

**PJSC "Higher Education Institution" INTERREGIONAL ACADEMY OF  
PERSONNEL MANAGEMENT"**

**Danube branch**



**SYLLABUS**

*of the academic discipline (selective)*

***ORGANIZATIONAL DESIGN***

Specialty                      **D3 Management**

Educational level:        **First (bachelor's) level**

Educational program:    **Management**

## General information about the academic discipline

Name of the discipline	<b>Organizational design</b>
Code and name of the specialty	<b>D3 Management</b>
Higher education level	First (bachelor's) level
Discipline status	Selective
Number of credits and hours	<b>3 credits / 90 hours.</b> Lectures: 20 Seminars/practical classes: 14 Students' independent work : 56
Terms of study of the discipline	4 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

## General information about the teacher. Contact information.

<b>Liganenko Iryna Vitaliivna</b>	
Academic degree	PhD in Economics
Position	Associate Professor of the Department of Economics and Management (Guarantor of the Program)
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 economic security of enterprises
Links to the registers of identifiers for scientists	Google Scholar <a href="https://surl.li/tsmvpe">https://surl.li/tsmvpe</a> ORCID: <a href="https://orcid.org/0000-0003-0716-289X">https://orcid.org/0000-0003-0716-289X</a> SCOPUS: <a href="https://www.scopus.com/authid/detail.uri?authorId=57205362294">https://www.scopus.com/authid/detail.uri?authorId=57205362294</a>
Contact information:	
E-mail:	<a href="mailto:menedzmentuk@gmail.com">menedzmentuk@gmail.com</a>
Contact phone number	+380677445957
Instructor's portfolio on the website	<a href="https://izmail.maup.com.ua/assets/files/liganenko-portfolio-a.pdf">https://izmail.maup.com.ua/assets/files/liganenko-portfolio-a.pdf</a>

### Discipline's description.

The discipline "Organizational Design" is aimed at the formation of future managers of system knowledge and practical skills in the development, implementation and transformation of organizational structures. The course covers methods of modeling business processes, design of management systems, distribution of powers and responsibilities, as well as the development of regulatory documentation (regulations on departments and job descriptions). Particular attention is paid to the adaptation of organizations to changes external environment and the use of modern software tools for visualization of organizational projects.

**The subject of the discipline** is the patterns, methods and tools for creating effective organizational systems, as well as the processes of designing the internal structure and interrelations of the enterprise.

**The aim of the discipline** is the formation of professional competencies in applicants for the independent development of organizational projects capable of ensuring high competitiveness and efficiency of the enterprise in dynamic market conditions.

**The objectives of the discipline** are a thorough study of the theoretical foundations and stages of organizational design, as well as mastering modern methods for diagnosing existing management structures at enterprises. The course is aimed at acquiring practical skills in developing complex organizational charts, rational distribution of functions between departments and designing effective workplaces. A separate task is to train future specialists in the processes of regulating activities personnel through the development of internal regulatory documents, as well as the study of approaches to assessing the effectiveness of the reorganization and adaptation of structures to changes in the market environment.

As a result of studying the selective educational component "Organizational design", applicants must:

**Know:**

- methodological foundations and principles of designing organizations;
- typology of modern organizational structures and criteria for their selection;
- requirements for the content of the organizational project and the procedure for its development;
- methods of modeling business communications and information flows in the structure;
- principles of management regulation and standards for the development of official documents.

**Be able to:**

- audit the existing enterprise management system;
- build organizational charts (organizational charts) of departments and the enterprise as a whole;
- calculate the norms of controllability and the optimal number of managerial personnel;
- develop internal regulatory documents (regulations, regulations, instructions);
- design changes in the structure during the reengineering of business processes.

**Prerequisites for the discipline.** The study of the discipline "Organizational Design" is based on the knowledge gained during the mastering of compulsory disciplines of the basic level of training. The prerequisites are the Fundamentals of Management, which gives an understanding of management functions, the Theory of Organizations, which lays down knowledge about the laws of the functioning of systems, and Digital Technologies in Management in terms of data visualization tools.

**Post-requisites for the discipline.** The acquired knowledge and skills are continued in post-requisites, in particular during the study of Operational Management, Strategic

Management of Enterprise and in the preparation of the final qualification work of the bachelor, where the design of the structure is an obligatory element of the development of a business model.

### Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	Conceptual Foundations of Organizational Design	<p><b>Teaching methods:</b></p> <ul style="list-style-type: none"> <li>– problem lectures on the choice of optimal structures, group discussions in the analysis of cases of reorganization of enterprises.</li> <li>– workshops on building organigrams in specialized software (for example, MS Visio or Miro), development of fragments of real organizational projects.</li> <li>– audit of existing management systems on the examples of existing companies and development of proposals for their transformation.</li> <li>– elaboration of regulatory requirements for the development of job descriptions and regulations on units</li> </ul> <p><b>Assessment methods</b></p> <ul style="list-style-type: none"> <li>– assessment of activity in seminar classes, the results of practical work on the construction of structural schemes.</li> <li>– defense of the developed "Regulations on the Department" or "Job Description", demonstrating the skills of regulating activities.</li> <li>– testing to test knowledge of the typology of structures, controllability norms and design methodology.</li> <li>– Final control (credit), which takes into account the quality of the prepared organizational project and the results of control testing.</li> </ul>
Topic 2	Methods and stages of designing organizational structures	
Topic 3	Designing the basic parameters of the organization	
Topic 4	Distribution of powers and responsibilities	
Topic 5	Design of bureaucratic and adaptive structures	
Topic 6	Regulation of activities and organizational modeling	
Topic 7	Design of communication networks and information flows	
Topic 8	Human Factor and Ergonomics in Organizational Design	
Topic 9	Performance evaluation and audit of organizational structures	
Topic 10	Organizational development and reengineering	
<b>Module Assessment Task</b>		
Final assessment: pass/fail (credit)		

### Technical Equipment and Software.

The educational process involves the use of specialized classrooms equipped with computer equipment with Internet access. Multimedia equipment, including projectors and interactive whiteboards, is used to visualize lecture material and defend projects. Independent work of students and access to educational and methodological materials is carried out through the Moodle distance learning system.

To perform practical tasks on building organizational games and modeling business processes, the following software is used:

- Graphical editors for building structures: Microsoft Visio, Lucidchart or Miro (to create dynamic organization charts and process maps).
- Office suites: Microsoft Office (Word — for regulation and writing instructions; Excel — to calculate the number of personnel and manageability standards).

- Visualization tools: Canva or Prezi (for preparing presentations of organizational projects).
- Communication platforms: Zoom or Google Meet (for remote consultations and teamwork on projects).

### **Forms and methods of assessment.**

The system for assessing the knowledge of applicants in the discipline "Organizational Design" provides a combination of current and final (semester) control, which allows you to comprehensively assess both theoretical training in the methodology of building organizations and practical skills in modeling structures and developing regulatory documentation.

*Current assessment.* Knowledge control is carried out systematically during practical classes and seminars. Particular attention is paid to the student's ability to diagnose the shortcomings of existing management systems, calculate manageability norms, predict the effectiveness of organizational changes and apply specialized software (MS Visio, Lucidchart, Miro), including artificial intelligence tools, to visualize organizational games and optimize the distribution of functional responsibilities.

*Forms of student participation in the educational process that are subject to ongoing control.*

The participation of applicants is realized through active involvement in professional discussions and brainstorming sessions on the reengineering of business processes and the transformation of organizational structures. Students prepare presentations of analytical studies of various types of organizational models (divisional, matrix, network), report on the results of the analysis of cases on the reorganization of enterprises and defend the results of the organizational audit.

The written component includes:

- performing test tasks (in particular in Google Forms/Kahoot);
- preparation of analytical notes based on the results of comparing the effectiveness of different types of structures;
- taking notes of lectures and developing individual projects (for example, "Project for the reorganization of the enterprise management system" or "Package of regulatory documentation of the unit").

**Methods of ongoing assessment include:** The methodological toolkit combines traditional and innovative forms of knowledge testing:

- individual interviews, frontal surveys and participation in debates on modern trends in organizational development and agile management methodologies (Agile structures).
- reports on functional analysis of departments, development of regulations on departments and job descriptions, construction of graphic models of organizational structures in specialized editors.
- observing activity when solving problem situations (for example, eliminating duplicate functions), checking presentations of individual projects, and conducting testing with open and closed task types.

