices – 32 hours; independent training – 86 hours)

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Annotation. Formation of a system of professional competence (knowledge and practical skills) on the use of theoretical foundations, methodological recommendations and practical skills in the search for effective methods of functioning and development of organizations. Formation of skills for assessing and analyzing the factors of the internal and external environment for the effective management of organizations.

General competence. The ability to formulate elementary judgments about the essence of the organization, the laws and principles of its management, the use of theories of management in modern conditions. The ability to organize the management of the organization and its optimization. The ability to apply modern management technologies in the activities of the organization.

Discipline content:

Lectures:

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

Definition of Management. The key areas of management. Management Objectives, Functions, Goals, and Essentiality. The Planning. The Organizing. The Organizational structure. The Staffing. The Leading. The Controlling. Managerial Skills. Effectiveness and Efficiency. Why Study Management Theory?

Topic 2. Evolution of managerial thought

How the Industrial Revolution created a new need for management. How the captains of industry of the last century created huge empires. The principles of Scientific Management. The results 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. Centralization and Decentralization. Japanese management concepts and American management practices.

Topic 3. Key management functions

Management functions. General functions of management in the scientific literature. Management functions in domestic theory and practice. Functional place in the management process. The meaning of the management function. The emergence of management functions. Basic functions of management by A. Fayole. The main functions of the management of M. Mescon. Generally accepted positions of the theory of management.

Topic 4. Management of the 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, performance, event. The structure of systems: a subsystem, element, structure, communication. Attributes of communication: focus, strength, character. 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 of operators. Types of organizations.

Topic 5. Management of the 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 on the organization. Mechanisms of regulation (regulators) in social systems: self-regulation of target management, organizational order.

Topic 6. Management of the organizational process

Organizational activities. Alternative paradigms of organizations process. Management principles. Optimizing management. Adaptive system. Methods of management.

Topic 7. Theoretical foundations of organization as an object of management

Organization and management. Value concepts of "organization" and "management." Three processes of the organization. Structure. Organizational dimensions of departments, their rights and obligations, system interactions and communication with other departments. Mechanistic and organic type of management. The control system of the organization. The process, object and subject of management. The communication management. Management decisions as a result of the analysis, forecasting, optimization. The roles of managers. The system of scientific management. 12 Principles of productivity. The art of management. The basic principles that characterize the organization as a managed system. Managerial levers. Management organization. The main functions of management. Complex management technologies.

Topic 8. Methodology and methods of management

Methodology. Functions of the methodology. Methods of cognition. General methods of cognition. Management methodology. Paradigm. Management paradigm. Concept. Theoretical and practical concepts. Concept of management. Management methods. Management mechanism. Management tools. Levers of management. Classification of management methods.

Topic 9. Laws and principles of management

Law. Management laws. Laws of organization (static): composition law, the law of proportionality law slightest. Laws of organization (dynamic): the law of ontogeny (transformation), the law of synergy, law awareness-ordering, law of the unity of analysis and synthesis, the law of self-preservation. Examples of management laws. Principle. Principles of management. Principles of organization: the principle of the chain of communication, the principle of selection, the principle of dynamic equilibrium, the principle of weak links. Grouping principles.

Topic 10. Management of organizational design

Conceptual terms. Essence and stages of organizational design. Advantages and disadvantages of traditional organizational forms of governance. Advantages and disadvantages of adaptive organizational forms of governance. The theoretical basis of the creation and development of organizational forms of governance. Conceptual approaches to the design of organizational forms of governance. Basic methodological principles of designing organizational forms of governance. Methods for designing of organizational forms of governance. Technology of organizational forms of governance. The design process of organizational forms of management. Evaluating the effectiveness of organizational forms of governance. Performance evaluation of effectiveness. The crisis of the traditional management paradigm. Prospects for the development of organizational structures.

Topic 11. Structure of the organization as a factor of its effectiveness

The concept of organizational structure and principles of its construction. The organization as a system. The structure of organizations. The process structure. Principles of effective organizational structure. Formal and informal organizational structure. The essence of the concepts of "formal" and "informal" structure of the organization. Informal groups. Social control. The influence of informal relations. Elements of structure and relationships within the organization. Horizontal relations of organization. The vertical and linear relations of organization. Functional relations of organization. Concept of organizational structures. The classical theory of organization. The modern theory of organizational systems. Terms situational theory of organizational structures. The theory of differentiation and integration P. Lawrence and J. Lorsch. The essence of the concepts of "differentiation" and "integration." Approaches to the development of organizational structures. Characteristics of organizational structure.

Topic 12. The influence of the external and internal environment of the organization on the management process

The internal environment of the organization. Variables within the organization (internal factors): aims, objectives, structure, technology, people. Culture and image of the organization as its internal factors. The external environment of the organization. Microenvironment: partners, competition, central and local authorities, the local population, natural conditions. Macroenvironment: international events and the environment, economy, socio-cultural factors, political conditions, the development of science and technology, laws, social and technical factors.

Topic 13. Self-organization

Natural-scientific principles of synergetics. Entropy. Synergetic concept of self-organization. Summary of synergy concept of self-organization. The processes of self-organization. The principles of self-organization: the principle of negative feedback, the principle of positive feedback. The flexibility of the organization. The flexibility of the system. Manufacturing flexibility: factors and functional and structural characteristics of production flexibility.

