Work programme of the discipline:

Course title	**ORGANIZATION THEORY AND ORGANIZATIONAL DEVELOPMENT**
Level of higher education (degree)	FIRST (BACHELOR)
Field of study	07 MANAGEMENT AND ADMINISTRATION
Major	073 MANAGEMENT
Program subject area	MANAGEMENT
Status of the discipline	Compulsory
Mode of studies	FULL-TIME, PART-TIME, E-LEARNING
Total number of hours/ ECTS credits	90 HOURS /3 ECTS CREDITS
Language of instruction	ENGLISH
Lecturer	MARYNOVYCH VIKTORIIA VOLODYMYRIVNA ASSOC. PROF., PH.D.
Lecturer's profile	Маринович Вікторія Володимирівна — Університет «КРОК»
Tel. number	
E-mail	victoriam@krok.edu.ua
Consultations	Consultations in MS TEAMS: each Monday, 12:00 a.m.-13.00 a.m.

1. Brief summary of the course

The aim is to provide students with a comprehensive understanding of how organizations operate, how they are structured, and how they evolve over time. It focuses on the theoretical underpinnings of organizational behavior, development strategies, and the tools that organizations use to adapt and thrive in an ever-changing business environment. The course also emphasizes the importance of effective leadership, change management, and innovation in fostering organizational growth and improving overall performance. **Tasks** are to form basic ideas about laws, principles and mechanisms of organizational functioning systems, to develop skills in

studying the activities of modern organizations and to explore the basics of designing organizations of a new formation and their management in market conditions.

2. Learning outcomes

General Competencies (GC):

GC 5. Knowledge and understanding of the subject area and understanding of professional activity.
GC 12. Knowledge and understanding of the subject area and understanding of professional activity.

Professional Competencies (PC):

PC 1. Ability to identify and describe the characteristics of the organization.
PC 4. Ability to identify functional areas of the organization and the relationships between them
PC 5. Ability to manage the organization and its departments through the implementation of management functions.
PC 8. Ability to plan the activity of organization and manage time.
PC 12. Ability to analyze and structure the problems of the organization, to form justified decisions.

Program learning outcomes (PLO):

PLO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.
PLO 4. Demonstrate skills to identify problems and justify managerial decisions.
PLO 5. Describe the content of the functional fields of the organization activity.
PLO 7. Demonstrate organizational design skills.
PLO 8. Apply management methods to ensure the effectiveness of the organization activity.

IC. Ability to solve comprehensive specialized problems and practical problems characterized by complex and uncertain conditions, in the field of management or in the learning process, which involves the use of theories and methods of social and behavioral sciences.

3. Course scope

Type of class	**Total number of hours/ ECTS credits - 90 HOURS /3 ECTS CREDITS**		
Number of hours / mode of studies	**full-time**	**part-time**	**e-learning**
Lectures	28	14	14
Seminars / practical / laboratory classes	14	14	14
Self studying	48	62	62
Credit			

4. Prerequisites

Introduction to Management, Enterprise Economics and Finance, International Management.

5. Hardware and software

PC / laptop, Internet access, camera, microphone

6. Course policies – students must adhere to the Code of academic integrity: https://int.krok.edu.ua/images/download/code-of-academic-integrity-2025.pdf
Academic integrity is the presentation of one's own work and the proper recognition of the contribution of others.
Any violation of this principle constitutes academic dishonesty and may result in poor evaluation and disciplinary action.

Forms of academic dishonesty include:

- Plagiarism - presenting all or part of someone else's work as one's own in an academic exercise, such as an exam, a computer program, or a written assignment.
- Fraud - Using or attempting to use unauthorized materials during an exam or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) a copy of an examination or exam answers.
- Promoting academic dishonesty - helping others commit an act of dishonesty, such as replacing an exam or completing a task for someone else.
- Fabrication - modification or transfer, without permission, academic information, or records.

7. Programme of the course

The course "Organization theory and organizational development" incorporates 14 topics that cover a wide range of issues that aim to equip students with the knowledge and skills required to manage and lead organizations effectively in a complex and dynamic global business environment.

Distribution of full-time classes:

The educational process involves 14 lectures and 7 seminars during the semester. The remaining study time is allocated to independent work of students, which includes studying literature on the topics of the work program, performing relevant tasks, including the preparation of an individual analytical assignment within the framework of the outlined course topics.

Distribution of part-time classes:

The educational process involves 7 lectures and 7 seminars during the semester. The remaining study time is allocated to independent work of students, which includes studying literature on the topics of the work program, performing relevant tasks, including the preparation of an individual analytical assignment within the framework of the outlined course topics.

Distribution of e-learning classes:

The educational process involves 7 lectures and 7 seminars during the semester. The remaining study time is allocated to independent work of students, which includes studying literature on the topics of the work program, performing relevant tasks, including the preparation of an individual analytical assignment within the framework of the outlined course topics.

