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**ORGANISATION THEORY AND
ORGANISATIONAL DEVELOPMENT**

Guidelines

for students majoring in 29 " International Economic Relations"

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The guidelines are designed for students studying the discipline "Organisation Theory and Organisational Development". They include an introduction, the purpose and tasks of the discipline, instructional and methodological materials, lessons overview, questions for preparing for seminar classes, problematic tasks for self study, tasks for practical work of students, means for conducting midterm and final tests (comprehensive tests for checking knowledge of the discipline, questions for conducting midterm tests, questions for conducting the final test), the final assessment criteria, as well as literature and supplements. They give students the basics about mechanisms and principles of the functioning of organisations and provide students with constructive knowledge in the form of certain methods and techniques for finding solutions to specific organisational tasks and improving organisational structure. These guidelines are for full-time and part-time students (majoring in "International Economic Relations"), and scientific and pedagogical staff of higher education institutions.

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Introduction

The guidelines are for full-time and part-time students (majoring in "International Economic Relations") and teachers at higher education institutions. They are made in accordance with the program of the academic discipline "Organisation Theory and Organisational Development". *The discipline "Organisation theory and Organisational Development"* is aimed at educating future specialists in the issues of organisation theory as one of modern branches of an actively developed management paradigm. In the process of studying the discipline, students learn the main principles, criteria, laws of development and changes in an organisation; the basics of organisational design, its concepts and categories, followed by their use in professional activities; to develop the ability to use methods of management and organisational skills to forecast and solve issues in the field of management, and to organise the management process, taking into account peculiarities of various types and stages of development of organisations and characteristics of the internal and external environments of organisations.

These guidelines are designed for future specialists to master knowledge on the most important aspects of organisation theory. In particular, they focus on the theoretical and methodological basis of an organisation as a system, principles and methods of creating an effective organisation, the design of the optimal structure of an organisation, and organisational culture. They also describe the application of information-analytical technologies in an organisation's activities. These guidelines include test tasks, questions for self-studies to acquired knowledge, a list of recommended literature, and a short terminological dictionary.

The main purpose of these guidelines is to help students with acquiring theoretical knowledge on organisations, improving their structure, and developing skills necessary to be applied in the analysis of specific situations. These guidelines are also aimed at increasing the effectiveness of seminar classes on the course and improving the theoretical and practical training of future specialists.

A significant place in these guidelines is given to questions related to the preparation for seminar classes, problematic tasks from the course for self-study, tasks for practical work of students, and the means of conducting midterm and final tests (comprehensive test for checking knowledge of the course, questions for conducting midterm tests, tasks for a final test). Much attention is paid to creative tasks that involve development of the ability to apply the acquired theoretical knowledge to analyse theoretical and specific problems of an organisation. The tasks proposed in these guidelines for the practical work of students provide an opportunity to improve the managerial qualifications of future specialists. These tasks allow students to implement complex research and diagnostic contact with manifestations of phenomena in organisations, the basic knowledge of which students received during lectures. The guidelines will be useful for students of higher education institutions, majoring in "International Economic Relations" when preparing for seminar classes. They may also be useful for teachers of economics and management.

I. PURPOSE AND TASKS OF THE COURSE

The purpose of the discipline is the formation of students' ideas about the factors and regularities of the development and functioning of organisations; organisational laws, principles and rules needed for the development of modern managerial thinking and its practical implementation; the features of designing organisations using classical and modern approaches; and the nature of connections of various types of activities of organisations with the strategic, organisational and environmental context in which they operate. The course is aimed at improving the education of future specialists in the issues of finding solutions to specific organisational tasks and improving organisational structure.

Tasks of the discipline:

- forming of students' ideas about regularities, factors, mechanisms and approaches to solving applied management tasks
- familiarising students with leading currents, directions, theoretical and conceptual approaches to improving organisational structure and the system of conceptual and theoretical provisions that form the basis of an organisation
- ensuring that students study the criteria, regularities, tasks, periods, and issues of the root causes of successes and failures in the process of designing and developing organisations, implementing organisational relations, regulatory and situational crises at each stage of an organisation's development
- familiarising students with the basics of organisation theory, management skills, methods and specific methods of combining various elements into integral formations to achieve a certain goal of managing an organisation
- familiarising students with general categories, concepts, terms of the discipline, as well as formation and enrichment of the conceptual and categorical apparatus of future specialists
- disclosing of the main principles and regularities of the relationship of the system of organisational relations and organisational and constructive activity
- demonstrating specific examples of the relationship between theoretical material and situations in the process of managing an organisation

As a result of studying this discipline, students **should know:**

- the main categories and historical prerequisites for the emergence and development of organisation theory as a science
- the basics of organisation theory, its concepts and categories, followed by their use in professional activity
- principles, criteria, and regularities of the functioning of organisations
- factors and patterns for the development and improvement of organisations
- theoretical and conceptual approaches to the design and development of organisations
- peculiarities of the emergence and development of organisations of new formation and their management in market conditions
- principles of organisation management, necessary for finding ways to solve specific organisational tasks

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- features of various types of organisation structure
- management mechanisms of an organisation as a complex open dynamic system functioning in a changing and unstable environment
- the use of information technologies in the process of organising the management of organisational systems
- methods of rationalisation of organisational activity and increasing effectiveness of functioning of material-technological, social-psychological, and financial-economic subsystems of an organisation
- categorical and conceptual apparatuses of organisation theory
- a system of conceptual and theoretical provisions forming the basis of organisation theory
- peculiarities of the functioning of various types of organisations
- essence and features of learning process in learning organisations
- peculiarities of organisational configurations
- types of strategies and goals of organisations
- horizontal and vertical information connections in organisations
- strengths and weaknesses of different organisational management styles
- the main criteria of an organisation's readiness for change
- reasons for success and ways to overcome failures in managing an organisation
- approaches to defining organisation theory, its relationship with other sciences, and basic methods of organisation theory
- approaches to the development of modern organisational thinking, the ability to practically implement knowledge, mastery of concepts related to the tasks and goals of managerial activity, and the peculiarities of implementation of organisational relations

As a result of studying this discipline, students **should be able to:**

- use the managerial principles of a manager's/entrepreneur's professional activity
- use the methods of management skills for forecasting and solving issues in the field of an organisation
- use modern standards of management culture in an organisation
- use methods of a continuous and effective process of personnel professional development in the conditions of the production process
- direct the need-motivational sphere of employees adequately to the tasks of training and work in an organisation, taking into account the position of employees
- organise the work of a company, taking into account the structure, culture of a company, peculiarities of perception and transmission of information, etc.
- identify symptoms of organisational development crises and provide basic recommendations for successfully overcoming them
- operate and use the basic concepts and categories of organisation theory in one's own managerial/entrepreneurial activities
- carry out an analysis of the internal and external environments of an organisation according to the main criteria
- master the means of information transfer in an organisation

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Competencies to be developed:

- the ability to understand and use the categorical and conceptual apparatus of organisation theory and organisational development
- ability to analyse and synthesise
- knowledge and understanding of the subject area and specifics of a manager's professional activity
- interpersonal skills, ability to work in a team
- ability to independently collect and critically process, analyse and summarise management information from various sources
- ability for personal and professional self-improvement, training and self-development
- define, analyse and explain economic phenomena, identify management problems and propose ways to solve them
- demonstrate an understanding of the laws and features of the development and functioning of organisations in the context of professional tasks
- search for information from various sources to solve professional tasks, including the use of information and communication technologies
- refer to scientific sources, justify one's own position, draw independent conclusions
- formulate an opinion logically, accessibly, discuss, defend one's position, and modify statements in accordance with the cultural characteristics of an interlocutor

II. INSTRUCTIONAL AND METHODOLOGICAL MATERIALS

Educational classes are held in the classrooms of "KROK" University in the form of lectures, seminars, individual classes, and consultations.

Lectures provide students with knowledge of the most complex and debatable issues of the course. At the same time, the main questions of a lecture are formed in such a way that their content is logically supplemented, deepened, and expanded by the content of seminar classes and the self-study of students. The main methods of lectures are academic teaching with involvement of modern communicative and interactive technologies of active teaching, establishment of direct and indirect connections of the discipline with others, involvement of acquired theoretical knowledge for the analysis of facts and phenomena that a modern manager must be able to analyse and interpret.

Seminar classes are organised in the following forms: students oral presentations, abstract reports, tests, specific practical situation solving, discussions, research reports, compilations of digests on selected topics, discussions of homework, etc

Individual educational classes are conducted with individual students in order to improve their level of training and reveal individual creative abilities (on a separate schedule taking into account a student's individual educational schedule).

Consultation is a form of educational session in which a student receives answers from the teacher to specific questions or explanations of certain theoretical provisions or aspects of their practical application (individual - with the performance of individual tasks or for a group of students - on theoretical or practical issues of the course).

