

Syllabus

Management of Organizations

Academic level: Master

Field of study: 07 Management and administration

Speciality: 073 Management

Educational and Professional Program «Management of Education Institution»

Number of ECTS credits - 3

Year of study, semester – 1st year, 2nd semester

Component of the educational program: compulsory

Days of classes: according to the timetable, room. 68

Consultations: In-person consultations: Tuesday: according to the timetable, room. 74

Online consultations: in the Viber group, every day from 16-00 to 17-00.

Language of instruction: English



Head of the course:	Doctor of Pedagogical Sciences, Professor of the Department of Pedagogy and Management of Education– Bodnar Oksana Stepanivna
Contact phone number of the lecturer	380672590739
E-mail of the lecturer:	Bodnarotern@ukr.net
Lecturer's web-page	http://tnpu.edu.ua/faculty/IPP/bodnar-oksana-stepan-vna.php?clear_cache=Y
Course page in Moodle	https://elr.tnpu.edu.ua/course/view.php?id=1926

Course abstract

In the curricula of EPP “Management of Education Institution” the “Management of Organizations” is a compulsory course, which should provide a generalized achievements of modern science about new forms of organizations. The “Management of Organizations” course considers theoretical and applied aspects of the content and structure of the organization as an object of management, in particular reveals the conceptual apparatus, characterizes modern theories of organization management, conditions and features of the organization, types of organizations and stages of development, methods and models of management. American models of organization, techniques and technologies of image formation of organizations. The purpose of the course is to focus on mastering the theory and practice of organization and to form the ability to select methods and technologies of management in a changing educational environment.

Educational content

Hour (lec./pract.)	Topic	Learning outcomes	PLO from EPP	Tasks
	Content module 1. Theoretical aspects of management of organizations			

2/0	Topic 1. The social nature of management	<p>Critically comprehend, select and use the necessary scientific, methodological and analytical tools for effective and efficient management of the organization in accordance with its specifics. methods of their solution.</p> <p>To know the essence of priority tasks of activity of educational institutions, normative-legal acts of functioning of the organization, to design effective systems of management of the organization.</p>	PLO1, PLO 2, PLO3.	Questions, discussion
2/0	Topic 2 General management of the educational institution. Organization as an object of management..	<p>Understand the links between the elements of the management system of the organization in unpredictable conditions, identify and understand the problems in the organization, justify the methods of solving them.</p> <p>Know the essence of the priorities of educational institutions, regulations of the organization .</p> <p>Identify and classify new tasks in the field of management, identify psychological problems in organizations and analyze them; describe, analyze and evaluate relevant objects, phenomena and processes</p>	PLO 2, PLO3, PLO 15.	Presentation, analysis of organizations
2/2	Topic 3. The image of the organization. The image of a teacher and a leader.	<p>Demonstrate leadership skills and ability to work in a team, interact with people, be socially active, responsible for the results of the educational institution, tolerant attitude to different opinions and views in a multicultural environment. Delegate authority and leadership of the organization (unit); coordinate the work of collegial governing bodies, involve in management and stimulate the most active teachers.</p> <p>Identify and classify new tasks in the field of management, identify psychological problems in organizations and analyze them; describe, analyze and evaluate relevant objects, phenomena and processes.</p>	PLO 10, PLO 12, PLO 15.	Situation analysis, image modeling
2/2	Topic 4. Methods of organization management.	<p>Know the essence of the priority tasks of educational institutions, regulations of the organization, to design effective management</p>	PLO 3, PLO 10, PLO 12.	Selection of examples of management methods.

		<p>systems of the organization. Demonstrate leadership skills and ability to work in a team, interact with people, be socially active, responsible for the results of the educational institution, tolerant attitude to different opinions and views in a multicultural environment. Delegate authority and management to the organization (unit); coordinate the work of collegial governing bodies, involve in management and stimulate the most active teachers.</p>		
2/1	Topic 5. Man in the organization.	<p>Understand the connections between the elements of the management system of the organization in unpredictable conditions, identify and understand the problems in the organization, justify methods for solving them.</p> <p>Demonstrate leadership skills and teamwork, interact with people, be socially active, responsible for results functioning of the educational institution, tolerant attitude to different thoughts and views in a multicultural environment.</p> <p>Delegate authority and management to the organization (unit); coordinate the work of collegial governing bodies, involve in management and stimulate the most active teachers.</p> <p>Argue their own point of view in the discussion on the basis of ethical considerations, accept criticism, advice and guidance; demonstrate ethical and socially responsible behavior in the management of the organization (or organizations) and their units.</p>	PLO 2, PLO 10, PLO12, PLO 23.	Comparison of expectations, practical task.
Content module 2. The main components of effective management of organizations.				
2/2	Topic 6. Features of the educational institution as a socio-pedagogical system.	<p>Critically comprehend, select and use the necessary scientific, methodological and analytical tools for effective and efficient management of the organization in accordance with its specifics.</p> <p>Use knowledge and experience in planning the activities of the</p>	PLO 1, PLO 5.	Situation analysis.