Topic 14. Organization culture management

Meaning of "culture" and "organizational culture". Conceptual approaches to organizational culture. Models of organizational culture. Characteristics of organizational culture. Civic and corporate culture. The typology of organizational cultures. Determinants of organizational culture. Modern Ukrainian Organizational culture.

Topic 15. Management Effectiveness: Economic and Social Aspects

The concept of efficiency of the organization. The basic approach to determine the effectiveness of organizations. The system of social values. The components of organizational performance (effectiveness, efficiency, quality, profitability, productivity, quality of work life, innovation as a characteristic of the transformation of scientific and technological potential of the organization). "Internal" and "external" side of organizations' performance. Determinants of organizational effectiveness. Groups of interrelated factors of organizational effectiveness. Critical factors of effective organization. Criteria for Organizational Effectiveness and types of effects. The most important criteria of efficiency. Evaluation of the effectiveness of the organization. Improving the effectiveness of the system, setting the directions of its reorganization. Evaluation of the effectiveness of organizational systems. Areas of evaluating the effectiveness of the system.

The structure of practices

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

Analysis of organizational models used by modern domestic enterprises, identification of their advantages and disadvantages

Topic 2. Evolution of managerial thought

Comparative analysis of scientific schools and management approaches.

Topic 3. Key management functions

Use cases to determine the goals and mission of the enterprise

Topic 4. Management of the organization as a system

Comparative analysis of existing models of organization life cycle.

Topic 5. Management of the organization as a society

Definition of social systems and its main elements. Search for examples of social organizations among existing Ukrainian enterprises.

Topic 6. Management of the organizational process

Writing a case about the organization's activities.

Topic 7. Theoretical foundations of organization as an object of management

Substantiation of prerequisites for the use of basic organizational models by modern enterprises.

Topic 8. Methodology and methods of management

Identify the advantages and disadvantages of applied management methods. Use of certain methods to manage organizations in different fields of activity.

Topic 9. Laws and principles of management

Adoption of a managerial decision to solve a practical problem situation. Applying existing laws on specific examples.

Topic 10. Management of organizational design

Applying the method of network planning and management. Designing an effective organizational structure.

Topic 11. Structure of the organization as a factor of its effectiveness

Grouping of real enterprises on the basis of classification criteria. Analysis of existing organizational management structures. Identification of prerequisites for their application for enterprises of different spheres of activity and forms of ownership.

Topic 12. The influence of the external and internal environment of the organization on the management process

Analysis of the external and internal environment of the organization using modern analysis methods.

Topic 13. Self-organization

Application of the principles of self-organization.

Topic 14. Organization culture management

Characteristics of the organizational culture of a real enterprise.

Topic 15. Management Effectiveness: Economic and Social Aspects

Calculation of the main efficiency coefficients. Calculation of economic efficiency by three methods.

Evaluation criteria:

Taking into account the importance of each form of current control, the success of student training of the discipline is evaluated in the corresponding scores by the formula:

$$R = 3 * A + 2 * B + C + 32 * D + E + F,$$

де R – the final maximum score that a student can obtain for the successful completion of all forms of current control;

A – the maximum number of points a student can get for the theoretical control work on the content of the content module (A = 3);

B – the maximum number of points a student can get for practical control work on the content of the content module (B = 10);

C – the maximum number of points a student can get for the protection of individual tasks (C=11);

D – the maximum number of points a student can get for the presence in classes (D=0.5);

E – the maximum number of points a student can get for the essay (E=3);

F – the maximum number of points a student can get for the presentation (F=3).

The final mark for the academic discipline "Management" calculated on a 100-point scale according to the qualification requirements (Table 1).

Table 1

Evaluation scale

Total score on a 100-point scale	ECTS assessment scale	Assessment on the national scale
90–100	A	excellent
82–89	B	good
74–81	C	
64–73	D	satisfactory
60–63	E	
35–59	FX	unsatisfactory
1–34	F	

The maximal number of scores which a student can get for the theme is given in Table 10.

Table 2

Distribution of scores by themes

Routine testing and individual work															Exam	Sum
T1	T2	T3	T4	T5	T6	T7	T8	T9	T10	T11	T12	T13	T14	T15	40	100
1	1	4	2	1	3	11	6	4	7	4	1	3	1	11		

T – theme number

Scores for this scale are recorded in the progress report and other academic documentation.

Form of control. Exam

Literature

1. Андрушків Б. М. Основи менеджменту / Б. М. Андрушків, О. Є. Кузмін. – Львів : Світ, 2005. – 294 с.
2. Граждан В. Д. Теория управления : учебн. пособие / В. Д. Граждан. – М. : Гардарики, 2006. – 416 с.
3. Кабкова Е. Н. Шпаргалка по теории организации: ответы на экзаменационные билеты / Е. Н.

Кабкова. – М. : Апрель, 2006. – 64 с.

4. Кожухар В. М. Основы теории организации : учебн. пособ. / В.М. Кожухар. – М. : Изд.-торговая корпорация «Дашков и К^о», 2006. – 184 с.

5. Колокнева М. В. Теория организации в вопросах и ответах : учебн. пособ. / М. В. Колокнева. – М. : Проспект, 2006. – 280 с.

6. Монастирський Г. Л. Теорія організації : навч. посібн. / Г. Л. Монастирський – К. : Знання, 2008. – 320 с.

7. Монастирський Г. Л. Теорія організації : навч.-метод. комплекс / Г. Л. Монастирський, О. Ф. Овсянюк-Бердадіна. – Тернопіль : Економічна думка, 2007. – 84 с.