Students' self-study is a component of the educational process, which forms the ability to learn and promotes the activation of students' assimilation of knowledge and its implementation. Self-study for practical classes involves familiarisation with the main provisions of the reference synopsis of lectures on the course and the literature recommended for the topic. Before a seminar, students prepare questions and solve situational tasks on their own.

Students' self-study also involves writing essays and making presentations, which are then listened to and discussed with the audience. Self-study includes preparation of reports for scientific student conferences, as well as participation in university sections.

Assessment is used to determine the success of training and includes midterm and final tests. The use of a modular rating system provides an opportunity for a combination of the teaching process, students' self-study, and quality management of the learning process.

Midterm tests are carried out during practical (seminar) classes and are aimed at checking the level of preparedness of the student to perform a specific task.

The final test is carried out in order to assess the learning results after the end of the study of the discipline (semester test) or sections separated by the ongoing curriculum.

During the study of this discipline, the following forms of midterm tests are used:

- control works
- individual educational and research tasks
- tests
- group discussions and conversations

After the study of the course, such form of semester testing as an exam is conducted.

III. LECTURES OVERVIEW

SECTION 1. BASIC CONCEPTS IN ORGANISATION THEORY AND ORGANISATIONAL DEVELOPMENT

Topic 1. Organisation theory and organisational development as a branch of management science

Topic 1.1. Organisation theory and Organisational Development as a science

1. The subject and tasks of organisation theory and organisational development.
2. Main categories of organisation theory and organisational development.
3. The structure and interdisciplinary connections of organisation theory and organisational development.
4. Basic methods of organisation theory and organisational development.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 1.2. Evolutionary development of organisation theory

1. Stages of the development of organisation theory.
2. Method of organisation theory.
3. The place of organisation theory in the system of management sciences.
4. Directions of development of modern organisation theory.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 2. The essence, basic concepts, and principles of an organisation

1. Peculiarities of the development of an organisation.
2. The essence of the term "organisation".
3. External and internal environment of the organisational system.
4. Strategy and goals of an organisation.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

SECTION 2. ORGANISATION AS A MANAGEMENT SYSTEM, PROCESS AND OBJECT

Topic 3. General characteristics of an organisation

Topic 3.1. Organisation as a universal category

1. Organisation as an open system, its properties.
2. Organisation as a social system, its properties.
3. Mechanistic and organic structures of organisations.
4. Evolution of social organisations.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 3.2. Classification of organisations

1. Legal types of organisations.
2. Models of organisations.
3. Advantages and disadvantages of different types of organisations.
4. Dynamic, static, and intellectual organisations, their characteristics.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 3.3. Properties of an organisation

1. General and specific properties of an organisation.
2. Organisation principles.
3. Organisation's system of laws.
4. Concept of organisational system.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 3.4. Organisation management system

1. Organisation management styles.
2. Organisation management technologies.
3. Organisation management structure: centralised and decentralised.
4. The principle of priority of the subject of management over the object.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 3.5. Organisational structure

1. Characteristics of organisational structure.
2. Formal and informal organisational structure.
3. Types of organisational configurations according to H.Mintzberg.
4. Structural forms of organisation.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 4. Organisational culture

1. General concept of organisational culture.
2. Functions of organisational culture.
3. Classification of organisational culture.
4. System of methods for supporting culture of an organisation and its change.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 5. Life cycle of an organisation

1. Stages of an organisation's life cycle.
2. Size of an organisation.
3. Downsizing and organisational decline.
4. Product life cycle.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 6. Information and analytical technologies in an organisation

1. The role of information in ensuring the effectiveness of an organisation.
2. Technologies of information activity in an organisation.
3. Information system of an organisation.
4. Modern information technologies of organisational culture.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

SECTION 3. EFFECTIVE ORGANISATIONS DESIGN

Topic 7. Organisational design

1. The essence of organisational design.
2. Characteristics and conditions of the effective use of mechanistic and organic approaches to organisation design.
3. Stages and methods of organisational design.
4. Relationship between strategy and organisational design.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 8. Effectiveness of an organisation

Topic 8.1. Economic and social aspects of the effectiveness of an organisation

1. The concept of organisational efficiency.
2. Organisational efficiency factors.
3. Criteria of organisational efficiency and types of effects.
4. Principles of an organisation.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 8.2. Evaluation of organisation effectiveness

1. Evaluation of the effectiveness of organisational systems.
2. Model of the efficiency of an organisation.
3. Algorithm for evaluating organisation effectiveness.
4. Usefulness scale for evaluating effectiveness of an organisation.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

IV. QUESTIONS FOR SEMINAR CLASSES PREPARATION

SECTION 1. BASIC CONCEPTS IN ORGANISATION THEORY AND ORGANISATIONAL DEVELOPMENT

Topic 1. Organisation theory and organisational development as a branch of management science

1. Subject, object, tasks, and problems of organisation theory and organisational development.
2. Paradigm and thesaurus/terminology of an organisation.
3. Specifics of connections between organisation theory and organisational development with other sciences.
4. Emergence and development of organisation theory and organisational development as a science.
5. Modern structure of organisation theory and organisational development.
6. Content and specifics of organisation research.
7. The specifics of the use of cognitive methods for research on organisation theory and organisational development.
8. Tasks of survey methods for researching organisation theory and organisational development.
9. The role of an organisation in the development of society.
10. The place of organisation theory in the system of scientific knowledge.
11. Functions performed by organisation theory.
12. The main stages of evolution of organisation theory.
13. The main directions of development of organisation theory.
14. Specific features of each scientific school in the development of organisation theory.
15. Principles of organisation by A. Fayol.
16. Results of Hawthorne experiments.
17. The content of M. Weber's bureaucratic approach.
18. "Purpose-oriented" organisations by C. Bernard.
19. D. McGregor's "X-Y" theory.
20. Content of J. March, R. Saiert's "garbage can theory" model.
21. A. Chandler's theory of increasing productivity.
22. Directions of modern organisation theory.
23. The rule of using the comparative method in organisation theory.
24. Methods of cognition used by the theory of organisation.
25. Fundamental schools of scientific management.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 2. The essence, basic concepts, and principles of an organisation

1. Definition of the concept of "organisation".
2. Characteristics of "universal organisation".
3. Approaches to understanding an organisation.
4. Genesis of an organisation, its main provisions.

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5. Organisation as a system or organisation as a process: primacy of the concept.
1. Organisation as a system or organisation as a process: primacy of the concept.
2. Properties of an organisation: characteristics and features.
3. Specific properties of an organisation.
4. Classification of organisation principles.
5. General principles of an organisation and their role in the management of an organisation.
6. Characteristics of partial and situational principles of an organisation.
7. The principle of matching the goals and resources of an organisation.
8. Classification of organisation laws.
9. Essence of the law of synergy.
10. Main indicators of the synergy effect.
11. Organisational development law.
12. The law of self-preservation in various systems: social and biological.
17. Parameters affecting the level of self-preservation of an organisation.
18. Internal environment of an organisation. Elements of an organisation's internal environment
19. External environment of an organisation. Elements of an organisation's external environment.
20. Approaches used in the analysis of the external environment.
21. The essence of partial laws of an organisation.
22. Unity of analysis and synthesis in an organisation.
23. Law of social harmony.
24. Interrelationship of organisation laws.
25. Evolution of socio-economic systems.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

SECTION 2. ORGANISATION AS A MANAGEMENT SYSTEM, PROCESS AND OBJECT

Topic 3. General characteristics of an organisation

1. Common and specific features between the concepts of "organisation" and "system".
2. The essence of the system approach to an organisation.
3. Organisation as a system.
4. System properties of an organisation.
5. Basic structural elements of the social system.
6. Levels of social systems.
7. Organisation as a social system. Social organisations.
8. The main goals of social organisations.
9. The essence of social organisations.
10. Goals of an organisation.
11. The relationship between the structure of an organisation and the division of labor in an organisation.
12. Sphere of control of an organisation.
13. Structure of an organisation.
14. Division of labor in an organisation.

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15. Specialisation of tasks in an organisation.
16. "Diamond" by H. Leavitt.
17. "7-S" approach.
18. Subsystems of an organisation's internal environment.
19. Management subsystem.
20. Four types of learning organisations.
21. The main characteristics of organisations' models: classical, bureaucratic, neoclassical, institutional, systemic.
22. Basic provisions of the classical model of organisation.
23. Features of the neoclassical model of organisation.
24. Features of the institutional model of organisation.
25. Origin of the system model of an organisation.
26. Factors of the external environment of direct and indirect influence, which affect modern organisations.
27. The relationship between internal and external factors of an organisation.
28. Approaches to the classification of organisations.
29. The essence of specific laws of an organisation.
30. The essence of the law of awareness-orderliness.
31. Formal and informal organisations.
32. Features of business organisations.
33. Private, communal, and state organisations.
34. PEST analysis.
35. SWOT analysis.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 4. Organisational culture

1. Reasons that contributed to the development of the concept of organisational culture by researchers (economic, cross-cultural, rational/scientific).
2. Basic approaches to the problem of organisational culture formation.
3. Systematic approach to the study of organisational culture.
4. Structure of organisational culture.
5. Factors affecting the formation of organisational culture.
6. Factors determining the changes in organisational culture.
7. Factors affecting the characteristics of organisational culture.
8. Main sources and stages of organisational culture formation.
9. Basic elements of organisational culture.
10. Principles and methods of forming, supporting and strengthening of organisational culture.
11. Norms as an element of organisational culture.
12. Organisational values as the core of organisational culture.
13. Methods of changing organisational culture.
14. Mechanisms of organisational culture change.
15. Staff appearance and work ethics and morals.
16. Informational and historical background and socio-psychological climate.