TOPIC 1. Organization theory and organizational development as a branch of management science

Organization theory and Organizational Development as a science. The subject and tasks of organization theory and organizational development. Main categories of organization theory and

organizational development. The structure and interdisciplinary connections of organization theory and organizational development. Basic methods of organization theory and organizational development. Stages of the development of organization theory. Method of organization theory. The place of organization theory in the system of management sciences. Directions of development of modern organization theory.

TOPIC 2 The essence, basic concepts, and principles of an organization

Essence of the term "organization". Organization as an open system, its properties. Organization as a social system, its properties. Mechanistic and organic structures of organizations. General and specific properties of an organization. Classification of organizations. Legal types of organizations. Models of organizations. Advantages and disadvantages of different types of organizations. Dynamic, static, and intellectual organizations, their characteristics. **Life cycle of an organization.** External and internal environment of the organizational system. Strategy and goals of an organization.

TOPIC 3 Organizational structure and design

Introduction to Organizational Structure and Design. Essence of organizational structure: The framework that outlines how tasks are divided, coordinated, and supervised. Organizational design: The process of shaping structure to achieve goals and adapt to environmental changes. Importance of structure and design for operational efficiency and effectiveness. Key Components of Organizational Structure. Work Specialization: Division of labor into specific tasks. Departmentalization: Grouping jobs by function, product, geography, process, or customer. Chain of Command: Hierarchy defining authority and responsibility. Span of Control: Number of employees managed by a single supervisor. Centralization and Decentralization: Degree of decision-making authority at higher vs. lower levels. Formalization: Extent of rules, procedures, and documentation. Types of Organizational Structures. Simple Structure: Small organizations with minimal hierarchy. Functional Structure: Grouping employees based on specialized roles. Divisional Structure: Organized by product, geography, or customer type. Matrix Structure: Combines functional and divisional structures for flexibility. Team-Based Structure: Focus on collaboration through cross-functional teams. Network Structure: Decentralized model relying on external partnerships. Principles of Organizational Design. Factors Influencing Organizational Structure. Traditional vs. Modern Structures. Comparison between hierarchical (rigid) and flat (agile) structures. Trends towards decentralization and self-managed teams. Role of technology in enabling virtual and hybrid structures. Challenges in Organizational Design. Evaluating Organizational Structure Effectiveness. Metrics for assessing efficiency, communication, and goal alignment. Signs of structural inefficiency (e.g., slow decision-making, high employee turnover). Future Trends in Organizational Structure and Design. Emphasis on agility and adaptability in dynamic environments. Rise of remote and hybrid work models. Integration of AI and automation in organizational processes.

TOPIC 4 Organizational Culture and Behavior

Essence of Organizational Culture and Organizational Behavior. Importance of culture and behavior in driving organizational performance, employee engagement, and innovation. Components of Organizational Culture Artifacts: Visible elements such as dress code, office layout, and logos. Values: Core principles and beliefs that guide decision-making (e.g., teamwork, innovation). Assumptions: Underlying, often unconscious, beliefs that shape how employees think and act. Symbols, Stories, and Rituals: How organizational culture is communicated and reinforced through daily practices. Types of Organizational Culture (Cameron & Quinn's Competing Values Framework). Clan Culture: Focus on collaboration, family-like atmosphere, and employee development. Adhocracy Culture: Emphasis on innovation, risk-taking, and

entrepreneurial behavior. Market Culture: Result-oriented, with a focus on competition, achieving goals, and productivity. Hierarchy Culture: Structured, formalized, with an emphasis on efficiency and stability. Impact of Organizational Culture on Behavior on employee motivation, satisfaction, and performance. The role of culture in shaping leadership styles, communication, and decision-making processes, innovation, adaptability, or resistance to change. Organizational Behavior and Its Key Concepts. Motivation: Theories of motivation (e.g., Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McGregor's Theory X and Theory Y). Perception: How individuals perceive and interpret their work environment, affecting behavior. Leadership: Different leadership styles (e.g., transformational, transactional) and their impact on organizational behavior. Team Dynamics: How team behavior, roles, and conflict influence group outcomes. The Role of Leadership in Shaping Organizational Culture and Behavior. Changing and Managing Organizational Culture. Strategies for managing cultural change: Communication, training, leadership involvement, and rewards systems. Resistance to cultural change and how to overcome it. Organizational Culture and Behavior in Global Contexts. Impact of cultural differences on behavior in multinational organizations. The importance of cultural sensitivity and diversity management in global teams. Adapting organizational culture for international operations. Measuring Organizational Culture and Behavior. Tools for assessing organizational culture (e.g., surveys, interviews, focus groups). Methods to evaluate the alignment between culture and strategy. Key indicators of healthy organizational behavior (e.g., employee satisfaction, turnover, productivity).

