

**PJSC “Higher Educational Institution  
“INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT”**



**SYLLABUS**  
*of the academic discipline*

**THEORY OF ORGANIZATIONS**

<b>Level of higher education:</b>	first (bachelor's) level
<b>Field of knowledge:</b>	D Business, Administration and Law
<b>Specialty:</b>	D3 Management
<b>Study program:</b>	Management

### General information about the academic discipline

Name of the academic discipline	Theory of organizations
Code and name of the specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Compulsory
Number of credits and hours	5 credits/150 hours Lectures: 34 hours Seminar classes: 34 hours Independent work by students: 82 hours
Terms of study of the discipline	2 semester
Language of instruction	Ukrainian
Final control type	Exam

### General information about the instructor. Contact information.

Full name of the instructor	Iryna Lihanenko
Academic degree	PhD in Economic Sciences
Position	Associate Professor of the Department of Economics and Management (Program Guarantor)
Areas of scientific research	Strategic management of business development and marketing strategies in the context of digital transformation; formation of corporate culture, crisis management, and ensuring the economic security of enterprises.
Links to the registers of identifiers for scientists	Google Scholar: <a href="https://surl.li/tsmvep">https://surl.li/tsmvep</a> ORCID: <a href="https://orcid.org/0000-0003-0716-289X">https://orcid.org/0000-0003-0716-289X</a> SCOPUS: <a href="https://surli.cc/xvnypi">https://surli.cc/xvnypi</a>
Contact information	
E-mail:	<a href="mailto:menedzmentuk@gmail.com">menedzmentuk@gmail.com</a>
Department phone	+380677445957
Instructor's portfolio on the website	<a href="https://izmail.maup.com.ua/assets/files/liganenko-p-ortfolio-a.pdf">https://izmail.maup.com.ua/assets/files/liganenko-p-ortfolio-a.pdf</a>

### Discipline's description.

The discipline "Theory of organizations" aims to provide students with a systematic understanding of the patterns of creation, functioning and development of

organisations in various sectors of the economy. The course covers the main theoretical approaches to the analysis of organisations, the classification of organisational structures, the principles of management system design, and the mechanisms of organisational adaptation to changes in the external environment. Particular attention is paid to the study of the evolution of management concepts, organisational dynamics, organisational culture and change. The discipline is interdisciplinary in nature and provides a methodological basis for further study of courses in management, strategic management, organisational development and innovation management.

**The subject of the discipline “Theory of Organisations”** is the patterns of emergence, functioning, development and transformation of organisations as socio-economic systems, as well as the principles of building their structure, management and interaction with the external environment.

**The aim of the discipline** is to provide students with a comprehensive understanding of the organisation as an object of management, to develop knowledge of the principles of organisational structure, structural design, processes of interaction and change in organisations, as well as to acquire skills in analysing and evaluating the effectiveness of organisational decisions in a dynamic environment.

**The objectives of the discipline:**

1. Learning the basic concepts, categories, and approaches to analysing organisations, studying the evolution of theoretical concepts of organisational structure and development;
2. Mastering knowledge about types of organisational structures, their advantages and limitations;
3. Developing the ability to identify factors influencing the external and internal environment of an organisation;
4. Developing skills for analysing the effectiveness of organisational structure and making informed management decisions.

**Prerequisites for the discipline:**

To successfully master the course “Theory of organizations”, students must have basic knowledge of economic theory, philosophy, introduction to the speciality “Management”, as well as possess basic skills of critical thinking and analysis of socio-economic processes.

**Post-requisites for the discipline:**

The discipline “Theory of organizations” is fundamental for further mastery of: Management, Marketing, HR Management, Fundamentals of Business Management, Strategic Enterprise Management, Fundamentals of Project Management and other applied disciplines of the management cycle.