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17. Communication systems.
 18. The impact of organisational culture on organisational effectiveness.
 19. Models of influence of organisational culture on organisational effectiveness.
 20. Evaluation of the effectiveness of organisational culture.
 21. Concept and types of subculture.
 22. Strong and weak organisational cultures.
 23. Types of organisational cultures.
 24. Characteristics of the main types of organisational cultures.
 25. Relationship between culture and strategy of an organisation.
 26. Indicators that are under direct influence of the culture of an organisation.
 27. Characteristics and parameters of organisational culture.
- Recommended literature:** [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 5. Life cycle of an organisation

1. Theories of the life cycle of socio-economic systems.
 2. Factors determining the development of organisations.
 3. Stages of an organisation's life cycle.
 4. Traditional model of an organisation's life cycle.
 5. L. Greiner's model and issues of management practices.
 6. I. Adizes's model and corporate culture and organisational climate.
 7. Age of an organisation.
 8. Size of an organisation.
 9. Changes in an organisation.
 10. Progressive and regressive development of an organisation.
 11. The phases of a product life cycle and their content.
 12. Management at different stages of "life cycle of an organisation".
 13. The interrelationship of an organisation's life cycle with a functioning business model.
 14. The strategic dimension of the life cycle of an organisation.
 15. Methodology for analysing an organisation's life cycle.
 16. Mergers, takeovers, creation of financial-industrial and financial-monopoly groups.
- Recommended literature:** [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 6. Information and analytical technologies in an organisation

1. Information in an organisation as a factor in ensuring its effectiveness.
2. Management information.
3. Technologies of information activity in an organisation.
4. The main stages of the evolution of technologies of information activity in an organisation.
5. Types of information technologies.
6. Classification features of information technologies.
7. The evolution of technologies of information activity in an organisation.
8. Information technologies of a "clerk's office", "mechanized office", "electrified

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office", "electronic office".

9. Analytical methods of obtaining information.
 10. Classification of information technology in an organisation.
 11. Information systems of an organisation.
 12. Subsystems of an organisation's information system.
 13. Network technologies.
 14. Peculiarities of building information systems of an organisation based on the application of network technologies.
 15. Use of information technologies in organisational culture.
 16. Reference and legal software products and information and search systems.
- Recommended literature:** [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

SECTION 3. EFFECTIVE ORGANISATIONS DESIGN

Topic 7. Organisational design

1. The concept of "organisational design".
 2. Approaches to understanding the essence of organisational design.
 3. Principles on which the organisational design process is based.
 4. Goals of organisational design.
 5. A systematic approach to organisational design.
 6. The concept of "organisation".
 7. The concept of "organisational design".
 8. The mechanistic approach to the design of organisational structures.
 9. The effective application of the mechanistic approach to the design of organisational structures.
 10. An organic approach to the design of organisational structures.
 11. The effective application of an organic approach to the design of organisational structures.
 12. The process of organisational design and its stages.
 13. Methods of organisational design.
 14. Organisational modeling method.
 15. Situational factors of organisational design.
 16. Situations that may arise when designing an organisation.
 17. Organisational strategy and organisational design.
 18. Concepts of "design", "construction", "planning".
 19. Management functions in the formation of various organisational management structures.
 20. Classical and modern organisational structures.
- Recommended literature:** [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 8. Effectiveness of an organisation

1. The concept of efficiency in management.

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2. Task specialization and its impact on productivity.
3. Internal variables of the "7-S" approach.
4. Factors of the internal environment affecting modern organisations.
5. The relationship between the structure of an organisation and the division of labor in it.
6. The relationship of tasks and division of labor in an organisation.
7. The concept of "effectiveness of an organisation's activity".
8. Factors determining the effectiveness of an organisation.
9. Model of the efficiency of an organisation.
10. Criteria of organisational efficiency and types of effects.
11. Evaluation of the effectiveness of an organisation.
12. Methods of evaluating the effectiveness of organisational systems.
13. Criteria for evaluating the effectiveness of organisational systems.
14. Performance evaluation indicators of an organisational structure.
15. Scale of usefulness for evaluating the effectiveness of an organisation.
16. Organisational excellence according to D. Harrington.
17. Development of an organisation as a system.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

V. QUESTIONS FOR SELF-STUDY

SECTION 1. BASIC CONCEPTS IN ORGANISATION THEORY AND ORGANISATIONAL DEVELOPMENT

Topic 1. Organisation theory and organisational development as a branch of management science

1. Analyse changes in the subject and structure of organisation theory within the framework of recent scientific achievements.
2. Differentiate between the concepts of "object" and "subject" of organisation theory.
3. Justify the importance of knowledge of organisational theory for a manager/entrepreneur.
4. Describe the specifics of the use of methods in the study of organisation theory and organisational development.
5. Analyse the role of an organisation in the development of society.
6. Describe the place of organisation theory in the system of scientific knowledge.
7. Find out what methods of cognition are used by the theory of organisation and briefly describe them.
8. Determine what functions organisation theory performs.
9. Analyse the main stages of organisation theory evolution and their fundamental differences.
10. Analyse the main trends in the development of organisation theory and describe the features of each scientific school in organisation theory development.
11. Describe the organisation principles of A. Fayol.
12. Find out what A. Fayol's "bridge" is and briefly describe it.
13. Find out what results of the Hawthorne experiments allowed E. Mayo to draw conclusions.
14. Prove the relevance of M. Weber's views.
15. Compare the content of the views of C. Bernard and R. Saiert.
16. Describe the directions of modern organisation theory.
17. Find out the relationship between the main provisions of classical and neoclassical models of organisation.
18. Analyse whether, according to D. McGregor's concept, it is possible to manage an organisation based on formal impersonality and a strict system of subordination.
19. Illustrate the dependence of an organisation as an open system on the external environment.
20. Determine whether it is mandatory for a manager to take into account all aspects of the external environment.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

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Topic 2. The essence, basic concepts and principles of the organisation

1. Define the concept of "organisation".
2. Based on the characteristics of an organisation, prove the universality of an organisation.
3. Define approaches to understanding the concept of "organisation".
4. Find out what genesis of an organisation is and describe its main provisions.
5. Consider what is primary: an organisation as a system or an organisation as a process.
6. In his work, Plato gave the characteristics of 5 forms of organisation management. Identify these forms and describe them.
7. Justify the importance of laws of an organisation.
8. Describe the main and specific properties of an organisation.
9. Based on the classification of organisation principles, characterise them.
10. Find out the general principles of an organisation and their role in the management of an organisation.
11. Describe partial and situational principles of an organisation.
12. Describe the principle of matching an organisation's goals and resources.
13. Describe the classification of organisation laws.
14. Describe the law of synergy and characterise its content.
15. Describe the main indicators of the synergy effect.
16. Justify the importance of the law of organisational development.
17. Analyse the main stages of the law of self-preservation in various systems - social and biological.
18. Determine the influence of the parameters on the level of self-preservation of an organisation.
19. Develop a plan for using survey methods to diagnose the state of an organisation's internal environment.
20. Find out what determines the unity of analysis and synthesis in an organisation.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

SECTION 2. ORGANISATION AS A MANAGEMENT SYSTEM, PROCESS AND OBJECT

Topic 3. General characteristics of an organisation

1. Determine what is common and how the concepts "organisation" and "system" differ.
2. Analyse the essence of the system approach to organisation.
3. Determine the expediency of considering an organisation as a system.
3. Describe the system properties of an organisation.
4. Explain the concept of "social system", "organisation as a social system", "social organisation".
5. Describe the main structural elements of social system.
6. Describe the levels of social systems.
7. Prove that a car *can/cannot* be called a social organisation.
8. Describe the main goals of social organisations.
9. Outline the dependence that characterises the essence of social organisation.
10. Prove that it is *possible/not possible* to identify a social organisation and staff of an

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organisation.