TOPIC 5 Leadership in Organization

Essence of Leadership in Organizations. The distinction between leadership and management. The importance of leadership in shaping organizational culture, strategy, and performance. Leadership Theories and Approaches. Trait Theory: Focus on the personal characteristics and traits of effective leaders. Behavioral Theories: Emphasizes the actions and behaviors of leaders (e.g., Ohio State Studies, Michigan Studies). Contingency Theories: Leadership effectiveness depends on the context (e.g., Fiedler's Contingency Model, Hersey-Blanchard Situational Leadership Theory). Transformational Leadership: Leaders inspire and motivate followers to achieve extraordinary outcomes. Transactional Leadership: Focus on supervision, organization, and performance. Rewards and punishments are used to motivate followers. Servant Leadership: Leaders focus on serving others, empowering employees, and ensuring their well-being. Leadership Styles and Their Impact. Autocratic Leadership: Centralized decision-making and directive behavior. Democratic Leadership: Encourages participation in decision-making and fosters collaboration. Laissez-Faire Leadership: Minimal involvement in decision-making, allowing employees more autonomy. Charismatic Leadership: Leaders inspire enthusiasm and devotion through their personal qualities and vision. Situational Leadership: Leaders adapt their style based on the situation and the maturity of the followers. The Role of Leadership in Organizational Change. Leadership's role in driving organizational transformation and adapting to external changes. Change management models and leadership strategies to implement change (e.g., Kotter's 8-Step Change Model). Leading through uncertainty and fostering a culture of adaptability and innovation. Emotional Intelligence and Leadership. Importance of emotional intelligence (EQ) in leadership effectiveness. Components of EQ: Self-awareness, self-regulation, motivation, empathy, and social skills. Leadership and Team Dynamics. The leader's role in team development and managing group dynamics. Leadership in virtual and cross-functional teams. Ethical Leadership in promoting trust, integrity, and responsibility. Ethical decision-making frameworks for leaders. Leading by example: ethical behavior at the top influences organizational culture. Leadership Development and Training. Strategies for developing leadership skills in organizations: Coaching, mentoring, and formal training programs. Succession planning and

identifying future leaders. Continuous learning and self-improvement for effective leadership. Challenges and Barriers to Effective Leadership

TOPIC 6 Organizational Change and Development

Essence of Introduction to Organizational Change and Development. The relationship between change and development, and their importance in achieving long-term organizational success. Drivers of Organizational Change. Internal Drivers: Changes in leadership, strategy, employee needs, or performance gaps. External Drivers: Technological advancements, regulatory changes, market conditions, and competitive pressures. Globalization: How globalization impacts the need for change in organizational practices and structures. Types of Organizational Change. Strategic Change: Changes in the organization's mission, vision, goals, or strategy. Structural Change: Changes in the hierarchy, reporting relationships, and workflow. Process Change: Changes in operational methods, production processes, or service delivery. Cultural Change: Shifting values, beliefs, and behaviors within the organization. People-Centered Change: Focusing on the development of employees, their skills, and work environment. Models and Theories of Organizational Change. Lewin's Change Model: Unfreeze, Change, Refreeze. Understanding how to prepare, implement, and stabilize change. Kotter's 8-Step Change Model: A structured approach to leading change, emphasizing urgency, vision, empowerment, and communication. ADKAR Model: Focus on Awareness, Desire, Knowledge, Ability, and Reinforcement in managing change. McKinsey 7-S Framework: Examining seven key elements (Strategy, Structure, Systems, Shared Values, Skills, Style, and Staff) that need alignment for successful change. Resistance to Change. Strategies for overcoming resistance: communication, involvement, support systems, and creating a sense of urgency. The role of leadership in addressing resistance and fostering a positive attitude toward change. Organizational Development Interventions. Action Research: A cyclical process of diagnosing problems, implementing solutions, and evaluating outcomes. Team Building: Interventions aimed at improving team dynamics and collaboration. Process Consultation: Helping the organization improve its internal processes and communication. Survey Feedback: Gathering employee feedback to inform decision-making and development efforts. Appreciative Inquiry: Focusing on strengths and possibilities rather than problems. Leadership and Organizational Change. The Role of Communication in Change Management. Evaluating the Success of Organizational Change. Key performance indicators (KPIs) for assessing the impact of change initiatives (e.g., employee satisfaction, performance, turnover, market share). Tools for monitoring and measuring progress throughout the change process. Long-term sustainability of change and how to reinforce new behaviors and practices. Challenges in Organizational Change and Development

TOPIC 7 Motivation in Organizations

Essence of Motivation in Organizations. The importance of motivation in organizations: Enhancing performance, increasing job satisfaction, and fostering organizational commitment. The relationship between motivation, performance, and organizational success. Theories of Motivation. Maslow's Hierarchy of Needs: A five-tier model (physiological, safety, social, esteem, and self-actualization) explaining how unmet needs drive behavior. Herzberg's Two-Factor Theory: Differentiates between hygiene factors (which prevent dissatisfaction) and motivators (which drive satisfaction and performance). McGregor's Theory X and Theory Y: Theory X assumes that employees are inherently lazy and need to be controlled, while Theory Y assumes that employees are self-motivated and seek responsibility. McClelland's Theory of Needs: Focuses on three primary needs: achievement, affiliation, and power, and how these influence employee behavior. Vroom's Expectancy Theory: Motivation depends on the expectation that effort will lead to desired performance and rewards. Equity Theory: Employees are motivated by fairness, and will compare their efforts and rewards with those of others. Self-Determination Theory (SDT):