Grading system and requirements.  
Table of distribution of points received by students\*

Topics	Ongoing knowledge assessment						Final control		Total points
	Seminar 1 (Topic 1,2)	Seminar 2 (Topic 3,4)	Seminar 3 (Topic 5)	Seminar 4 (Topic 6,7)	Seminar 5 (Topic 8,9)	Seminar 6 (Topic 10)	Module assessment task	Pass /Fail	
Work in a seminar class	6	6	6	6	6	6	20	20*	100
Independent work	4	4	4	4	4	4			

\*The table contains information about the maximum points for each type of academic work of a higher education applicant.

### Assessment Criteria and Procedure

Assessment of students' educational achievements is carried out in accordance with the current Regulations on Assessment in a Higher Education Institution.

**Modular Assessment.** Modular Assessment (MA) is carried out at the final lesson of each content block in the form of written testing.

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

- grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- grade "good" (B) is given for completing 80% of all tasks;
- grade "good" (C) is given for completing 70% of all tasks;
- the grade "satisfactory" (D) is given for the correct completion of 60% of the proposed tasks;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are correctly completed;
- An "unsatisfactory" (FX) rating is given if less than 50% of the tasks are completed.
- Failure to appear for the unit test - 0 points.

The above scores are converted 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 discipline "Organizational Design" is a mandatory form of assessment of students' learning outcomes. It is carried out within the terms determined by the curriculum and covers the amount of material determined by the course program.

The final assessment is carried out in the form of a test. A student who has completed all the necessary work is admitted to the semester assessment.

The final grade is given based on the student's learning outcomes during the semester. The student's assessment consists of points accumulated from the results of the current assessment and incentive points.

Students who have completed all the required tasks and received a score of 60 points or higher receive a score corresponding to the points received, without additional testing.

For students who have completed all the necessary tasks, but received a score below 60 points, as well as for those who want to improve their score (result), the teacher conducts the final work in the form of a test during the last scheduled lesson in the discipline in the academic semester.

#### *Evaluation of Additional (Individual) Educational Activities*

Additional (individual) types of educational activities include the participation of applicants in the work of scientific conferences, scientific circles of applicants and problem groups, preparation of publications, participation in All-Ukrainian Olympiads and competitions and International competitions, etc., in excess of the scope of tasks that are established by the relevant work program of the academic discipline.

By the decision of the department, students who participated in research work and performed certain types of additional (individual) types of educational activities can be awarded incentive (bonus) points for a certain educational component.

#### **Assessment of independent work (Maximum — 4 points)**

The total number of points received by a student for independent work is one of the components of academic success in the discipline. Independent work on each topic, according to the course program, is evaluated in the range from 0 to 4 points using standardized and generalized criteria for assessing knowledge.

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

Maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
4	4	3	2	0-1

Forms of assessment include: current assessment of practical work; current assessment of knowledge acquisition based on oral answers, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects that require the development of practical skills and competencies (optional format); solving situational problems; preparation of resumes on independently studied topics; testing or written exams; preparation of draft articles, conference abstracts and other publications; other forms that ensure a comprehensive assimilation of the curriculum and contribute to the gradual development of skills for effective independent professional (practical, scientific and theoretical) activities at a high level.

To assess the learning outcomes of a higher education applicant 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	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactorily	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of reassembly	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail with mandatory re-study of the discipline

### Discipline's Policy

The discipline is taught in the state language. The study of "Organizational Design" requires the student to be systematic and attentive to details, since a mistake in one element of the structure can lead to the inefficiency of the entire organization. Attending lectures and practical classes is mandatory. In case of missing a class, the applicant must independently work out the theoretical material and perform a practical task (building a scheme or developing regulations) in order to prevent a gap in the design logic.

All practical cases, calculations of controllability standards and graphical models of structures must be submitted for verification within the specified timeframe. The timeliness of submission of works directly affects the current rating. Missed control measures or debts from practical work must be eliminated no later than a week before the start of the test session.

Applicants are expected to unconditionally adhere to the principles of academic integrity. All organizational projects, regulations on departments and job descriptions must be the result of independent analytical work of the student. The use of typical templates from the Internet without their adaptation to the conditions of a particular case, plagiarism or cheating during modular control is unacceptable. The use of artificial intelligence is allowed only as an auxiliary tool for structuring ideas, but the final formulation of functions and the construction of organigrams must be author's.