11. Analyse the goals of an organisation in terms of the sequence of their achievement.
 12. Describe the goals of an organisation according to the SMART principle.
 13. Identify the critical space from the eight key goal-setting spaces: profitability, people, innovation, productivity, managerial aspects, resources, market position, and social responsibility.
 14. Determine which goals include construction or purchase of new stores and warehouses, reconstruction or modernisation of existing stores, and formation of an effective portfolio of financial instruments.
 15. Find out what the relationship between organisational structure and distribution of work in it is.
 16. Determine the reasons for the significant influence of the sphere of control on the structure of an organisation.
 17. Prove that tasks are developed according to the division of labor in an organisation.
 18. Find out what effect specialisation of tasks has on the productivity of an organisation.
 19. Describe the "diamond" of Leavitt.
 20. Describe the internal variables in the "7-S" approach.
 21. Describe the subsystems of an organisation's internal environment.
 22. Define the role played by the management subsystem in the functioning of the subsystems of an organisation's internal environment.
 23. Find out what factors of the external environment affect modern organisations.
 24. Reveal the causes and manifestations of a closed organisational system.
 25. Distinguish between direct and indirect factors.
 26. Describe the main approaches to the classification of organisations.
 27. Prove that there is a relationship between internal and external factors of an organisation.
 28. Reveal the leading needs of an organisation that uses PEST analysis to assess the factors of the organisation's macro environment.
 29. Define the approaches used in the analysis of an organisation's external environment.
 30. Describe the essence of PEST analysis for assessing the factors of an organisation's macro environment.
 31. Differentiate the concepts of "private", "communal", and "state" organisations.
 32. Find out the relationship between "private", "communal" and "public organisations".
 33. Explain the concepts of "formal organisations" and "informal organisations".
 34. Describe the content and features of business organisations.
 35. Describe the features of the evolution of socio-economic systems.
- Recommended literature:** [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 4. Organisational culture

1. Reveal the importance and difficulties of taking into account and using the "human factor" in modern management science.
2. Describe the phenomenon of organisational culture and describe the period of its emergence.
3. Prove that organisational culture is the strongest motivator, regulator and indicator of personnel activity in an organisation.
4. Correlate the features of the concepts of "culture" and "culture at the level of the

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organisation".

5. Describe the functions of organisational culture.
 6. Analyse the elements of culture and their components.
 7. Reveal the mechanisms of organisational culture research.
 8. Describe the impact of organisational culture on various aspects of an organisation's activities.
 9. Determine the actions of a change manager when managing personalities at the stage of "youth 17-23 years" and the stage of maturity "heyday 30-40 years".
 10. Justify the appropriateness of the aspiration of an organisation's staff to common values.
 11. Analyse different types of organisational cultures at different times depending on socio-economic conditions.
 12. Describe the main components of organisational culture.
 13. Continue M. Hetchinson's periodisation of human culture, based on modern socio-economic conditions of human development.
 14. Outline the consequences of influence of social culture on the behavior acceptable in society and on human actions.
 15. Edgar Shane cited in his work the factors that influence organisational culture. Identify these factors.
 16. Reveal the mechanisms of assimilation of values and norms of an organisation.
 17. Reveal the determinants of the formation of the motivation system in a clan organisational culture.
 18. Describe the external and internal factors of organisational culture.
 19. Prove the impact of organisational culture on personnel adaptation processes.
 20. Describe the reasons, manifestations and ways of managing motivation within the framework of a hierarchical organisational culture.
- Recommended literature:** [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 5. Life cycle of an organisation

1. Define the life cycle of an organisation using any organisation as an example.
2. Analyse the stages of an organisation's life cycle.
3. Reveal the conditions that change the characteristics of the stages of an organisation's life cycle.
4. Consider whether the stages of organisation formation are clearly tied to specific age periods of an organisation.
5. Analyse the stages of the life cycle at which the strategic model of an organisation's development "accelerated growth" is used.
6. Reveal the main causes of crises in each cycle of organisational development.
7. Think about what determines the possibility of long-term existence of an organisation at the stage of "innovation organisation".
8. Analyse the dependence of organisational structures on the stages of an organisation's life cycle.
9. Reveal the connection of personnel management methods with the life cycle of an organisation.
10. Differentiate the tasks facing an organisation at different stages of its life cycle.
11. Determine which stage of an organisation's life cycle is characterized by entrenchment in the market or its individual segments.

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12. Describe the stage of an organisation's life cycle, which corresponds to "significant expansion of target market segments, ensuring high rates of profit growth, investing in development on the basis of self-financing".
13. Confirm the idea that the authoritarian leadership style is used at the "birth" stage of an organisation's life cycle.
14. Justify the elimination of the autonomy crisis through internal organisational changes at the stage of an organisation's life cycle "development through directive leadership" according to L. Greiner.
15. Prove that the management of intra-organisational changes at the stage of an organisation's life cycle "development due to the delegation of authority" according to L. Greiner is associated with a crisis of control.
16. Determine the reasons for the emergence of a crisis of control at the stage of an organisation's life cycle "development through coordination" according to L. Greiner.
17. Analyse the causes and consequences of a crisis that can occur at the stage of an organisation's life cycle "development through cooperation" according to L. Greiner.
18. Illustrate the manifestations of the synergy crisis at the stage of an organisation's life cycle according to L. Greiner.
19. Confirm or reject the statement that in order to determine the stage of the life cycle of an organisation, it is important to analyse the nature of current activities and viability of the organisation.
20. Identify the steps necessary for an organisation to successfully pass the "birth" stage of the life cycle.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

Topic 6. Information and analytical technologies in an organisation

1. Describe information in an organisation as a factor in ensuring its effectiveness.
2. Describe the technologies of information activity in an organisation.
3. Define the concept of "management information".
4. Describe the main stages of the evolution of information technologies in an organisation.
5. Describe the information technologies used in the "clerk's office".
6. Describe the main features of the "electronic office".
7. Analyse methods of obtaining information in an organisation.
8. Describe the classification of information technologies in an organisation.
9. Give examples of subsystems of an organisation's information system.
10. Describe the features of building an organisation's information systems based on the use of network technologies.
11. Define an organisation's information system.
12. Reveal the necessity of using information technologies in organisational culture.
13. Describe modern information technologies of organisational culture.
14. Describe the most common types of information technologies used in a strong organisational culture.
15. Choose the stages of development of information technology, distinguished by the advantages provided by computer technology.

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16. Analyse the common features of world-famous IT startups Grammarly, PetCube, Preply, Ecoisme, IBlazr.
17. Describe the supporting components of information technologies.
18. Analyse the validity of the opinion that as a general criterion for the effectiveness of any type of technology, it is possible to use the saving of social time, which is achieved as a result of their practical use.
19. Compare the types of technology tools: "manual", "mechanical", "electric" and "electronic" information technologies.
20. Give examples of professions in the IT sphere today.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

SECTION 3. EFFECTIVE ORGANISATIONS DESIGN

Topic 7. Organisational design

1. Define the concept of "organisational design".
2. Describe existing approaches to understanding the essence of organisational design.
3. Analyse the principles underlying the organisational design process.
4. Describe the goals of organisational design.
5. Define what a systematic approach to organisational design is.
6. Define the concept of "organising".
7. Correlate the features of the concepts of "organisation" and "organisational design".
8. Define the essence of the mechanistic approach to the design of organisational structures.
9. Describe the conditions for effective application of the mechanistic approach to the design of organisational structures.
10. Define the essence of the organic approach to the design of organisational structures.
11. Describe the conditions for effective application of the organic approach to the design of organisational structures.
12. Distinguish the stages of the organisational design process and explain their content.
13. Analyse the main methods of organisational design.
14. Describe the essence of the organisational modeling method.
15. Describe the situational factors of organisation design.
16. Consider the types of situations that may arise when designing an organisation.
17. Describe the relationship between organisational strategy and organisational design.
18. Correlate the concepts of "design" and "planning".
19. Describe the functions of management in the formation of various organisational management structures.
20. Describe the classical and modern organisational structures you know.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