Focuses on intrinsic vs. extrinsic motivation and the importance of autonomy, competence, and relatedness in fostering engagement. Intrinsic vs. Extrinsic Motivation. The impact of intrinsic vs. extrinsic motivation on long-term performance and employee well-being. Strategies for promoting intrinsic motivation in the workplace. Motivational Strategies in Organizations. Job Design: Crafting jobs that are meaningful and provide opportunities for employees to engage their skills and interests (e.g., job enrichment, job rotation). Goal Setting: The importance of setting clear, challenging, and achievable goals (e.g., SMART goals). Recognition and Reward Systems: How to effectively use financial and non-financial rewards to motivate employees. Employee Engagement: Creating a work environment that fosters active involvement, enthusiasm, and commitment to organizational goals. The Role of Leadership in Motivation. Motivational leadership: How leaders can inspire, encourage, and empower employees to achieve their best performance. Providing feedback and creating a positive work climate to support motivation. Motivation and Organizational Culture. The role of shared values, beliefs, and norms in shaping employees' intrinsic motivation. Aligning organizational culture with motivational strategies for better outcomes. Workplace Environment and Motivation. The impact of physical work conditions, work-life balance, and organizational support on employee motivation. The role of social interactions, team dynamics, and collaboration in enhancing motivation. Creating a motivating workplace through autonomy, flexibility, and support for well-being. Motivation and Performance. The link between employee motivation and performance outcomes such as productivity, creativity, and quality of work. Measuring motivation: How to assess motivation levels within teams or organizations. The importance of continuous feedback, goal setting, and alignment with organizational objectives for sustained motivation. Motivational Challenges in Organizations.

TOPIC 8. Decision-Making in Organizations

Essence of Decision-Making in Organizations. The importance of decision-making for organizational success, growth, and problem-solving. Types of decisions: Strategic, tactical, operational, and contingency decisions. The decision-making process and its elements. Types of Decisions in Organizations. Strategic Decisions: Long-term, high-impact decisions made at the top levels of the organization (e.g., expansion into new markets). Tactical Decisions: Medium- term decisions that support the implementation of strategic decisions (e.g., resource allocation for specific projects). Operational Decisions: Day-to-day decisions that focus on running the organization's routine activities (e.g., scheduling, staffing). Contingency Decisions: Decisions made in response to unexpected situations or crises (e.g., handling a market downturn). Decision-Making Models and Approaches. Rational Decision-Making Model: A logical, step-by-step approach to decision-making, assuming all alternatives are known and outcomes are predictable. Bounded Rationality (Simon's Model): Decision-makers are limited by cognitive constraints and incomplete information, leading to "satisficing" (choosing an adequate option rather than the optimal one). Intuitive Decision-Making: Using gut feelings or intuition to make decisions, often in situations of uncertainty or ambiguity. Garbage Can Model: A decision-making model that highlights the randomness and unpredictability of decisions, often in organizations with complex structures. Group Decision-Making. Advantages of group decision-making: Diverse perspectives, collaboration, and collective intelligence. Disadvantages: Groupthink, slow decision-making, and conflicts. Techniques to improve group decision-making: Brainstorming, nominal group technique, and the Delphi method. The role of leadership in guiding and facilitating group decision-making. Factors Influencing Decision-Making. Internal Factors: Organizational culture, leadership style, individual personalities, and cognitive biases (e.g., confirmation bias, anchoring bias). External Factors: Market conditions, competition, legal/regulatory environment, and technological advancements. Emotional and Psychological Factors: Stress, overconfidence, and fear of failure can influence decision-making processes. Ethics and Decision-Making. The

importance of ethics in decision-making: Ensuring decisions are morally sound, align with company values, and promote social responsibility. Ethical decision-making frameworks (e.g., utilitarianism, rights-based approaches, justice-based approaches). The role of leadership in fostering ethical decision-making within organizations. Decision-Making Tools and Techniques. SWOT Analysis: Assessing the organization's strengths, weaknesses, opportunities, and threats to make informed decisions. Cost-Benefit Analysis: Evaluating the financial and operational impacts of different decisions to determine the most advantageous option. Decision Trees: Visual representation of decisions and their potential outcomes to assess risks and benefits. Pareto Analysis: Identifying the most critical issues by focusing on the 20% of problems that cause 80% of the issues. The Role of Data and Information in Decision-Making. The importance of accurate, relevant, and timely information for decision-making. Using data analytics and business intelligence tools to support decision-making. Big data and its impact on decision-making in modern organizations: Understanding trends, customer behavior, and operational efficiency. Data-driven decision-making vs. intuition-based decision-making: The benefits and limitations of each approach. Decision-Making in Crisis Situations. The characteristics of crisis decision-making: Rapid response, limited information, high uncertainty. Decision-making under pressure: How to maintain clarity, avoid panic, and focus on key priorities. Improving Decision-Making in Organizations. Strategies to enhance decision-making skills at all organizational levels: Training, leadership development, and decision-making frameworks. Encouraging creativity and innovation in the decision-making process. Creating a culture of accountability and responsibility in decision-making. Evaluating the outcomes of decisions: How to assess whether a decision was successful and learn from mistakes.

