ORGANIZATION THEORY

COURSE SYLLABUS

Code and name of specialty	073 – Management	**Institute**	**Institute of Education and Science in Economics, Management and International Business**
Program name	**Management of Organizations and Administration / Business Administration**	**Department**	**Management**
Type of program	**Educational and Professional**	**Language of instruction**	**English**

LECTURER

Olga Nashchekina, *olga.nashchekina@khpi.edu.ua*

PhD in Physics & Mathematics, Master's degree in Management, associate professor, associate professor of the Management department (NTU "KhPI")
Authored and co-authored over 100 scientific publications. Teaches courses: «Organization theory», «Decision making in business», «Managerial decisions», «Marketing management», «Business ethics and social responsibility», «Basics of scientific research»

GENERAL DESCRIPTION OF THE COURSE

Summary	Organization theory is a multidisciplinary field of study which draws inspiration from a variety of other fields, such as economics, sociology, psychology, political science, biology etc. The reason is that organizations are too complex and changeable to ever be described by a single theory. This course will provide an overview of the most important perspectives on organizations and theoretical frameworks that help understand why organizations emerge, how they function and develop, why they choose certain structures, what internal and external factors shape their behavior.
Course objectives	● to introduce students to a multidimensional approach to understanding and studying organizations; ● to provide students with knowledge of the regularities in organizations' functioning and development; ● to familiarize students' with the principles of organizational structure and design
Types of classes and control	Lectures, seminars, consultations. The course ends with a final test
Term	2

Student workload (credits) / Type of course	5/ Mandatory	**Lectures (hours)**	32	**Seminars (hours)**	32	**Self-study (hours)**	86

Program competences	GC03. The ability for abstract thinking, analysis and synthesis. GC04. The ability to apply knowledge in practical situations. GC05. Knowledge and understanding the subject area and understanding the professional activity. GC09. The ability to learn and master modern knowledge. GC15. The ability to act based on ethical considerations (motives). SC01. The ability to identify and describe the characteristics of organizations. SC02. The ability to analyze organizational results and relate them to the factors of the external and internal environment. SC04. The ability to identify the functional areas within an organization and the relationships between them.

Learning outcomes	Teaching and learning methods	Forms of assessment (continuous assessment CAS, final assessment FAS)
LO05. To describe the content of the functional areas of an organization	Interactive lectures with presentations, discussion-based learning, case studies, student-peer feedback, problem-based learning	Open question tests (CAS), assessment of the meaningful contribution to in-class discussions (CAS), a multiple choice test (FAS)
LO16. To demonstrate the ability for independent work, flexible thinking, openness to new knowledge, criticism and self-criticism	A paper (report) on a topic either not covered or only partially covered in the course, discussion-based learning, student-peer feedback	Open question tests (CAS), written individual assignment (paper) and its presentation in class (CAS), assessment of the meaningful contribution to in-class discussions (CAS)

ASSESSMENT AND GRADING

Ranges of points corresponding to grades	Score (points) for all types of learning activities	ECTS grading scale	The national grading scale	Allocation of grade points	100% Final assessment as a result of Final test (25%) and Continuous assessment (75%). 25% Final test: a multiple choice test 75% Continuous assessment: • 15% after lecture quizzes; • 25% paper and its presentation in class; • 20% mid-term control (open-question tests) • 15% participation in class discussions
	90-100	A	excellent		
	82-89	B	good		
	74-81	C	good		
	64-73	D	satisfactory		
	60-63	E	satisfactory		
	35-59	FX	Unsatisfactory (with the exam retake option)		
	0-34	F	Unsatisfactory (with mandatory repetition of the course)		

Course policy	Students are expected to attend classes regularly, to get to class on time and stay for the duration of the class. In the case of absence, students will be required to submit all assignments to make up for the missed classes. Students are also expected to come to class having read all the required material and being ready to productively participate in the class discussions. Written assignments should be submitted before the specified deadlines.

COURSE STRUCTURE AND CONTENT

Lecture 1	Introduction to organization theory	Seminar 1	Organization theory as a multidisciplinary field	Self-study	Organizational metaphors: learning about the existing metaphors (images) of organizations and suggesting one's own
Lecture 2-3	The classical and neoclassical approaches to organizations	Seminar 2-3	Organizations as machines vs organizations as social systems		Watching videos about the major contributors to the classical and neoclassical organization theories, summarizing and contrasting their views.