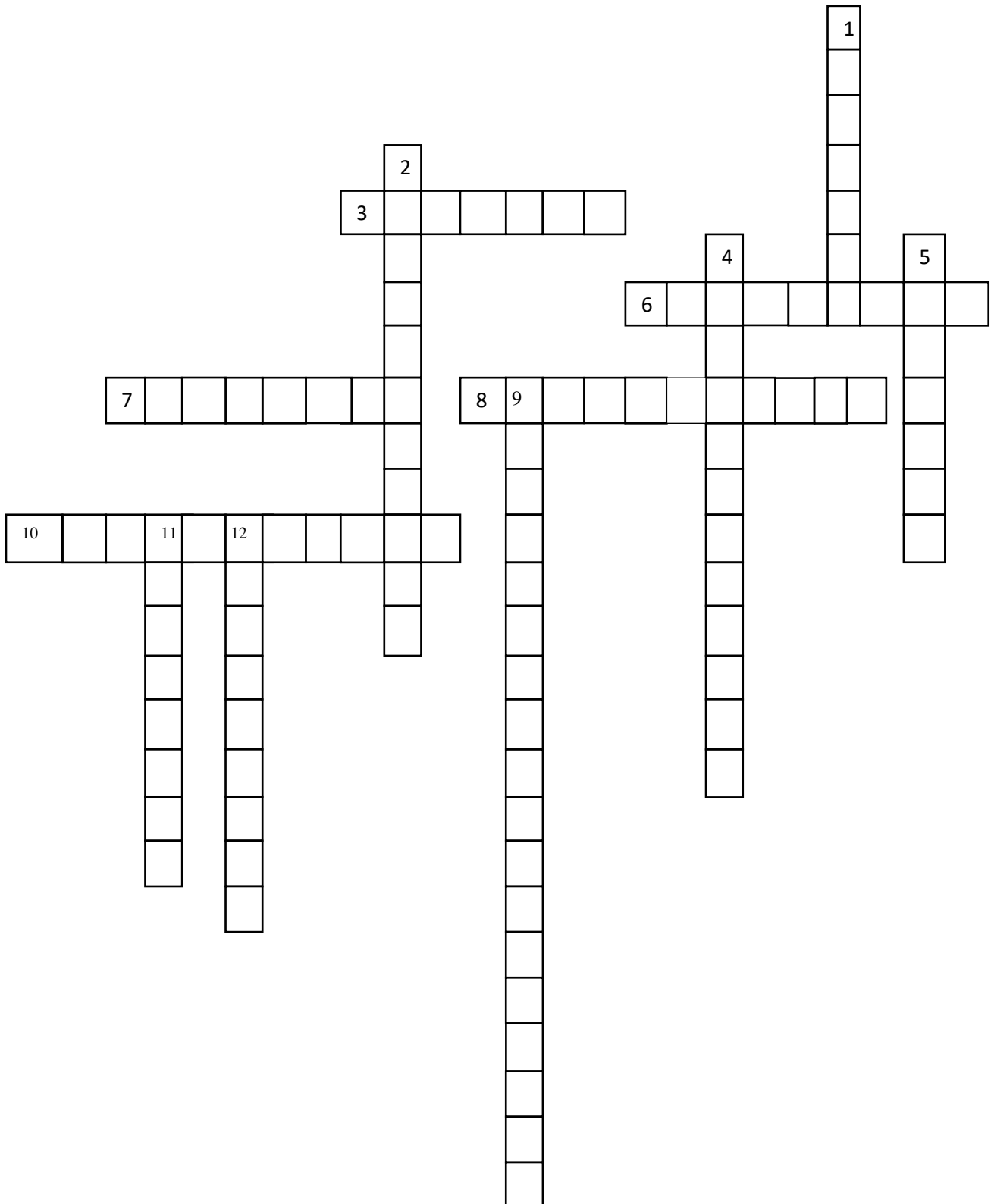
Topic 8. Effectiveness of an organisation

1. Define the concept of "organisational efficiency".
2. Analyse the factors that determine when an organisation can be called effective.
3. Describe an organisation's performance model.
4. Give arguments in favor of the fact that an economically efficient organisation can be socially efficient.
5. Name the criteria of organisational effectiveness and types of effects.
6. Describe the algorithm for evaluating an organisation's performance.
7. Describe the methodology for evaluating the effectiveness of organisational systems.
8. Describe the criteria for evaluating the effectiveness of organisational systems.
9. Analyse the indicators that can be used to evaluate the effectiveness of organisational structure.
10. Describe the utility scale for evaluating the effectiveness of an organisation.
11. Analyse the evaluation involved in the implementation of a systems approach in the study and design of changes.
12. Define the theory, where the main statement is that during the lifetime of an organisation, its organisational management structure should change in accordance with tasks and goals for the future.
13. Analyse the main components of organisational excellence according to D. Harrington.
14. Describe the concept of efficiency in management.
15. Analyse task specialisation and its impact on productivity.
16. Analyse the internal variables of the "7-S" approach.
17. Identify the factors of the internal environment affecting modern organisations.
18. Reveal the relationship between the structure of an organisation and the division of labor in it.
19. Describe the relationship between tasks and division of labor in an organisation.
20. Determine the expediency of the development of an organisation as a system.

Recommended literature: [1; 2; 3; 4; 5; 6; 7; 8; 9; 35; 36].

VI. TASKS FOR PRACTICAL WORK OF STUDENTS

6.1. Management crossword puzzle



Organisation Theory and Organisational Development guidelines

Across:

3. The main feature of social organisations.
6. The number, composition of organisational divisions, levels of management in a single interconnected system.
7. People are grouped together inbased on the product or service they provide, not the work they do.
8. A businessagreement happens when two or more entities combine together. In the process, one entity acquires another entity that helps them to grow in size, expand the market, expand the customer base and diversify.
10. Structures that resemble a bureaucracy; are highly formalised and centralized; communication tends to follow formal channels and employees are given specific job descriptions delineating their roles and responsibilities.

Down:

1. Organisational relations are ... of organisation theory.
2. The science of general patterns of management and information transfer processes in various systems.
4. A group of people whose activities are consciously regulated to achieve a common goal.
5. A series of actions or steps taken in order to achieve a particular end.
9. The discipline that studies the structures and operations of organisations (2 words).
11. E. Mayo. conducted experiment.
12. Organisation , organized for purposes other than generating profit and in which no part of the organisation's income is distributed to its members, directors, or officers.

6.2. Management definitions

1. Adaptation of the system and its elements to the changing conditions of the external environment is....
2. Small organisations operating in science-intensive sectors of the economy; conducting scientific research, engineering development, create and implement innovations - this is ...
3. Influence of the state in the form of state bodies on economic objects, processes that they have. It is carried out in order to give the processes an organised character, to regulate the actions of economic subjects, to ensure compliance with laws, to defend state and public interests - this is...
4. Procedure of system analysis, which involves breaking the whole into parts for the purpose of their detailed study, is...
5. Transfer of powers to another person, used as a means of decentralisation of management is....
6. Setting and solving economic problems in which the conditions of the latter are formulated with complete certainty is...
7. Transfer of management functions from central authorities to local ones, the expansion of the range of powers of lower management bodies at the expense of higher ones is...
8. Expansion of the assortment, nomenclature of products, goods and services produced by the enterprise; mastering new types of production in order to increase its efficiency is...
9. Process of movement of documents in an organisation, which includes compilation, processing, systematisation and submission of documents to the archive, is...
10. Time of economically justified release of a certain product, during which it is in demand. The cycle has a number of stages: introduction of the product to the market, growth in sales volume, maturity (maximum production) of the product, decline in sales volume and cessation of production - this is...
11. A common idea about the nature and features of an organisation is....
12. New equipment, technology, organisational and management solutions that ensure a significant increase in the efficiency of production of products, goods and services are...
13. The process of mutual adaptation and unification of organisations, industries, regions, countries; unification of economic subjects, deepening of their interactions, development of connections between them is...
14. Significant transformation, change of conditions, replacement of some production facilities or securities by others. For example, ... of the defense complex means the transfer of enterprises that produce military products to the production of civilian, peaceful products, goods and services - this is
15. A system of continuous assessment of all aspects of an organisation, its divisions, managers and employees from the point of view of timely and high-quality execution of planned tasks, as well as the detection of deviations and the adoption of urgent measures, so that the intended goals and objectives are achieved in the event of any changes in the economic situation and external environment is
16. An association, a joint-stock company, a society that is distinguished by a developed

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organisational culture is...

17. The leading position of an individual or social group is....

18. Type of professional activity of people in organising achieving goals processes is...

19. A set of methods and means of organisational and managerial influence to achieve certain goals is....

20. Conditional image of the management object is...

21. Creating internal and external motivation to act is.....

22. The process combining science, technology, economics, organisation and management. It includes obtaining (creating) an innovation and covers the entire life cycle from the birth of an idea to its full, effective implementation - this is...

23. Appearance of a new quality of the system, brought about as a result of the integration of individual elements (subsystems) is....

24. Obligation to transfer on a commercial basis to another organisation scientific and technical knowledge, experience, engineering services expressed in the form of documentation (or to preserve this commercial secret within the company) is....

25. Basic concept of management; it is known that any socio-economic ... (enterprise, firm, corporation) represents a group of people whose activities are coordinated to achieve its common goal. An enterprise as a complex ... has, as a rule, not one, but a whole set of interrelated goals (tree of goals) - this is...

26. System of material and spiritual values, rules and norms of activity, characteristics of personnel behavior inherent in an organisation; contributes to the maintenance of its image - this is....

27. Building organisational projects of production and economic systems is...

28. Complex socio-economic organisations, which are characterised by the following main common features: (a) presence of an organisational structure; (b) availability and effective use of all types of resources (people, capital, information, material, energy, and other types of resources); (c) functioning of ... in a certain external environment that affects them (economic and other operating conditions, markets and market relations with consumers, suppliers, intermediaries, etc.); (d) division, specialisation and cooperation of labor with the appropriate organisation, coordination of activities of all production units, services and departments ... is...

29. Established and generally accepted rules of organisational, production and economic activity, which must be guided by management subjects in the process of organisational and managerial work, are...