TOPIC 9. Communication in Organizations

Essence of communication in organizations. Importance of effective communication for achieving goals. The role of communication in fostering collaboration, culture, and decision-making. Types of Organizational Communication. Internal Communication: Between employees, teams, and departments. External Communication: With stakeholders, customers, and the public. Formal Communication: Structured channels like memos, reports, and meetings. Informal Communication: Unstructured, spontaneous interactions (e.g., watercooler conversations). Communication Channels in Organizations. The Communication Process. Importance of clarity and feedback in minimizing misunderstandings. Barriers to Effective Communication. Physical barriers: Geographic distance, poor infrastructure. Psychological barriers: Stress, emotions, and prejudices. Semantic barriers: Misinterpretations due to language or terminology. Technological barriers: Over-reliance on digital tools or technical issues. Interpersonal Communication in Organizations. Importance of active listening and empathy. Developing rapport and trust in workplace relationships. Managing conflicts through effective communication techniques. Leadership and Communication. Role of leaders in setting the tone for organizational communication. Effective communication styles for leaders (e.g., assertive, persuasive). Transparent communication in building credibility and trust. Cross-Cultural Communication. Understanding cultural differences in communication styles and norms. Overcoming challenges in global teams and multinational organizations. Tools and techniques for fostering cross-cultural understanding. The Role of Technology in Organizational Communication. Impact of digital tools on speed, accessibility, and reach. Balancing technology with face-to-face interactions. Managing challenges like digital miscommunication and information overload. Measuring and Improving Communication Effectiveness. Methods to evaluate communication efficiency: Surveys, feedback, and audits. Training programs for improving communication skills. Implementing feedback loops to continuously enhance communication.

TOPIC 10. . Conflict Management in Organizations

Introduction to Conflict in Organizations. Essence of organizational conflict: A disagreement between individuals or groups over goals, values, or interests. Importance of addressing conflicts constructively. Positive and negative outcomes of conflict in the workplace. Types of Organizational Conflicts. Task Conflict: Differences in opinions on how tasks should be performed. Relationship Conflict: Personal incompatibilities between team members. Process Conflict: Disputes over task delegation or procedures. Intergroup Conflict: Conflict between different departments or teams. Sources of Conflict in Organizations. Limited resources: Competition for budget, staff, or equipment. Communication barriers: Misunderstandings and lack of clarity. Differing goals and priorities: Between teams or individuals. Organizational structure: Hierarchical and departmental silos. Personality clashes and cultural differences. The Conflict Process and its stages. Conflicts escalation and the importance of early intervention. Conflict Management Styles (Thomas-Kilmann Model). Strategies for Effective Conflict Management. Role of Leadership in Conflict Management. Leaders as mediators and role models in conflict situations. Building a culture of trust and respect to minimize conflicts. Encouraging constructive feedback and problem-solving. Conflict Resolution in Diverse Teams. Understanding and addressing cultural differences in conflict perceptions. Leveraging diversity to foster innovative conflict solutions. Importance of inclusivity in preventing conflicts. Tools and Techniques for Managing Conflict. Facilitation: Neutral party guides the discussion. Mediation: A trained mediator helps resolve the conflict. Arbitration: A third party makes a binding decision.

TOPIC 11. Organizational Learning and Knowledge Management

Essence of Organizational Learning and Knowledge Management. Definition of organizational learning: Process of creating, retaining, and transferring knowledge within an organization. Definition of knowledge management (KM): Systematic handling of information and resources to create value. Importance of these concepts in dynamic and competitive environments. Theories of Organizational Learning. Single-loop and double-loop learning (Argyris and Schön). Learning organization theory (Peter Senge's five disciplines: systems thinking, personal mastery, mental models, shared vision, team learning). Experiential learning theory (Kolb). Types of Knowledge. Tacit knowledge: Personal, experiential knowledge (e.g., skills, intuition). Explicit knowledge: Documented, codified knowledge (e.g., manuals, databases). How organizations convert tacit to explicit knowledge (Nonaka and Takeuchi's SECI model). Knowledge Management Systems (KMS). Tools and technologies for knowledge storage and sharing. Role of AI and machine learning in enhancing KM. The Learning Organization. Characteristics: Adaptability, innovation, continuous improvement. Steps to become a learning organization. Role of leadership in fostering a culture of learning. Knowledge Sharing and Collaboration. Encouraging open communication and knowledge sharing. Building trust and reducing silos within the organization. Importance of cross-functional teams in knowledge transfer. Barriers to Organizational Learning and KM. Cultural resistance to sharing knowledge. Information overload and poor knowledge categorization. Lack of leadership commitment and technological resources. Measuring Learning and KM Success. Metrics for learning: Employee skill development, innovation rates, adaptability. Metrics for KM: Knowledge utilization rates, user satisfaction with KMS, reduction in operational errors. Organizational Learning and Competitive Advantage. KM as a tool for gaining and sustaining a competitive edge. Future Trends in Organizational Learning and KM. The role of big data and analytics in knowledge management. Virtual and augmented reality for immersive learning. Importance of lifelong learning in the era of rapid technological change.