Lecture 4-5	Systems approach to organizations.	**Seminar 4-5**	Applying ideas and concepts of general systems theory to real world organizations	Watching videos about main concepts of general systems theory, complexity theory, tight and loose coupling in social systems and preparing for a discussion of the relevance of those concepts and ideas to management of social organizations
Lecture 6	Self-organization	**Seminar 6**	Applying ideas and concepts of self-organization to real world organizations	Watching videos about self-organization and preparing for a discussion how self-organization concepts and ideas can help in understanding changes in social organizations
Lecture 7-8	A biological approach to organizations	**Seminar 7-8**	Organizational lifecycle and population ecology theory	Learning about different models of organizational lifecycle (traditional, Larry Greiner's, I. Adizes'), main ideas of the population ecology theory and preparing for a discussion of the regularities in organizational development, evolution of organizational forms, factors affecting birthrate of organizations in an industry.
Lecture 9-10	Organizational environment. A stakeholder approach to organizations	**Seminar 9-10**	Macro- and microenvironment of an organization. Stakeholder approach to managing organizations	Analyzing factors of the macro- and microenvironment for a chosen organization and their potential effect on the organization; assessing (qualitatively) uncertainty and dynamism of the environment; identifying organizational stakeholders and their relative importance for the organization using Mitchell, Agle and Wood's classification.
Lecture 11-12	Economic theories of organization	**Seminar 11-12**	Economic dimensions of organizations	Case study on Make or Buy Decision; case study on Principal-Agent relationship (corporate management); preparing for a discussion how formal and informal institutions shape organizational forms in Ukraine and other countries
Lecture 13-14	Organizational structure and design	**Seminar 13-14**	Mechanistic and organic organizational structures	Analyzing the organizational structure of NTU "KhPI" using the concepts learned during the lecture; case study on organizational design with a critical evaluation of the proposed organizational structure and suggestions as to its improvement
Lecture 15-16	Organizational culture	**Seminar 15-16**	Typologies of organizational cultures. The effect of the national culture on the organizational culture.	Identifying the characteristics of the local (home country's) culture based on Hofstede's dimensions of national cultures; suggesting and presenting a model of an ideal organizational culture, getting feedback from peers and responding to criticisms; case study on organizational culture

RECOMMENDED READING

Required

1. Jones G. R. *Organizational Theory, Design, and Change*. - Seventh edition/ Pearson, 2013. –514 p.
2. Daft R. L. *Organization Theory and Design*, 11th Edition. South-Western College Publishing, 2012. -688 p.
3. Lægaard J., Bindslev M. *Organizational theory* / Ventus Publishing ApS, 2006.
4. *Organizational Behavior* / OpenStax: Rice University, 2019. – 704 p. Web Version Last Updated: Feb 23, 2021. Ch.15-16.
5. *Principles of Management*/ OpenStax: Rice University, 2019. – 673 p. Web Version Last Updated:March 26, 2021 (chapters 4, 10)
6. Miles J. A. *Management and organization theory* : a Jossey-Bass reader / San Francisco, CA : Jossey-Bass, 2012, 480 p.

Additional

1. *Менеджмент* : Навчальний посібник / Н.С. Краснокутська, О.М. Нащекіна, О.В. Замула та ін. – Харків : «Друкарня Мадрид», 2019. – 231 с. (стор. 5-53).
2. Mitchell R. K., Agle B. R., Wood D. J. *Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts* // The Academy of Management Review. – 1997. - Vol. 22, # 4- P. 853-886.
3. *Principles of Management*/ University of Minnesota Libraries Publishing Edition, 2015. – p.709. (chapters 7-8)
4. *Organizational Behavior* / University of Minnesota Libraries Publishing Edition, 2017 (chapters 13-15
5. Freeman R.E. *Stakeholder theory of the modern corporation* // Perspectives in Business Ethics Sie. – 2001. – V. 3. – P. 144.
6. Orton, J. D., Weick, K.E. *Loosely Coupled Systems: A Reconceptualization* // The Academy of Management Review. – 1990. – V. 15, #2. – 203-223.
7. Mintzberg H. *The Structuring of Organizations* / Prentice Hall, 1979.

Academic integrity

Students are expected to adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI".

The content of this syllabus is consistent with the Organization theory course program.