		organization in strategic and tactical terms; develop different types of plans: long-term, annual, calendar, plan of a separate event.		
1/1	Topic 7. Organizational management models of the organization.	Know the essence of the priority tasks of educational institutions, regulations of the organization, design effective management systems of the organization and develop the constituent documents of the institution taking into account the principles of educational policy and management. in organizations and carry out their analysis; describe, analyze and evaluate relevant objects, phenomena and processes.	PLO 3, PLO 15	Presentation, educational discussion
2/2	Topic 8. Organizational culture of the educational institution.	Use knowledge and experience in planning the activities of the organization in strategic and tactical sections; develop different types of plans: long-term, annual, calendar, plan of a separate event. Argue your own point of view in the discussion on the basis of ethical considerations, accept criticism, advice and guidance; demonstrate ethical and socially responsible behavior in the management of the organization (or organizations) and their units.	PLO 5, PLO 23.	Presentation, educational discussion
1/0	Topic 9. Educational environment of an educational institution: essence, structure and parameters.	Know the essence of the priority tasks of educational institutions, regulations of the organization, design effective management systems of the organization and develop the constituent documents of the institution taking into account the principles of educational policy and management.	PLO 3	Problem solving
2/2	Topic 10. Organization development program.	Know the essence of the priority tasks of educational institutions, regulations of the organization, to design effective management systems of the organization. Use knowledge and experience in planning the activities of the organization in strategic and tactical sections; develop different types of plans: long-term, annual, calendar, plan of a separate event.	PLO 3, PLO 5.	Problem lecture, drawing up a work plan.

Program competences development

Index in the matrix	Program competences
General competences	
GC 2	Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity); GC8. Ability to criticize and self-criticize, constructive react to comments.
GC 4	Ability to motivate people and move towards a common goal; formation of a stable worldview and persistence in achieving the goal;
GC 5	Ability to act on the basis of ethical considerations (motives);
GC 6	Ability to generate new ideas (creativity);
GC 8	Ability to criticize and self-criticize, constructive react to comments.
Professional competences	
PC 1	Ability to choose and use concepts, methods and tools of different types of management, in particular in accordance with national and international standards;
PC 2	Ability to establish values and develop a vision, mission, goals and criteria by which the organization determines further directions of development in accordance with state and regional educational policy and legal framework of the organization;
PC 3	Ability to take responsibility for lifelong learning, self-education, self-development and self-improvement throughout life;
PC 4	Ability to analyze the labor potential of the organization, its training, and retraining; identification of reserves and implementation of measures to increase the efficiency of use of intellectual and material resources of the organization;
PC 6	Ability to form leadership qualities and demonstrate the ability to work in a group in the process of managing the development and motivation of staff;
PC 9	Ability to create conditions that allow individuals to adequately respond to problems, analyze and structure the problems of the organization, make decisions and ensure their implementation;
PC 10	Ability to manage the organization, its changes, professionally perform all management functions in accordance with educational policy, law and job responsibilities;
PC 13	Ability to independently acquire new knowledge, use modern educational and research technologies in the field of management;
PC 15	Ability to develop autonomy, financial capacity of the organization and to represent the interests of the educational institution in cooperation with state and public organizations;
PC 18	Ability to respond to changing environmental factors, in particular to consumer demands, the interests of potential employees, competitors, use the capabilities of information technology to increase the level of competitiveness and image of the institution.

References

Main resources

1. Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organizational performance. *International journal of Engineering, Business and Management (IJEEM)*, 5.