TOPIC 12. Organizational Effectiveness and Performance

Essence of Organizational Effectiveness and Performance. Organizational effectiveness: Achieving goals with optimal resource utilization. Organizational performance: Measuring outputs against expected results. Importance of effectiveness and performance in competitive

environments. Theoretical Models of Organizational Effectiveness. Goal Attainment Model: Effectiveness as achieving stated goals. Systems Model: Input, process, and output balance for sustained effectiveness. Strategic Constituencies Model: Meeting stakeholder expectations. Competing Values Framework: Balancing flexibility, stability, internal, and external focus. Key Performance Indicators (KPIs). Financial metrics: ROI, profitability, and revenue growth. Operational metrics: Efficiency, quality, and productivity. Employee metrics: Engagement, retention, and performance reviews. Customer metrics: Satisfaction, loyalty, and Net Promoter Score (NPS). Measuring Organizational Performance. Quantitative vs. qualitative measurement techniques. Balanced Scorecard approach: Financial, customer, internal processes, and learning perspectives. Benchmarking against industry standards and competitors. Factors Influencing Organizational Effectiveness**.** Leadership and decision-making quality. Organizational culture and alignment with strategy. Resource allocation and technology adoption. Market conditions and external environment factors. Organizational Alignment and Strategy Execution. Linking organizational goals to individual and team objectives. Aligning resources with strategic priorities. Effective communication of goals across the organization. Improving Organizational Effectiveness**.** Continuous improvement strategies (e.g., Kaizen, Six Sigma). Enhancing employee engagement and development. Leveraging innovation and adaptability in dynamic markets. **Barriers to Organizational Effectiveness.** Resistance to change and poor communication. Inefficient processes and lack of resources. Misalignment between strategy and execution. External challenges like economic shifts or regulatory changes. **Future Trends in Organizational Effectiveness and Performance.** Increasing focus on agility and resilience. Integration of technology and data analytics in performance measurement. Sustainability and ethical considerations in defining effectiveness.

TOPIC 13. Innovation and Creativity in Organizations

Essence of Creativity and Innovation. Types of innovation: Product, process, organizational, marketing. The importance of creativity and innovation in achieving competitive advantage. Theories of Creativity in Organizations. Componential Theory of Creativity (Amabile): Intrinsic motivation, domain skills, and creativity-relevant processes. Mednick's Associative Theory: Originality through remote associations. Systems Theory of Creativity: Interaction between individual, domain, and field. The Innovation Process. And main stages. Role of research and development (R&D). Prototyping, testing, and iteration in innovation. Types of Innovation. Barriers to Creativity and Innovation. Fostering a Creative and Innovative Culture. Role of Leadership in Driving Innovation. Tools and Techniques for Innovation. Brainstorming, SCAMPER, and Design Thinking. Innovation frameworks: Agile, Lean Startup, and Stage-Gate process. Technology and tools (e.g., collaborative software, AI-driven innovation platforms). The role of artificial intelligence (AI) and machine learning in driving innovation. Sustainability and green innovation as emerging priorities. Collaborative innovation: Co-creating with customers, suppliers, and partners.

TOPIC 14. Ethics and Corporate Social Responsibility (CSR) in Organizations

Essence and main principles of ethics: Importance of ethics and CSR in today's global business environment. Theoretical Foundations of Ethics in Organizations. Ethical theories: Utilitarianism, deontology, virtue ethics. Ethical decision-making frameworks: Stakeholder theory, Triple Bottom Line (Profit, People, Planet). Differences between personal and organizational ethics. Principles of CSR. Economic, legal, ethical, and philanthropic responsibilities (Carroll's CSR Pyramid). Alignment of CSR with sustainable development goals (SDGs). Strategic CSR: Creating shared value for organizations and communities. Benefits of Ethics and CSR in Organizations. Challenges in Implementing Ethics and CSR. Ethical Leadership and Organizational Culture. Role of leaders in setting ethical standards and promoting CSR. Building an ethical organizational

culture: transparency, accountability, and inclusivity. Encouraging whistleblowing and ethical conflict resolution mechanisms. Global Standards and Frameworks for Ethics and CSR UN Global Compact, ISO 26000 (Social Responsibility). GRI (Global Reporting Initiative) standards for sustainability reporting. Corporate governance and its role in enforcing ethics and CSR. Impact of Technology on Ethics and CSR. Ethical considerations in artificial intelligence and data usage. Digital platforms for CSR reporting and stakeholder engagement. Role of technology in promoting transparency and accountability. The intersection of CSR and sustainable development. Role of organizations in addressing climate change and environmental challenges. Circular economy as a CSR-driven business model.