When teamwork on enterprise reorganization projects, students must adhere to the ethics of professional interaction, tolerance and constructive criticism. It is not allowed to be late or interfere with the work of colleagues in the classroom. Communication with the teacher is carried out through official channels (E-mail, Moodle, instant messengers) exclusively during working hours.

Applicants have the right to enroll the learning outcomes obtained through non-formal education. For example, certificates of completion of courses in business modeling, data visualization in MS Visio, or project management can be the basis for enrolling relevant topics or awarding additional points.

## Recommended sources of information

### Basic literature:

1. Commercial Code of Ukraine: Law of Ukraine of January 16, 2003 No. 436-IV (with amendments to the organizational and legal forms of enterprises). URL: <https://zakon.rada.gov.ua/laws/show/436-15>
2. Classifier of professions DK 003:2010 : Order of the State Committee on Consumer Standards of Ukraine of July 28, 2010 No. 327 (with amendments and additions, in particular regarding the titles of positions in the field of management and IT). URL: <https://zakon.rada.gov.ua/rada/show/va327609-10>
3. DSTU 4163:2020. State Unified Documentation System. Unified System of Organizational and Administrative Documentation. Requirements for Document Execution. Kyiv: SE "UkrNDNC", 2020. 23 p. URL: <https://ips.ligazakon.net/document/FN070106>
4. Handbook of Qualification Characteristics of Workers' Professions. Issue 1. Professions of Employees Common to All Types of Economic Activity: Order of the Ministry of Labor and Social Policy of Ukraine of December 29, 2004 No. 336. URL: <https://zakon.rada.gov.ua/rada/show/v0336203-04>
5. On State Registration of Legal Entities, Individual Entrepreneurs and Public Formations: Law of Ukraine of May 15, 2003, No. 755-IV. URL: <https://zakon.rada.gov.ua/laws/show/755-15>
6. DSTU ISO 9001:2015 (ISO 9001:2015, IDT). Quality Management Systems. Requirements (in terms of regulation of processes and responsibility). Kyiv: SE "UkrNDNC", 2016. 22 p. URL: [https://online.budstandart.com/ua/catalog/doc-page.html?id\\_doc=64013](https://online.budstandart.com/ua/catalog/doc-page.html?id_doc=64013)

### Additional literature:

1. Hevko V. L. Strategic vectors of development of organizational culture of enterprises of network structures in the focus of challenges of the new economy. Bulletin of Khmelnytskyi National University. Economic Sciences. 2020. № 2. Pp. 51–55.
2. Goley Y. M. Modern Aspects of Organizational Modeling: World Trends and National Experience of Ukraine. Economics: time realities. 2025. № 1 (77). URL: <https://economics.net.ua/files/archive/2025/No1/80.pdf>
3. Gres G. Approach to the Implementation of Flexible Organizational Structures. Economy and Society. 2021. № 34. URL: <https://doi.org/10.32782/2524-0072/2021-34-61>
4. Gudz O., Korovin V. Construction of organizational design of enterprise on a creative basis in the conditions of digitalization. Economy and society. 2024. № 67. URL: <https://doi.org/10.32782/2524-0072/2024-67-118>
5. Dolgova L. I. Application of Adaptive Organizational Structures in Modern Entrepreneurship. Effective Economy. 2021. № 3. URL: <https://doi.org/10.32702/2307-2105-2021.3.77>
6. Lepeyko T., Gruzina I. Conceptual Approaches to the Formation of the Management Structure of the Competent Organization. Economic Space. 2023. № 184. Pp. 107–113 URL: <https://doi.org/10.32782/2224-6282/184-18>
7. Skoryk O. O. Conceptual Principles of Organizational Design in Public Administration. Public Administration: Improvement and Development. 2019. № 6. URL: <https://doi.org/10.32702/2307-2156-2019.6.32>.

### **Information resources:**

1. Business Process Management Institute (BPM Institute) URL:  
<https://www.bpminstitute.org/>
2. Miro Academy — Organizational Charting & Design. URL:  
<https://miro.com/templates/organizational-chart/>
3. Harvard Business Review (HBR) — Organizational Structure Section. URL:  
<https://hbr.org/topic/organizational-structure>
4. Project Management Institute (PMI) — Governance & Structure. URL:  
<https://www.pmi.org/>