**Program competences**

<b>General competencies</b>	GC2. Ability to preserve and enhance moral, cultural, and scientific values and contribute to the achievements of society based on an understanding of the history and regularities of development in the field, its place within the general system of knowledge about nature and society, and its role in the development of society, technology, and innovation; ability to use various types and forms of physical activity for active recreation and maintaining a healthy lifestyle.
<b>Special competencies</b>	SC1. Ability to identify and describe the characteristics of an organization. SC5. Ability to manage an organization and its divisions through the implementation of management functions. SC17. Ability to independently identify economic problems and propose ways to solve them for analysis, forecasting, planning and optimization in management.
<b>Intended learning outcomes</b>	ILO3. Demonstrate knowledge of theories, methods, and functions of management, as well as modern concepts of leadership. ILO4. Demonstrate the ability to identify problems and justify managerial decisions. ILO5. Describe the content of the functional areas of an organization's activities. ILO10. Possess skills in substantiating effective tools for motivating an organization's personnel. ILO11. Demonstrate the ability to analyze situations and communicate effectively across various areas of organizational activity. ILO18. Demonstrate skills in analyzing the effectiveness of management of operational, marketing, foreign economic activity of the enterprise, justify the directions of its future development for the preparation and presentation of analytical reports.

### Content of the academic discipline

№	Topics	Number of hours, of which :			Teaching methods /assessment methods
		Lectures	Seminars	Independent work	
2 <sup>nd</sup> semester Content module 1. Theoretical and methodological					Teaching methods: verbal (lecture;

foundations of organisational theory					conversation; educational discussion); inductive method; deductive method; tradutive analytical; synthetic; explanatory-illustrative; reproductive; problem-based method; partial-search; research; interactive methods (situation analysis; discussions, debates, polemics; dialogue, synthesis of opinions; brainstorming; skills practice; situational modelling, working through discussion questions); modelling professional activity; innovative teaching methods (competence-based; project-based research); case method. <b>Assessment methods:</b> oral assessment (oral questioning, assessment of participation in discussions and other interactive teaching methods); written
1.	The essence and content of organisational theory.	2	2	4	
2	Organisation as a system	2	2	4	
3	The life cycle of an organisation.	2	2	6	
4	Classification and typology of organisations.	2	2	4	
5	Organisational management structures.	2	2	4	
6.	Organisational processes and mechanisms of functioning.	4	4	8	
7	Organisational culture as a factor in operational efficiency.	2	2	4	
8	Organisational behaviour and motivation in organisations.	2	2	6	
<b>Content module 2.</b> Development, dynamics and innovation in organisations					
9	Organisational change and development.	2	2	6	
10	Adaptation and flexibility of organisations.	2	2	4	
11	Innovative organisations.	2	2	4	
12	Modern organisational models.	2	2	4	
13.	Organisational design and reengineering of business processes.	2	2	4	
14	Organisational effectiveness and criteria for its assessment.	2	2	6	
15	Sustainable development of organisations.	4	4	8	
<b>Module Assessment Task</b>					
	<b>Total</b>	<b>34</b>	<b>34</b>	<b>82</b>	
<b>Final assessment: exam</b>					

**Technical equipment and/or software** – official website of IAPM:

<http://IAPM.com.ua> The educational process involves the use of classrooms, a library, a multimedia projector, and a computer for conducting lectures and seminars with presentation elements. Studying individual topics and completing practical tasks requires access to internet resources, which is provided through a free Wi-Fi network.

### Forms and methods of assessment.

Assessment of students' academic performance is divided into ongoing and final (semester) assessment.

Ongoing assessment is conducted during practical (seminar) classes and is aimed at systematically checking the understanding and assimilation of theoretical material, as well as the ability to apply theoretical knowledge when completing practical tasks. The possibilities of ongoing assessment are extensive: it can support learning motivation, stimulate educational and cognitive activity, enable a differentiated approach to teaching, and ensure individualization of the learning process.

Forms of student participation in the educational process subject to ongoing assessment include:

- oral reports;
- comments and questions to the speaker;
- consistent performance in seminar classes and active participation in discussions;
- participation in debates and interactive learning activities;
- analysis of legislation and academic literature;
- written assignments (tests, quizzes, creative tasks, essays, etc.);
- preparation of theses and summaries of academic or scientific texts;
- independent study of course topics.