8. Course scheme

Topic	Number of hours									Control form
	Full-time			Part-time			E -learning			
	Lectures	**Seminars /practical**	**Individual work**	**Lectures**	**Seminars /practical**	**Individual**	**Lectures**	**Seminars /practical**	**Individual work**	
TOPIC 1. Organization theory and organizational development as a branch of management science	2	2	2	2	2	2	2	2	2	T, CS, P, C
TOPIC 2 The essence, basic concepts, and principles of an organization	2	2	2	2	2	2	2	2	2	T, CS, P, C
TOPIC 3 Organizational structure and design	2	2	2	2	2	2	2	2	2	T, CS, P, C
TOPIC 4 Organizational Culture and Behavior	2	-	5	-	-	6	-	-	6	T, CS, P, C
TOPIC 5 Leadership in Organizations	2	-	4	-	-	7	-	-	7	T, CA, CS, P, C
TOPIC 6 Organizational Change and Development	2	2	2	2	2	2	2	2	2	T, CA, CS, P, C
TOPIC 7 Motivation in Organizations	2	-	5	-	-	7	-	-	7	IA, T, CA, CS, P, C
TOPIC 8. Decision-Making in Organizations	2	2	2	2	2	2	2	2	2	T, CA, CS, P, C

TOPIC 9. Communication in Organizations	2	-	5	-	-	7	-	-	7	T, CA, CS, P, C
TOPIC 10. . Conflict Management in Organizations	2	-	5	-	-	7	-	-	7	T, CA, CS, P, C
TOPIC 11. Organizational Learning and Knowledge Management	2	-	5	-	-	7	-	-	7	T, CS, C
TOPIC 12. Organizational Effectiveness and Performance	2	2	2	2	2	2	2	2	2	T, CA, CS, P, C
TOPIC 13. Innovation and Creativity in Organizations	2	2	2	2	2	2	2	2	2	T, CA, CS, P, C
TOPIC 14. Ethics and Corporate Social Responsibility in Organizations	2	-	5	-	-	7	-	-	7	T, CA, CS, P, C
Total hours	**28**	**14**	**48**	**14**	**14**	**62**	**14**	**14**	**62**	-
FINAL CONTROL/ CREDITS										-
TOTAL	**90**			**90**			**90**			-

Control form
IA – individual analytical assignments
T – test, mid-term tests
CS – solving case-studies
P – oral presentation
C - credit

9. Individual assigmnent

Individual tasks are an integral part of the educational process, as they contribute to the development of analytical skills, creative thinking and independence of students.

Content of an individual educational and research task (educational project)
The individual task consists of three types of questions, task options posted on the moodle platform: 1. Open question: o Requires a detailed, detailed answer based on theoretical knowledge and analysis of additional information. o Tests your understanding of the topic, ability to formulate your own opinions and argue your position. 2. Calculation task: o Involves performing certain calculations using formulas or economic models. o Tests knowledge of economic methods and the ability to apply them in practice. 3. Situational task: o Presents a real economic problem or case that needs to be analyzed and a solution proposed. o Tests your ability to apply theoretical knowledge to solve practical problems and make informed decisions. Requirements for completing the task: • Clear structure: Answers should be logically structured, contain an introduction, main body and conclusions. • Argumentation: Each statement must be supported by arguments and references to sources. • Accuracy of calculations: When performing calculations, it is necessary to observe accuracy and use appropriate units of measurement. • Originality: Answers must be your own and contain no plagiarism. • Design: The work must be designed in accordance with the requirements specified on the moodle platform.

10. Teaching methods

In the process of studying the discipline " Organization theory and organizational development", various types of educational activities, teaching methods and technologies are used.

Types of educational activities:

1. Lectures: classes where the teacher presents theoretical and practical guidance material, analyzing the theoretical concepts and tools.

2. Seminars: interactive sessions in which students discuss topics provided, analyze case studies, and participate in group discussions that contribute to a deeper understanding of the material.

Teaching methods and technologies:

1. Presentations and multimedia materials: the use of slides, videos and graphs, which facilitate the perception of information and make the educational process more visual.

2. Active learning methods: include group projects, discussions, role-playing games, and brainstorming sessions that promote active student involvement in the process.

3. Case method: analysis of real business situations, which allows students to practically apply theoretical knowledge, develop critical thinking and decision-making skills.

Use of information technologies: interactive platforms for learning.

11. Control methods

Control measures are used to determine the success of training. Control measures include mid-term tests (2) and final control.