30. The process of analysing, forecasting and assessing the situation, choosing and agreeing on the best option for achieving the goal is...

31. Providing components for the organisation's activities (including performers, materials, energy, equipment, technological equipment, information, financial funds) is

32. The probability of achieving a positive or negative result depending on the influence of external and internal factors that determine the degree of uncertainty of the object and subject of risk is....

33. The direction of the methodology of scientific knowledge and practice, which is based

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- on the study of objects as systems (based on the theory of systems and system analysis) is....
34. A normative-technical or organisational document according to accepted parameters, which establishes a complex of norms, rules, requirements for the object of standardisation and is approved by the competent authorities, is...
 35. A set of rules (management decision model) by which the organisation is guided in its activities is....
 36. The internal structure, a set of interconnected links and stages that make up a system (subsystem, block, many elements) is...
 37. Methods for achieving strategic goals are....
 38. The reason, the driving force of any process that determines its character or individual features is
 39. A specialised type of activity for the transformation, change, preservation and reproduction of the object of influence aimed at achieving the relevant goals of an organisation is...
 40. The future state of the control object (system) is
 41. The appearance of properties in a system that are not inherent in its elements is...
 42. Degree of uncertainty of the state or behavior of the system under certain conditions is...
 43. An indicator (result) that characterises the value of the profitability of a particular measure is...
 44. The comparison of indicators of the effect (result) of the implementation of the measure with the amount of resources spent on its achievement (or an indicator of the degree to which an organisation has achieved its goals).
 45. An organisation that owns, manages or manages separate property and is responsible for its obligations with this property; has the right to act in property turnover on its own behalf; has the opportunity to file lawsuits and act as a defendant in court. ... pursuing profit extraction as the main purpose of its activity, is recognised by commercial organisations as ...

VII. MIDTERM EXAMS AND FINAL EXAM

7.1. COMPREHENSIVE TEST TO TEST KNOWLEDGE OF THE COURSE

Variant I

Theoretical tasks

1. Analyse the relationship between the concepts of "mechanistic bureaucracy" and "professional bureaucracy".
2. Analyse the conditions for effective use of mechanistic and organic approaches to organisational design.

Practical tasks

1. Describe methods of supporting the culture of an organisation.
2. Develop a mechanism for forming organisational culture of a joint-stock company using cluster management technology.
3. Reveal the importance of developing methods of designing organisational structures for improving management and increasing the effectiveness of the organisation's activities.
4. What indicators can be used to evaluate the effectiveness of an organisational structure:
 - a) indicators of the state of organisational culture
 - b) indicators characterising the level of management efficiency
 - c) indicators characterising the rationality of organisational structure and its technical and organisational level
 - d) indicators characterising the specifics of managerial work.

Management situations

Task 7.

Scenario

In "Alfa" organisation, there is a constant turnover of personnel. The reason for this is low wages, a large number of duties of employees, a significant number of subordinates to functional managers for an individual employee. Many employees leave the organisation after the probation period. However, taking into account the economic situation on the labor market, "Alfa" organisation does not feel a shortage of labor, especially since this situation results in significant savings in the wage fund (the salary of an intern is significantly lower than the basic salary).

Problem

1. Define the current principles of building the organisation structure and propose an optimised model of the organisation structure.

Task 8.

Scenario

You are a manager of a large joint-stock company. As part of the implementation of the organisation's development strategy, the management decided to

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improve the organisational culture in terms of its following components: the image of the organisation in the external environment, the appearance of personnel and work premises, corporate design, the development and distribution of internal organisational mass media, the use of hotlines for solving personnel problems, etc.

Problem

1. Formulate a list of values that should be shared by the staff of the company.
2. Offer your vision of the main components of the organisational culture of the joint-stock company.

Variant II

Theoretical tasks

1. Analyse the relationship between the concepts of "clerk's office", "mechanised office", "electrified office", and "electronic office".
2. Analyse the development of subsystems of an organisation.

Practical tasks

1. Describe information in an organisation as a factor in ensuring the effectiveness of an organisation.
2. Reveal the content of Hall's alphabet of corporate culture.
3. Prove the appropriateness of using the expansion of the front of work, alternation of activities, enrichment of activities while eliminating the negative results of specialisation and rationalisation of routine work.
4. Information technologies in the organisation are:
 - a) ways and methods of obtaining, collecting, searching, transmitting, processing, storing, accumulating, distributing and duplicating information necessary for managing an organisation
 - b) a set of methods and means of building and maintaining factual and full-text databases, databases of audio and video information
 - c) formation of information links between an organisation and the external environment
 - d) creation of an electronic database.

Management situations

Task 7.

Scenario

You are a personnel manager of a private organisation. The owner of the organisation instructed you to develop a system of measures to attract young people to work in the organisation and increase the educational and qualification level of its employees. As of January 1, 2021, the share of employees under the age of 35 in the total number of employees of the organisation was 7%. According to the personnel department of the organisation, specialists under the age of 35, on average, work in a certain division of the organisation for no more than 5 years, leave the job and go to work in other organisations.

Problem

1. Using the algorithm for the formation of an effective socio-psychological subsystem of an organisation, substantiate the system of measures to attract young people to work in the organisation and increase the educational and qualification level of the organisation's employees.

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2. Summarize the proposals in the form of a report addressed to the general director of the organisation.

Task 8. **Scenario**

Examples of fundamental theories of organisations	Principles of design
1. F. Taylor's theory	success of the organisation depends on the degree of satisfaction of its employees
2. A. Fayol's theory	objective conditions of satisfaction in the decision-making process
3. Bureaucracy of M. Weber	obligation of a single center of subordination of all structural links
4. E. Mayo's theory	combination of direct application of power and integration of workers' efforts
5. Barnard's theory	organisation can acquire resources only in exchange for the products produced
6. D. Mc Gregor's theory	management of an organisation based on formal impersonality and a strict system of subordination
7. A. Chandler's theory	a clear division and rationing of labor does not always lead to increased productivity
8. J. Thomson's theory	a decentralised form and complex management systems are necessary for dynamic production and development
9. P. Lawrence and J. Losch theory	planning function is attached to the manager, the execution function to the employee
10. R. Saiert and J. March theory	changing the organisation's strategy requires changing its organisational structure

Problem

1. Specify the number of the corresponding fundamental organisation theory based on the characteristic principles of their construction.
2. Give examples of organisations in which the main features of the specified theories are most evident.

Variant III

Theoretical tasks

1. Analyse the relationship between the concepts "network structure of an organisation" and "virtual organisation".
2. Analyse the relationship between types of organisation training: first-order "single-loop" and second-order "double-loop".

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Practical tasks

1. Describe the concepts of organisational structures.
2. Justify advantages and disadvantages of wide scale management.
3. Prove that it is the "dark green throat effect" that can lead to a loss of control over subordinates.
4. Which of the listed functions of organisational culture belongs to the group of functions determined by the internal state of the formal mechanism of the organisation:
 - a) consumer orientation
 - b) the function of regulating partnership relations
 - c) adaptation of the economic organisation to the needs of society
 - d) regulatory

Management situations

Task 7.

Scenario

Operational actions of a certain organisation:

hiring; procurement of raw materials and materials; public relations; search for suppliers; issuance of shares; development and adoption of current activity plans; attestation and assessment of personnel; development of internal labor regulations; creation of the brand of the organisation; conducting marketing campaigns.

Problem

1. Determine which of them require a predominantly centralised approach, and which require a decentralised approach.
2. Give examples of organisations in which the main features of the specified approaches are most evident.

Task 8.

Scenario

Three of the corporation's seven subsidiaries are on the verge of bankruptcy. This affects the efficiency of the corporation and its image.

Problem

1. Using the procedure for creating an effective organisation, suggest ways to improve the health of the corporation's subsidiaries.
2. Prepare a report "On ways to improve the efficiency of the corporation's subsidiaries".

7.2. QUESTIONS FOR MIDTERM EXAMS

1. Object, subject, and sources of "Organisation theory and organisational development".
2. Structure, functions, and tasks of "Organisation theory and organisational development".
3. Place of organisation theory and organisational development in the system of management sciences.
4. Theoretical and methodological foundations of "Organisation theory and organisational development".
5. Contribution of the scientific discipline "Psychology" to "Organisation theory and organisational development".
6. Contribution of economic sciences to "Organisation theory and organisational development".
7. Internal environment of an organisation.
8. External environment of an organisation.
9. Reorganisation.
10. Inductive method of organisation theory.
11. Statistical method of organisation theory.
12. Abstract-analytical method of organisation theory.
13. Comparative method of organisation theory.
14. Methods of complex and functional analysis, system and historical approach.
15. "Organisation theory and organisational development" functions.
16. Organisation as a system.
17. Organisation as a process.
18. Quantitative measurement of organisational parameters.
19. F.Taylor and the scientific foundations of organisation theory.
20. Principles of organisation by A. Fayol.
21. Bureaucracy of M. Weber.
22. E. Mayo and the Hawthorne experiment.
23. Purposeful organisations by C.Barnard.
24. D. McGregor and "X-Y" theory.
25. A. Chandler, J. Thomson, P. Lawrence, J. Lorsch and the study of the influence of the external environment on an organisation.
26. R. Sayert, J. March, G. Simon and the model of the "garbage can theory".
27. Situational approach.
28. Ecological approach.
29. Organisational learning approach.
30. Types of learning organisations.
31. Classical organisation models.
32. Bureaucratic model of an organisation.
33. Neoclassical model of an organisation.
34. Institutional model of an organisation.
35. System model of an organisation.
36. The concept of "an organisation".
37. Provisions of the genesis of an organisation.
38. Properties of an organisation.