**Methods of ongoing assessment include:** oral assessment (interview, discussion, report, presentation, etc.); written assessment (tests, essays, written presentations on assigned topics, etc.); combined assessment; presentation of independent work; observation as a method of assessment; testing; analysis of problem situations.

### Grading system and requirements.

Table of distribution of points received by students

	Ongoing knowledge assessment															Modular assessment task	Exam	Total points
Topics	To pi c 1	To pi c 2	To pi c 3	To pi c 4	To pi c 5	To pi c 6	To pi c 7	To pi c 8	To pi c 9	To pi c 10	To pi c 11	To pi c 12	To pi c 13	To pi c 14	To pi c 15	20	40	10
Work in a seminar	2	1	2	2	1	2	2	1	2	2	1	2	2	2	1			

Independent work	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
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The table contains information about the maximum points for each type of assignment.

When assessing the mastery of each topic within ongoing educational activities, students receive marks in accordance with the approved assessment criteria for the respective discipline.

The criteria for evaluating learning outcomes and the distribution of points are regulated by the Regulations on the Assessment of Students' Academic Achievements at PJSC "HEI IAPM".

**Modular assessment.** Modular assessment in the discipline "Theory of organizations" is conducted in written form as testing using closed-type test items, including alternative and matching formats.

Criteria for evaluating the modular test in the academic discipline "Theory of organizations":

When evaluating the modular test, the volume and correctness of the completed tasks are taken into account:

- the grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- the grade "good" (B) is given for the completion of 80% of all tasks;
- the grade "good" (C) is given for the completion of 70% of all tasks;
- the grade "satisfactory" (D) is given if 60% of the proposed tasks are completed correctly;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;
- the grade "unsatisfactory" (FX) is given if less than 50% of the tasks are completed.

Absence from the modular test work - 0 points.

The above grades are transformed into rating points as follows:

- "A" - 18-20 points;
- "B" - 16-17 points;
- "C" - 14-15 points;
- "D" - 12-13 points.
- "E" - 10-11 points;
- "FX" - less than 10 points.

The final semester assessment in the academic discipline "Theory of organizations" is a mandatory form of evaluating student learning outcomes. It is

conducted within the period established by the academic schedule and covers the volume of material defined in the course syllabus.

The final assessment is administered in the form of an exam. A student is admitted to the exam only if all required coursework specified in the syllabus has been completed.

The final (semester) grade for a discipline assessed by examination consists of two components: the results of ongoing assessment and the exam grade.

The maximum number of points for ongoing assessment is 60, and the maximum for the exam is 40.

The minimum number of points required to pass the exam is 25.

The grade for ongoing assessment is formed as the sum of rating points earned by the student during seminar/practical classes and any incentive (bonus) points, if applicable.

After evaluating a student's exam responses, the instructor adds the exam score to the points earned for ongoing assessment to determine the final grade for the course.

Scale for the assessment of exam tasks

Scale	Total points	Criteria
Excellent level	30–40	The task is completed with high quality; the student has achieved the maximum score in the assessment of theoretical knowledge.
Good level	20–29	The task is completed with high quality and a sufficiently high proportion of correct answers.
Satisfactory level	10–19	The task is completed with an average number of correct answers; the student has demonstrated theoretical knowledge with significant errors.
Unsatisfactory level	0–9	The task is not completed; the student has demonstrated theoretical knowledge with major errors.

#### **Assessment of additional (individual) types of educational activities.**

Additional (individual) types of educational activity include student participation in scientific conferences, research societies and problem groups, preparation of publications, and other activities beyond the tasks defined in the syllabus of the academic discipline.

By decision of the department, students who engage in research work or complete certain types of additional (individual) educational activities may receive incentive (bonus) points for a specific educational component.

Incentive points are not mandatory and are not included in the standard point distribution table or the main assessment scale.

A single event may serve as the basis for awarding incentive points for only one educational component – the one to which it is most relevant.



