

**NATIONAL AVIATION UNIVERSITY**  
**Faculty of Economics and Business Administration**

**Department of Management International Business**

**Guidelines for the organization of independent work of students**

**discipline "Organizational Behavior"**

for studentiv\_3\_kursu

073 specialty "Management"

Compiled by Prof. A. Palyvoda

Lecture reviewed and approved  
Department of Management at the meeting of  
IBA

Protocol number of \_\_\_\_ " \_\_\_\_ " \_\_\_\_\_  
20\_\_r.

Head of the Department \_\_\_\_\_  
O.Ilyenko

**Kyiv - 2018**

UDC 378.14: 658: 339.5 (076.5)

BBK U291.21R  
M 502  
Compiled AM Madcap

Reviewer: VM Marchenko - Doctor of Economics, professor at the National Technical University "KPI"

Adopted by the scientific and methodological Editorial Board of Education and Research Institute of Economics and Management of NAU (Minutes № \_\_\_\_, from "\_\_\_\_" \_\_\_\_\_ 20\_\_r).

**M 502 Organizational behavior.**

Guidelines for the organization of independent work of students of specialty 8.03060104 "International Management" / life. A. Palyvoda- K .: NTU "Polytechnic University", 2018. - 35C.

In the guidelines provided general instructions for practical tasks and objectives of the main sections of discipline "Organizational Behavior" and guidelines for solving situational problems.

Designed for full-time students and distance learning specialty 8.03060104 "International Management".

Calculated on university students enrolled in the program and masters in the implementation of module-rating technology into the learning process.

## INTRODUCTION

The course "Organizational Behavior" is taught to students majoring 7 / 8.03060104 "International Management".

She is a random block of disciplines corresponding state standard of training.

The subject of discipline is the essence, the main theoretical and practical aspects of organizational behavior in modern companies.

The peculiarity of teaching "Organizational Behavior" is the study of organizational behavior as a distinct field of study that examines the impact of managers, management structures on the efficiency of work, the mission of every employee in the team.

Understanding human behavior plays an important role in determining organizational effectiveness, which is the cause of development and the inclusion of appropriate techniques in conjunction with curriculum training. Organizational issues, problems of staff in modern conditions become important as the behavior of people in all types of organizations, and therefore require separate scrutiny. Therefore, the purpose of teaching is to develop future managers in modern management thinking and systems specialist knowledge of organizational behavior and making appropriate management decisions.

Handout discipline is structured in a modular manner and consists of two training modules, namely:

- training module №1 "Organization management system"
- training module №2 "Personality and organization", each of which is logically complete, relatively independent, integral parts of the curriculum, which involves mastering of module tests and analysis of their performance.

Discipline "Organizational Behavior" knowledge-based disciplines such as: "Information systems in management", "International Economic Relations" and is the basis for the study of such subjects as "Organizational Behavior", "International monetary relations", etc. .

Situational objectives and common and specific problems solved based on techniques developed by teachers and the Department of Management International Business NAU.

### **Module №1 «Organization Management System»**

## Workshop 1.1

### Organization and organizational environment

1. The concept of organization. Development organizations and their common characteristics.
2. Organizational environment.
3. Formation of organization.
4. Organizational development as an object of control.

#### Question (tasks) independent work

1. *Rozvytok modern forms of organizations as a means to adapt to changing business environment.*
2. *Orhanizatsiya: internal and external environment in modern conditions.*
3. *Block building modern organizations.*
4. *The dominant factors of organizational development of enterprises in the national economy.*

#### literature

1. *Gromov AN Latfullyn GR Orhanyzatsyonnoepovedenye. - SPb .: Peter, 2008. - 432 p.*
2. *Mostenska T., V. Novak, Lutsk MG, MA Minenko Management: Textbook. - K .: Constellation, 2007. - 690 p.*
3. *Novak VA, Makarenko LG, MG Lutsk Information support management. Tutorial - K .: Condor, 2006. - 462 p.*
4. *Raigorodskii D.Ya. Orhanyzatsyonnoepovedenye. - M .: Bahr M, 2006. - 752 p.*
5. *SP Robbynz Osnovy orhanyzatsyonnohopovedenyya. - S-Pb .: Williams, 2006. - 448 p.*

#### Guidelines

1. Opratsyuvaty literature and answer questions in the form of essays.
2. Prochytyaty process and Commercial Code of Ukraine parts: Chapter 4. The economic activities of commercial (business) and Section II. Entity.
3. Based on the literature worked to prepare answers to questions for self-control.

#### Questions

1. *What is meant by the term "organization"? What types of organizations exist?*
2. *What are the components of the organizational environment?*
3. *Dayte definition of formal and informal organizations.*
4. *What organizational development factors are crucial in today's business environment?*
5. *What are the stages of organization you know?*

## Topic 1.2: Managing Organizational Change

1. The nature of organizational change.
2. External environment variables and internal organization.
3. Efficiency and models of organizational change.
4. Resistance to organizational change.