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39. Synergistic properties of an organisation.
40. Mission of an organisation.
41. Principles of an organisation.
42. General principles of an organisation and their characteristics.
43. Partial and situational principles of an organisation.
44. System of organisation laws.
45. Law of synergy.
46. Law of development.
47. Law of correspondence between the diversity of a controlling system and the diversity of a managed object.
48. Law of priority of the whole over the part.
49. Law of consideration of the system of needs.
50. Partial laws of organisations.
51. Specific laws of organisations.
52. Interrelationship of organisation laws.
53. Structure of an organisation.
54. Life cycle of an organisation.
55. Social organisations.
56. Approaches to the concept of "social organisation".
57. Goals of social organisations.
58. Objective (natural) and subjective (artificial) processes in an organisation.
59. Subsystems of an organisation.
60. Factors of an organisation's internal environment.
61. Approaches to identifying the parameters of the internal environment of organisations.
62. Goals of an organisation.
63. "Diamond" by H. Leavitt.
64. D. Boddy and R. Peyton's integral model of organisation.
65. The external environment of the organisational system.
66. Viscosity of the external environment.
67. Complexity of the external environment.
68. Factors of the external environment.
69. I. Ansoff's scale for assessing the level of instability of the external environment.
70. Analysis of the external environment.
71. PEST analysis.
72. M. Porter's five-factor model.
73. Classification of organisations.
74. Types of business organisations.
75. Evolution of social organisations.
76. Evolutionary principles.
77. Statics and dynamics of organisational systems.
78. Dynamic organisations.
79. Principles of the static state of an organisation.
80. Principles of the dynamic state of an organisation.
81. Signs of an organisation operating on a dynamic principle.
82. Types of analysis of an organisation's management system.
83. Organisation as a system of processes.

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84. Organisation and management.
85. Basic processes implemented by organisations.
86. Internal organisational processes.
87. Technologies and personnel of an organisation.
88. Functional processes of an organisation.
89. General external environment of an organisation.
90. The immediate business environment of an organisation.
91. Mechanistic type of organisation management.
92. Organic type of organisation management.
93. Organisation management system.
94. Adoption of management decisions.
95. Management of an organisation.
96. The role of managers in an organisation.
97. Technologies of organisation management.
98. Special economic tools of organisation management.
99. Situational management of an organisation.
100. Resource analysis of an organisation.
101. Organisational development strategy.
102. Organisational design.
103. Goals of organisational design.
104. Approaches to organisation design.
105. Bureaucratic (mechanistic) model.
106. Behavioral (organic) model.
107. Stages of organisational design.
108. Organisation design methods.
109. Organisation design factors.
110. The main types of situations when designing an organisation.
111. Relationship between strategy and organisational design.
112. Structure of an organisation.
113. Organisational chart (organigram).
114. Elements of structure and connections in an organisation.
115. Formal and informal structure of an organisation.
116. Concepts of organisational structures.
117. Modern theory of organisational systems.
118. The human factor as the main structural characteristic.
119. Approaches to the formation of an organisational structure.
120. Simple structure.
121. Machine bureaucracy.
122. Professional bureaucracy.
123. Divisional structure.
124. Adhocracy.
125. Project structure.
126. Matrix structure.
127. Network structure.
128. Virtual structure.
129. Characteristics of the organisational structure.
130. Linear organisational structure.

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131. Line-staff organisational structure.
132. Formalisation.
133. Centralisation of the organisational structure.
134. Decentralisation of the organisational structure.
135. Organisational culture.
136. Formation of organisational culture.
137. Properties of organisational culture.
138. Functions of organisational culture.
139. Signs of organisational cultures.
140. Elements of culture.
141. Material culture.
142. Spiritual culture.
143. Elite culture.
144. Folk culture.
145. Mass culture.
146. Subjective organisational culture.
147. Objective organisational culture.
148. Undisputed culture.
149. Strong culture.
150. Corporate culture at U-Haul.
151. Typology of management cultures by C.Handy.
152. Types of organisational culture by W.Ouchi.
153. Bureaucratic culture.
154. Guardian culture.
155. Praxiological culture.
156. Entrepreneurial culture.
157. Methods of supporting the culture of an organisation.
158. Change of organisational culture.
159. Information in an organisation.
160. Management information.
161. Technologies of information activity in an organisation.
162. Information system of an organisation.
163. Modern information technologies of organisational culture.
164. Hypertext. Telecommunications. Graphics. Multimedia.
165. CASE technologies.
166. The concept of the efficiency of an organisation's performance.
167. Model of the organisation's efficiency.
168. Organisation efficiency factors.
169. Criteria of organisational efficiency and types of effects.
170. Evaluation of the efficiency of an organisation.
171. Evaluation of the effectiveness of organisational systems.

QUESTIONS FOR FINAL EXAM

1. "Organisation theory and organisational development" as a management discipline.
2. The subject and tasks of "Organisation theory and organisational development".
3. Interdisciplinary connections with other sciences.
4. System of categories.
5. Categorical and conceptual apparatus of organisation theory.
6. The concept of "the evolution of organisational theory".
7. Methodological principles.
8. Methods of "Organisation theory and organisational development".
9. Organisational models.
10. The content and essence of the organisation as a universal category.
11. Genesis of an organisation.
12. The main properties of an organisation.
13. Principles of an organisation.
14. System of organisation laws.
15. Concept of organisational systems.
16. Organisation as an open system.
17. Life cycle of an organisation.
18. Internal environment of an organisational system.
19. External environment of an organisational system.
20. Subsystems of an organisation.
21. Classification of organisations.
22. Social organisations and their evolution.
23. Organisation as a system.
24. Organisation as a process.
25. Statics and dynamics of organisational systems.
26. Principles of the static and dynamic state of an organisation.
27. Dynamic organisations.
28. Principles of dynamic organisations.
29. Principles of the operation of static organisations.
30. Organisations as an object of management.
31. Organisation and management.
32. Organisation management system.
33. Technologies of organisation management.
34. Organisational design.
35. Universal views on organisational design.
36. Stages of organisational design.
37. Organisation design methods.
38. Organisation design factors.
39. Ensuring the effectiveness of an organisation.
40. Structure of an organisation.
41. Principles of building the structure of an organisation.
42. Formal organisational structure.
43. Informal organisational structure.
44. Structure of an organisation and connections in an organisation.

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45. Concepts of organisational structures.
46. Approaches to forming an organisational structure.
47. Characteristics of an organisational structure.
48. Concepts, structural elements of organisational culture.
49. Properties of organisational culture.
50. Functions of organisational culture.
51. Classification of organisational culture.
52. A system of methods for supporting an organisation's culture.
53. Change of organisational culture.
54. Information and analytical technologies in an organisation.
55. Information in an organisation as a factor in ensuring its effectiveness.
56. Technologies of information activity in an organisation.
57. Information system of an organisation.
58. Modern information technologies of organisational culture.
59. Stages of evolution of technologies of information activity in an organisation.
60. The concept of the effectiveness of an organisation's performance.
61. Approaches to determining the effectiveness of organisations.
62. Economic and social aspects of an organisation's effectiveness.
63. Organisational efficiency factors.
64. Criteria of organisational efficiency and types of effects.
65. Economic form of the effect of an organisation.
66. Social form of the effect of an organisation.
67. Organisational effect of an organisation.
68. Evaluation of the effectiveness of an organisation's performance.
69. Evaluation of the effectiveness of organisational systems.
70. Algorithm for evaluating the effectiveness of an organisation's performance.
71. Scale of usefulness for evaluating the effectiveness of an organisation.
72. Criteria for the effectiveness of a management system.
73. Performance indicators of organisational structure.
74. Quantitative methods in organisation theory.
75. Effectiveness of an organisational system according to D.Sink.
76. "Internal" and "external" aspects of organisational effectiveness.
77. Principles of organisation management.
78. Management of newly formed organisations in market conditions.
79. Methods of rationalisation of organisational performance.
80. Learning process in learning organisations.
81. Types of strategies and goals of organisations.
82. Horizontal and vertical information connections in organisations.
83. Organisation management styles.
84. Criteria of the organisation's readiness for change.
85. Approaches to developing modern organisational thinking.
86. SWOT-analysis.