### Assessment of independent work

The total number of points earned by a student for completing independent work is one of the components of academic performance in the discipline. Independent work for each topic, in accordance with the course program, is evaluated within the range of 0 to 1 points using standardized and generalized knowledge assessment criteria.

Scale for evaluating the performance of independent work (individual tasks)

The maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
1	1	0,75	0,5	0

Forms of assessment include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral responses, reports, presentations, and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competencies (optional format); solving situational tasks; preparation of summaries on independently studied topics; testing or written examinations; preparation of draft articles, conference abstracts, and other publications; other forms that ensure comprehensive assimilation of the study program and contribute to the gradual development of skills for effective independent professional (practical, scientific, and theoretical) activity at a high level.

To assess the learning outcomes of a student during the semester, a 100-point, national and ECTS assessment scale is used

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment for exam, course project (work), internship	
		National scale assessment for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking	fail

			unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail  unsatisfactory with mandatory re-study of the discipline

### **Discipline's Policy:**

- regularly attend lectures and practical classes;
- work systematically and actively in lectures and practical classes;
- catch-up on missed classes;
- perform the tasks required by the syllabus in full and with appropriate quality;
- perform control and other independent work;
- adhere to the norms of academic behaviour and ethics.

The academic discipline “Theory of organizations” requires adherence to the principles of ethics and academic integrity, with particular emphasis on preventing plagiarism in all its forms. All written assignments, reports, essays, abstracts, and presentations must be original, authored by the student, and not overloaded with quotations, which must be accompanied by references to primary sources. Violations of academic integrity include academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, and biased evaluation.

Student assessment is based on participation and activity in seminar/practical classes, completion of independent work tasks, and performance of assignments aimed at developing practical skills and competencies. Additional (bonus) points may be awarded for activities such as participation in round-table discussions, scientific conferences, or student research competitions.

### **Methodological support of the academic discipline**

Teaching and methodological support for the discipline includes lecture notes, methodological guidelines for conducting practical (seminar) classes, and methodological recommendations for students' independent work in the academic discipline “Theory of organizations”.

### **Recommended sources of information:**

#### **Basic literature:**

1. Batsenko L. M. Theory of Organisation: Textbook. / L. M. Batsenko, R. V. Galenin, M. M. Ksenofontova; Sumy National Agrarian University. - Sumy: Mriya, 2016. - 362 p.
2. Bilyavska Yu. V., Mykytenko N. V. Theory of Organisation: Textbook. Kyiv: KNTEU, 2019. 424 p.

3. Monastyrsky, G. L. Theory of Organisation: Textbook. 2nd ed., supplemented and revised. Ternopil: ZNU, 2020. 329 p.
4. Polishchuk, S. V., & Gorbatyuk, O. V. Theory of Organisation: Teaching and Methodological Manual. Kamianets-Podilskyi: Kamianets-Podilskyi National University named after I. Ogienko, 2023. 147 p. URL: <http://elar.kpnu.edu.ua/xmlui/handle/123456789/7544>
5. Kharchenko, G. A., Gogulia, O. P., Kharchenko, V. V. Theory of Organisation: Teaching Manual. Kyiv: CP "Komprint", 2020. 453 p.
6. Theory of Organisation: Textbook / I.I. Svidruk, Yu.B. Myronov, O.O. Kundytskyi – Lviv: Novyi Svit 2000, 2025. – 176 p.
7. Chervinska L.P., Chervinska T.M. Key directions in the development of modern management, Publishing House "Helvetica", Issue 2 (65), 2022, pp. 19-23/
8. Fahima Rahman Exploring Organizational Theory: Definitions, Theoretical Perspectives, and Structural Design [https://www.researchgate.net/publication/380698533\\_Exploring\\_Organizational\\_Theory\\_Definitions\\_Theoretical\\_Perspectives\\_and\\_Structural\\_Design](https://www.researchgate.net/publication/380698533_Exploring_Organizational_Theory_Definitions_Theoretical_Perspectives_and_Structural_Design)
9. Hatch, Mary Jo. Organisation Theory: Modern, Symbolic and Postmodern Perspectives. With Ann L. Cunliffe, 3rd ed., Oxford UP, 2013.
10. Markgraf, Bert. "What Are Organizational Theories?" Chron, 15 Dec. 2021, [smallbusiness.chron.com/organizational-theories-61457.html](https://smallbusiness.chron.com/organizational-theories-61457.html). Accessed 22 July 2024.

