



## Syllabus Course Program



# Organization theory

**Specialty**

073 – Management

**Educational program**

International Business

**Level of education**

Bachelor's level

**Semester**

2

**Institute**

Institute of Education and Science in Economics,  
Management and International Business

**Department**

Management (204)

**Course type**

Mandatory

**Language of instruction**

English

---

## Lecturers and course developers

**Olga Nashchekina**

[olga.nashchekina@khpi.edu.ua](mailto:olga.nashchekina@khpi.edu.ua)

PhD in Physics & Mathematics, Master's degree in Management, associate professor, associate professor of Management department

Authored and co-authored over 130 scientific publications. Teaches courses: «Organization theory», «Managerial decisions», «Marketing management», «Business ethics and social responsibility», «Basics of scientific research»

<https://web.kpi.kharkov.ua/mto/about/staff/nashchekina-2/>

## General information

### Summary

Organization theory is a multidisciplinary field of study that draws inspiration from a variety of other fields, such as economics, sociology, psychology, political science, biology etc. The reason for that 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 and goals

- 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

### Format of classes

Lectures, workshops, self-study. Final control in the form of a differentiated grading

### Competencies

GC03. The ability for abstract thinking, analysis, synthesis.

GC05. Knowledge and understanding of the subject area and understanding of the professional activity.

GC09. The ability to learn and to master modern knowledge.

GC15. The ability to act on the basis of ethical considerations (motives)

SC01. The ability to identify and describe the characteristics of organizations.

SC02. The ability to analyze the results of an organization's activity, to compare them with the factors of the external and internal environment.

SC04. The ability to determine the functional areas of an organization and the relationships between them..

### **Learning outcomes**

LO 05. To describe the content of the functional areas of an organization.

LO 12. To evaluate the legal, social, and economic outcomes of an organization's functioning.

LO 16. To demonstrate skills of independent work, flexible thinking, openness to new knowledge, to be critical and self-critical.

### **Student workload**

The total volume of the course is 150 hours (5 ECTS credits): lectures - 32 hours, workshops - 32 hours, self-study - 86 hours.

### **Course prerequisites**

No prerequisites

### **Features of the course, teaching and learning methods, and technologies**

Interactive lectures with presentations, discussion-based learning, case studies, quizzes, multiple choice tests, a paper (essay) on a topic either not covered or only partially covered in the course, presentation of the paper in class, student-peer feedback

## **Program of the course**

### **Topics of the lectures**

#### **Topic 1. Introduction to Organization Theory**

1. Concepts and abstraction in theory development. 2. Organization theory as a field of studies. 2. Multiple perspectives of organization theory. 3. The essence of the concept of "organization". 4. Organizational metaphors.

#### **Topic 2. Classical and neoclassical approaches to organization**

1. Classical organizational theory and its main branches. 2. Neoclassical approach: origins, ideas, contributors

#### **Topic 3. Systems approach to organizations**

1. General systems theory: origins, basic concepts and ideas. 2. Classification of systems. 3. Organization as a system. 4. The socio-technical systems approach to organizations. 5. Laws of organization

#### **Topic 4. Self-organization**

1. Characteristics of systems studied by chaos theory, complexity theory, and synergetics. 2. Phase space and trajectories of a dynamical system in its phase space. 3. Chaos theory. 4. Self-organization: basic concepts and ideas. Complexity theory. 5. Synergetics

#### **Topic 5. The biological approach to organizations**

1. The organizational life cycle. 2. Population ecology of organizations

#### **Topic 6. External environment of an organization**

1. The macro- and microenvironment of an organization. 2. The monitoring of the organizational environment. 3. Characteristics of the organizational environment. 4. The stakeholder approach to organizations.

#### **Topic 7. Organizational design**

1. The main concepts of organizational structure design. 2. Mechanistic vs. organic structures. 3. Factors affecting the choice of organizational structure. 4. Efficiency and effectiveness of organizational structures

#### **Topic 8. Economic theories of organization**

1. Technological approach (neoclassical economic theory). 2. Market and hierarchy as two mechanisms of coordinating economic activities. 3. Origin of the firm – transaction cost approach. 4. Agency theory (principal-agent problem). 5. The institutional approach to organizations.

## Topic 9. Organizational Culture

1. Concepts of culture and organizational culture.
2. Hofstede's classification of national cultures.
3. Schein's model of organizational culture.
4. Typologies of organizational cultures.

## Topics of the workshops

- Topic 1. Organization theory as a multidisciplinary field
- Topic 2. Organizations as machines. The classical organization theory
- Topic 3. Organizations as social systems. The neoclassical organization theory
- Topic 4. Main concepts and ideas of general systems theory
- Topic 5. Application of ideas and concepts of general systems theory to social organizations
- Topic 6. Main ideas and concepts of chaos theory, complexity theory, self-organization
- Topic 7. Application of ideas and concepts of self-organization to social organizations
- Topic 8. Organizational lifecycle
- Topic 9. Population ecology theory
- Topic 10. Macro- and microenvironment of an organization
- Topic 11. Stakeholder approach to managing organizations
- Topic 12. Economic dimensions of organizations. Transaction cost theory. Agency theory. Institutional approach.
- Topic 13. The main concepts of organizational structure design
- Topic 14. Mechanistic and organic organizational structures
- Topic 15. The concept of organizational culture. The effect of the national culture on the organizational culture.
- Topic 16. Typologies of organizational cultures.

## Topics of the laboratory classes

No laboratory classes

## Self-study

Watching proposed 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;  
watching proposed videos about self-organization and preparing for a discussion how self-organization concepts and ideas can help in understanding changes in social organizations;  
learning independently about I. Adizes' model of organizational lifecycle;  
writing a paper (essay) on a topic either not covered or only partially covered in the course, presentation of the paper in class

## Course materials and recommended reading

1. Jones G. R. Organizational Theory, Design, and Change. - Seventh edition/ Pearson, 2013. –514 p.
2. Daft R. L. Organization Theory and Design, 11th Ed. 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.
7. Principles of Management/ University of Minnesota Libraries Publishing Edition, 2015. – p.709. (chapters 7-8)
8. Organizational Behavior / University of Minnesota Libraries Publishing Edition, 2017 (chapters 13-15)
9. 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.

10. Менеджмент : Навчальний посібник / Н.С. Краснокутська, О.М. Нащекіна, О.В. Замула та ін. – Харків : «Друкарня Мадрид», 2019. – 231 с. (стор. 5-53).

## Assessment and grading

### Criteria for assessment of student performance, and the final score structure

100% Final assessment as a result of two tests (50%) and continuous assessment (50%).

50% two multiple choice tests

50% Continuous assessment:

- 15% after-lecture quizzes;
- 25% paper and its presentation in class;
- 10% participation in class discussions

### Grading scale

Total points	National	ECTS
90–100	Excellent	A
82–89	Good	B
75–81	Good	C
64–74	Satisfactory	D
60–63	Satisfactory	E
35–59	Unsatisfactory (requires additional learning)	FX
1–34	Unsatisfactory (requires repetition of the course)	F

## Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.

Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: <http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/>

## Approval

Approved by

Date, signature

Head of the department  
Olena PROKHORENKO

Date, signature

Guarantor of the educational program  
Olena CHAIKOVA