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

The final control is carried out to evaluate the learning results after the end of the study of the discipline (semester control) or modules separated according to the working curriculum.

During the study of this course, the following forms of current control are used: a mid-term tests.

When studying this course, the following form of semester control is used: credit.

12. Distribution of points received by students

Evaluation of student learning results is carried out according to the University scale (0-100, taking into account optional tasks - 120 points) and the national scale.

General course evaluation system: Participation in the work during the semester / credits - 70%/30%

All tasks must be written independently, plagiarism is prohibited, no references or citations are required. The quality and originality of your arguments are evaluated. The assignments should be presented in Moodle.

12.1. Scoring scheme for the course

Type of educational activity	Max score	Max total score
Solving case-studies (11 x1 point)	11	
Oral presentation (7 x2 points)	14	
Individual assignment (1 x 30 points)	30	
Mid-term test (2 x 7,5 points)	15	
Total	**70**	
Semester-module control work		**30**
Total for the course		**100**

12.2. Conditions for awarding points

1. Solving case-studies (Maximum Score – 1 Point)

- Completeness of the Solution (0.5 Point): All stages of the problem-solving process are correctly presented, and all formulas and methods are justified.
- Accuracy of Answers (0.5 Point): All numerical data and calculation results must be accurate.

2. Oral presentation (Maximum Score – 2 Points)

- Substance (1 Points): Completeness and depth of topic coverage, inclusion of relevant data and examples.
- Visual Presentation (0.5 Points): Quality of slides, use of graphics, clarity, and aesthetics.
- Communication Skills (0,5 Point): Ability to convey information to the audience, respond to questions, and engage listeners.

3. Individual Assignment (Maximum Score – 30 Points)

- Depth of Research (10 Points): Quality of topic analysis, use of various sources of information and literature.
- Structure and Formatting (10 Points): Adherence to formatting requirements, logical structure of the work, correctness of citations.
- Originality and Creativity (5 Points): Presence of personal conclusions, recommendations, and interesting ideas.
- Responses to Questions (5 Points): Engagement in presenting work results, participation in discussions, and feedback.

4. Mid-term tests (Maximum Score – 7,5 Points)

- Number of Correct Answers: Students receive 0,25 points for each correct answer (total number of tests per session is 30).

12.3. Final assessment criteria

University scale	Ukrainian Grade
90 and higher	excellent
70–89	good
50–69	satisfactory
1–49	unsatisfactory

13. Methodological provision

To attention of students: all educational and methodological materials (lecture presentations/seminar assignments/case-studies, etc.) are submitted to Moodle platform: Organization theory and organizational development: https://dist.krok.edu.ua/my/courses.php.

Link for Dspace
https://dspace.krok.edu.ua/handle/krok/1229

14. Recommended literature

Basic Literature:

1. Gangadharan, Venkatesh, and Rimi Zakaria. Industrial Organization Theory. 2455 Teller Road, Thousand Oaks California 91320 United States: SAGE Publications, Inc., 2023. http://dx.doi.org/10.4135/9781071924099
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6. Nanayakkara, Kusal, and Sara Wilkinson. "Organisational Culture Theories." In A Handbook of Theories on Designing Alignment between People and the Office Environment, 132–47. London: Routledge, 2021. http://dx.doi.org/10.1201/9781003128830-12.
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11. Pârjoleanu, Raluca. "Work Motivation Efficiency in the Workplace." Postmodern Openings 11, no. 4 (2020): 293–309. http://dx.doi.org/10.18662/po/11.4/236.
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14. Owsiak, Andrew P., J. Michael Greig, and Paul F. Diehl. International Conflict and Conflict Management. London: Routledge, 2023. http://dx.doi.org/10.4324/9781003380832.

Additional Literature:

1. Bennis, W. G., & Nanus, B. (2007). Leaders: Strategies for taking charge. Harper Business.
2. Bolman, L. G., & Deal, T. E. (2017). Reframing organizations: Artistry, choice, and leadership (6th ed.). Jossey-Bass.
3. Buchanan, D. A., & Huczynski, A. A. (2004). Organizational behavior: An introductory text (5th ed.). Pearson Education.
4. Burns, J. M. (1978). Leadership. Harper & Row.
5. Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture: Based on the competing values framework. Wiley.
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9. Dawson, P. (1994). Organizational change: A processual approach. Sage Publications.
10. Dawson, P. (2003). Understanding organizational change: The contemporary experience of people at work. Sage Publications.
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and cases: Competitiveness and globalization (11th ed.). Cengage Learning.
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15. Additional information on the discipline (educational component)

Certificates of completion for distance or online courses on the relevant topics may be credited provided that the requirements outlined in the corresponding regulation are met.

Work programme of the discipline:

Compiled by: MARYNOVYCH VIKTORIIA VOLODYMYRIVNA.

Approved: at the meeting of the Department of International Business (Protocol No. 2 dated September 17, 2024).