#### **Additional literature:**

1. Theory of Organisation [Text]: textbook / State Higher Educational Institution "Ukrainian Academy of Banking of the National Bank of Ukraine"; [compiled by M. L. Goncharova, G. O. Miroshnychenko]. – Sumy: State Higher Educational Institution "UAB NBU", 2014. – 28 p.
2. Theory and Practice of Business Management: Collective Monograph / Edited by T. V. Grynyko. – Dnipro: Publisher Bila K. O., 2020. – 440 p.
3. Lefterov V.O., Alexentseva-Timchenko K.S. Organisational behaviour: teaching and methodological recommendations (to assist independent work for master's degree students of the Faculty of Psychology, Political Science and Sociology) / V.O. Lefterov, K.S. Alexentseva-Timchenko. – Odessa: Phoenix, 2019. – 31 p.
4. Ryzhakova G.M., Chupryna H.M. Theory of Organisation: teaching aid; Kyiv: KNUBA, 2023. 200 p.
5. Svidruk I.I., Mironov Yu.B., Kundytskyi O.O. Theory of Organisations: Textbook. Lviv: Novyi Svit-2000, 2021. 176 p.
6. Leonov O., Leonova T. Theory of Organisation and Organisational Structures of Modern Corporate Governance // Economy and Society. 2023. No. 54. URL: <https://doi.org/10.32782/2524-0072/2023-54-4>
7. Voronina V. L., Doroshenko M. P. Organisational management structure: essence and classification // Scientific Notes of V. I. Vernadsky Ternopil National University. Series: Economics and Management. 2019. Vol. 30 (69),

- No. 5. P. 52–56. DOI: <https://doi.org/10.32838/2523-4803/69-5-10>
8. Chervinska, L., Kalina, I., Chervinska, T., Milenkyi, V., Grishchenko, A., & Khorosheniuk, A. (2025). Technology transfer in the system of innovation development: challenges and opportunities. *Technology Audit and Production Reserves*, 2(4(82), 80–87. <https://doi.org/10.15587/2706-5448.2025.327378>
  9. Chervinska, L. P., Yakushik, I. D. Social reforms and innovations for achieving sustainable development goals. Development of public management mechanisms in the context of Ukraine's European integration vector (cases of education and economic development to ensure security and achieve sustainable development goals): monograph / edited by Doctor of Science in Public Administration, Professor I. A. Semenets-Orlova and Doctor of Medical Sciences, Doctor of Pharmaceutical Sciences, Professor O. S. Solovyov. – Odessa: Oldi+, 2023. – 796 p. (monograph)
  10. Chervinska L. P., Yakushik I. D., Galachenko O. O. Regional aspects of innovative development in Ukraine. Publishing house "Helvetica", 2021, Interregional Academy of Personnel Management, pp. 11-17.
  11. Bratus G. A., Chervinska L. P. Financing innovative activities and sustainable development of enterprises in regions in the context of digitalisation and the circular economy. *Scientific Bulletin of Uzhhorod National University. Publishing House "Helvetica"*. Issue 56. 2025. P. 125-130.

#### **Information resources:**

1. National Repository of Academic Texts – a resource for searching for contemporary Ukrainian educational and scientific materials URL: <https://nrat.ukrintei.ua>
2. Educational portal of the Verkhovna Rada of Ukraine (Legislation) – database of current regulatory and legal acts URL: <https://zakon.rada.gov.ua>
3. NBUV (V. I. Vernadsky National Library of Ukraine) – scientific resources and archive of periodicals URL: <http://www.nbu.gov.ua>