2. Broncano, S. G., Ferreira, A. P., Nedelko, Z., Oliveira, T. C., Suryanarayana, A., & Elmas, E. T. (2017). *Productivity and Organizational Management*. Walter de Gruyter GmbH & Co KG.
3. Hislop, D., Bosua, R., & Helms, R. (2018). *Knowledge management in organizations: A critical introduction*. Oxford university press.
4. Howard-Grenville, J., Davis, G. F., Dyllick, T., Miller, C. C., Thau, S., & Tsui, A. S. (2019). Sustainable development for a better world: Contributions of leadership, management, and organizations. *Academy of Management Discoveries*, 5(4), 355-366.
5. Keles, O., & Battal, T. (2017). A model for innovation culture management in organizations (IVALUE 7). *International Journal of Innovation*, 5(3), 361-374.
6. Lateef, A., & Omotayo, F. O. (2019). Information audit as an important tool in organizational management: A review of literature. *Business Information Review*, 36(1), 15-22.
7. Maia, N., Neves, M., Barbosa, A., Carrulo, B., Araújo, N., Fernandes, A., ... & Neves, J. (2020, March). Social Role in Organizational Management Understanding People Behavior and Motivation. In *Asian Conference on Intelligent Information and Database Systems* (pp. 527-536). Springer, Singapore.
8. Novak, A., Breznik, K., & Natek, S. (2020). How leaders can initiate knowledge management in organizations: Role of leadership style in building knowledge infrastructure. *Human Systems Management*, 39(1), 37-50.
9. Xue, C. T. S. (2017). A literature review on knowledge management in organizations. *Research in Business and Management*, 4(1), 30-41.
10. Zeebaree, M., Sattar, S., Aqel, M., Qader, A. N., & Zebari, D. (2020). Impact of innovation technology in enhancing organizational management. *Int. J Sup. Chain. Mgt Vol*, 9(5), 1183.

Assessment Policy

- **Deadlines and Retaking Policy:** Entries that fail to meet deadlines without good reason are rated lower (75% of the maximum possible score per activity). The transfer of credit is subject to the permission of the dean's office if there are good reasons (for example, sick leave). Mobile devices are allowed to use only the preparation of practical tasks in the classroom.
- **Academic integrity policy.** It is forbidden to publish (partially or completely) scientific (creative) results obtained by other persons as the results of own research (creativity) and / or reproduction of published texts of other authors without indication of authorship. For violation of academic integrity, applicants may be held subject to the following academic liability: re-assessment; re-passing the relevant educational component of the educational program; expulsion from an educational institution, deprivation of an academic scholarship.
- **Attendance policy:** Attendance is usually a mandatory component of training. If necessary (remoteness of place of residence or work) or for objective reasons (participation in an academic mobility program or conference, international internship, illness, etc.), the visit can be selective in agreement with the course leader. Undergraduate training can also be done online. Under the condition of dual education, the student has the opportunity to receive a positive assessment due to the implementation of planned tasks and IDPs. In any case, students are required to meet the deadlines set for all types of work provided by the course. Missed classes can be completed at scheduled times.
- **Assessment policy.** The evaluation is always transparent, if necessary with justification. Students who do not have academic arrears as a result of the current control are admitted to the test.

Assessment

The final grade for the course is calculated as follows:

Types of assessment	% from the final assessment
Module 1 (Topics 1-5) written assignment	30
Module 2 (Topics 6-11) written assignment	30
Final assessment (credit)	40
Total	100

Student assessment scale:

ECTS	Mark	Content
A	90-100	credited
B	85-89	credited
C	75-84	credited
D	65-74	credited
E	60-64	credited
FX	35-59	Fail with a retake possibility
F	1-34	Fail with compulsory course re-studying

Prerequisites

The effectiveness of mastering the content of the discipline will increase significantly if the graduate has previously mastered the material of such courses as: “Theoretical and Applied Fundamentals of Management”, “Human Resource Management”, “Psychology of Management”, “Educational Activity of The Educational Institutions Management”.

Course format

Blended – the course is supported in the Moodle system, has a structure, content, tasks and evaluation system. Blended Learning - teaching the course involves a combination of traditional forms of classroom learning with elements of e-learning, which uses special information technology, interactive elements, online counseling and more.

Materials of educational and methodical support are prepared for the syllabus:

- educational content (texts of lectures, presentations, videos, etc.);
- tasks for final control,
- e-learning in Moodle.