VIII. FINAL ASSESSMENT CRITERIA

The implementation of the main tasks of students' knowledge monitoring at "KROK" University is achieved by systematic approaches to assessment and comprehensive application of various types of monitoring. According to the system of comprehensive diagnostics of students' knowledge operating at the university, in order to stimulate planned and systematic educational work, the assessment of students' knowledge is carried out according to a 100-point system.

Forms of students' knowledge monitoring:

- a. Midterm tests
- b. Final (semester) exam

Assessment of the knowledge of students of "KROK" University is carried out on a 100-point scale, which is translated accordingly into the national scale ("excellent", "good", "satisfactory", "failed"). ***Midterm tests*** are conducted at seminars/practical classes and based on the results of assignments. Assessment is conducted according to theoretical knowledge and practical skills of students on the specified topic (including self-studied material) acquired during seminar classes and by doing practical tasks.

Interval for cumulative scale of the University	Evaluation on a four-point national scale
90 and more	excellent
70–89	good
50–69	satisfactory
1–49	failed

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APPENDICES

Appendix 1. **Answers to crossword questions**

Across:

- 3. synergy
- 6. structure
- 7. division
- 8. combination
- 10. mechanistic

Down:

- 1. subject
- 2. cybernetics
- 4. organisation
- 5. process
- 9. organization theory
- 11. Hawthorn
- 12. nonprofit

Appendix 2.

Answers to questions on management definitions

1. Adaptation
2. Venture organisations
3. State regulation
4. Decomposition
5. Delegation of powers
6. Determinism
7. Decentralisation
8. Diversification
9. Document circulation
10. Product life cycle
11. Image
12. Innovation
13. Integration
14. Conversion
15. Controlling
16. Corporation
17. Leadership
18. Management
19. Methods
20. Model
21. Motivation
22. Scientific and technical progress
23. Non-additivity
24. Know-how
25. Organisation
26. Organisational culture
27. Organisational design
28. Enterprises
29. Principles
30. Making a decision
31. Resources
32. Risk
33. Systematic approach
34. Standard

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35. Structure
36. Tactics
37. Factor
38. Function
39. Purpose
40. Emergency
41. Entropy
42. Effect
43. Efficiency
44. Legal entity

Short terminological dictionary

Adaptation is adjusting a system and its elements to changing conditions of the external environment.

Business game is a simulation, simplified reproduction of a real economic situation in a game form. It is used as a method of practical training in economics and business organisations.

Corporation is an association, a joint-stock company, a society characterised by a developed organisational culture. *Corporate* means closed within a corporation.

Controlling is a system of constant assessment of all aspects of an organisation's activities, its divisions, managers and employees from the point of view of a timely and high-quality execution of planned tasks, as well as detection of deviations and adoption of urgent measures, so that the intended goals and objectives are achieved in case of any changes in the economic situation and external environment.

Conversion is a significant transformation, change of conditions, replacement of some objects of production or securities with others. For example, *conversion* of a defense complex means the transfer of enterprises producing military products to the production of civilian, peaceful products, goods, and services.

Decentralisation is the transfer of management functions from central authorities to local ones, expansion of the range of powers of lower management bodies at the expense of higher ones.

Decomposition is a system analysis procedure that involves breaking the whole into parts for the purpose of their detailed study.

Decision-making is the process of analysing, forecasting and assessing the situation, choosing and agreeing on the best option for achieving the goal.

Delegation of authority is the transfer of authority to another person. It is used as a means of decentralising management.

Determinism is the formulation and solution of economic problems, in which the conditions of the latter are formulated with complete certainty.

Diversification (from Latin "Diversus" – different and "facere" – to make) is expansion of the assortment, nomenclature of products, goods and services produced by an enterprise; development of new types of production in order to increase its efficiency.

Document circulation is the process of document movement in an organisation, which includes compilation, processing, systematisation, and submission of documents to an archive.

Economic laws are established rules on the basis of experience, practical activities, and the identification of stable connections and relationships between economic phenomena, processes, and relationships through scientific research. *Economic laws* reveal the general properties and signs of the processes of production, exchange and consumption.

Effect is an indicator (result) that characterises the value of the profitability of a particular measure.

Effectiveness is a comparison of indicators of the effect (result) of the implementation of the measure with the amount of resources spent on its achievement (or an indicator of the degree to which an organisation has achieved its goals).

Emergence is the appearance of properties in a system that are not inherent to its constituent elements.

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Enterprises are complex socio-economic organisations, which are characterised by the following main common features (characteristics): (a) presence of an organisational structure; (b) availability and effective use of all types of resources (people, capital, information, material, energy, and other types of resources); (c) functioning of enterprises in a certain external environment that affects them (economic and other operating conditions, markets and market relations with consumers, suppliers, intermediaries, etc.); (d) division, specialisation, and cooperation of labor at relevant organisation, coordination of activities of all production divisions, services and departments of the enterprise.

Entropy is a measure of uncertainty of state or behavior of a system under certain conditions.

Factor is a cause, a driving force of any process, which determines its character or individual features.

Function is a specialised type of activity for transformation, change, preservation and reproduction of an object of influence aimed at achieving the relevant goals of an organisation.

Goal is a future state of a management object (system).

Harmony (from the Greek, "harmonia" - harmony, conformity) - conformity of parts, fusion of various components of an object into a single whole.

Image is a common idea about the nature and features of an organisation.

Innovation is a new technique, technology, organisational, or management solution that provides a significant increase in the efficiency of production of products, goods, and services.

Integration is the process of mutual adaptation and unification of organisations, industries, regions, countries; unification of economic entities, deepening of their interactions, development of connections between them.

Know-how is an obligation to transfer on a commercial basis to another organisation scientific and technical knowledge, experience, engineering services expressed in the form of documentation (or to preserve a commercial secret within an organisation).

Leadership is a leading position of an individual or a social group.

Legal entity is an organisation that owns, manages or manages separate property and is responsible for its obligations with this property; has the right to act in property turnover on his own behalf; has the opportunity to file lawsuits and act as a defendant in court. *Legal entities* pursuing profit extraction as the main purpose of their activity are recognised as commercial organisations.

Life cycle of a product is the time of economically justified production of a certain product, during which it is in demand. *The cycle* has a number of stages: introduction of a product to the market, growth in sales volume, maturity (maximum production) of a product, decline in sales volume, and cessation of production.

Management is a type of professional activity of people to organise processes for achieving goals.

Methods are a set of means of organisational and managerial influence to achieve certain goals.

Model is a conventional image of a control object.

Motivation is the creation of an internal and external incentive to act.

Non-additivity is the appearance of a new quality of a system that arises as a

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result of integration of individual elements (subsystems).

Organisation is essentially a basic concept of management. It is known that any socio-economic organisation (enterprise, firm, corporation) represents a group of people whose activities are coordinated to achieve its common goal. An enterprise is a complex organisation that has, as a rule, not one, but a whole set of interrelated goals (tree of goals).

Organisational culture is a system of material and spiritual values, rules and norms of activity, characteristics of personnel behavior inherent in this organisation; *organisational culture* contributes to maintaining its image.

Organisational design is construction of organisational projects of production and economic systems.

Principles are established, generally accepted rules of organisational, industrial, and economic activity, which must be guided by management subjects in the process of organisational and managerial work.

Resources provide components for an organisation's activities (including performers, materials, energy, equipment, technological equipment, information, and financial funds).

Risk is a probability of achieving a positive or negative result depending on the influence of external and internal factors that determine the degree of uncertainty of the object and subject of the risk.

Risk management is a special type of activity aimed at mitigating the impact of risk on an organisation's performance.

Scientific and technological progress in the modern sense is a process that combines science, technology, economy, organisation and management. It includes obtaining (creating) an innovation and covers the entire life cycle from the birth of an idea to its full, effective implementation.

Standard is a normative-technical or organisational document according to accepted parameters, which establishes a set of norms, rules, and requirements for the object of standardisation and is approved by the competent authorities.

State regulation is the influence of the state in the form of state bodies on economic objects and processes that they have. It is carried out in order to give the processes an organised character, to regulate the actions of economic entities, to ensure compliance with laws, to defend state and public interests.

State order - an order issued by state bodies and paid from the state budget for manufacturing of products, releasing goods, performing works and providing services in which the state is interested. *State order* is issued on a competitive basis and is a method of direct state regulation of economic relations in the country.

Strategy is a set of rules (management decision model) by which an organisation is guided in its activities.

Structure is an internal arrangement, a set of interconnected links and steps that make up a system (subsystem, block, many elements).

System approach is the direction of the methodology of scientific knowledge and practice, which is based on the study of objects as systems (on the basis of systems theory and system analysis).

Tactics are methods for achieving strategic goals.

Venture organisations are small organisations operating in science-intensive sectors of the economy; conduct scientific research, engineering development, create and implement innovations.

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