### Question (tasks) independent work

1. *Components models, reflecting the main approaches to managing change in organizations. The basic model of change: evolutionary and revolutionary change.*

2. *Description and comparative analysis of models of organizational change practices oriented "people and culture".*

3. *Factors that determine the need and extent of changes in the organization. Levels of change: individual, group (team) changes, organizational changes.*

4. *The main problem management model and organizational changes. (Three-step model Levin, technology intervention model, the model of "research - action" model of managing organizational change Hreysnera L., J. model change management. Cotter, model changes planned (R. Lippita, J. Uatsona, B. Uestli) .*

5. *Reasons for resistance to change. Model "force field" Lewin. Techniques manipulation. Methods to overcome resistance to change.*

### literature

1. *Ashmaryna SI Upravlenyeyzmenenyamy: ucheb.posob. / S.Y.Ashmaryna, B.N.Herasymov. - M.: RydHrupp, 2011. - 208 p. - (Nat. Эkon. Education).*
2. *Vihansky AS Management / OS Vihansky, AI Naumov. - [3rd ed.]. - Moscow: Gardarica, 2010. - 320 p.*
3. *M. Green Upravlenyeyzmenenyamy; Trans. with English. / M. Green-Petersburg.: DC, 2007. - 360 p.*
4. *Gromov AN Latfullyn GR Orhanyzatsyonnoepovedenye. - SPb.: Peter, 2008. - 432 p.*
5. *Mostenska T., V. Novak, Lutsk MG, MA Minenko Management: Textbook. - K.: Constellation, 2007. - 690 p.*
6. *Novak VA, Makarenko LG, MG Lutsk Information support management. Tutorial - K.: Condor, 2006. - 462 p.*
7. *Raigorodskii D.Ya. Orhanyzatsyonnoepovedenye. - M.:Bahr M, 2006. - 752 p.*
8. *SP Robbynz Osnovy orhanyzatsyonnohopovedenyya. - S-Pb.:Williams, 2006. - 448 p.*

### Guidelines

1. Opratsyuvaty literature and answer questions in the form of essays.

2. Based on the literature worked to prepare answers to questions for self-control.

### Questions

1. *What caused serious systemic structural changes of modern enterprises?*
2. *Uncover and justify the features and content of each of the concepts of "change management", "management of change".*
3. *What are the goals of change management? What are the main components of the process of managing change in the workplace.*
4. *What modern complex phenomena necessitate changes in economic activity?*
5. *Explain the need for complex changes in the features of modern organizations and management.*
7. *What is the structural approach to change management in enterprises, provide examples.*
8. *At what levels conduct change management in enterprises; provide their comparative characteristics.*
9. *Information on which areas the implementation of management changes required by the State Statistics Committee of Ukraine of modern enterprises.*
10. *What criteria can conduct classification management changes?*
11. *Explain changes in individual behavior of workers form the basis of planned organizational changes in enterprises.*
12. *What variables are defined as key parameters in the system model change management in organizations?*
13. *Which methods of long-term organizational change is the general character? Justify your answer.*
14. *Explain what is the natural resistance to change on the part of individuals or groups in the organization.*
15. *Why should organize and analyze the causes of resistance to change?*
16. *What are the reasons for resistance to organizational changes and explain the nature of the expected losses and other workers due to fear change.*
17. *What is the difference manifestation of resistance to change at different levels: organizational, group, individual level?*
18. *What aspects of their work should pay attention to managers to support change and reduce resistance to change?*

### Topic 1.3: Organizational Culture

1. The concept of structural elements and features of the organizational culture.
2. Functions of organizational culture.
3. Classification of organizational culture.
4. System support organizational culture methods.

### Question (tasks) independent work

1. *Organizational culture and performance of the company.*
2. *Organizational culture: concept, function, logic forming elements.* 3. *Features types of culture organizations.*
4. *Social mechanisms of formation and development of organizational culture.*

#### literature

1. *Andreeva IV, Betyna OB Organizational Culture: Uchebnoeposobyе. / IV Andreeva, OB Betyna - St. Petersburg .: St. Peterburhskyyhosudarstvennyyuzhenerno-ekonomycheskyyuniversitytet ", 2010. - 293 p.*
2. *Gromov AN Latfullyn GR Orhanyzatsyonnoepovedenye. - Spb .: Peter, 2008. - 432 p.*
3. *Mostenska T., V. Novak, Lutsk MG, MA Minenko Management: Textbook. - K .: Constellation, 2007. - 690 p.*
4. *Novak VA, Makarenko LG, MG Lutsk Information support management. Tutorial - K .: Condor, 2006. - 462 p.*
5. *Raigorodskii D.Ya. Orhanyzatsyonnoepovedenye. - M .:Bahr M, 2006. - 752 p.*
6. *Robbynz SP Osnovyiorhanyzatsyonnohopovedenyya. - S-Pb .:Williams, 2006. - 448 p.*

#### Guidelines

1. *Opratsyuvaty literature and answer the question topic.*
2. *Opratsyuvaty literature and describe cross-cultural relationships between domestic and European companies.*

#### Questions

1. *Describe subsystems organizational culture: ideal and material.*
2. *As main characteristics evolutionary model of culture affect organizational behavior?*
3. *Describetseleratsionalno culture model.*
4. *Compare models of corporate and civic culture.*
5. *Identify the characteristics of organizational culture.*
6. *What types of organizational culture you know?*
7. *Give sutnistne rivnivproyavu definition of organizational culture: bazovh representations declared values artifacts.*
8. *Describe the relationship between the counterculture and informal organization.*
9. *What are the different types of counterculture?*
10. *What is the direct opposition to the values of the dominant culture?*
11. *What are the manifestations of opposition power structures within the dominant culture you can call?*

### **Module №2 «Personality and organization»**

## 2.1 Subject: Theoretical Foundations of individual behavior in organizations

1. Basic theory of individual behavior in organizations.
2. Personal development organization.
3. Human behavior in the organization.
4. Models of organizational behavior of the individual.

### Question (tasks) independent work

1. *Modeli behavior of the individual in the organization.*
2. *Ways to control the behavior of the individual in the organization.*
3. *Social norms as regulators person's behavior.*
4. *Social position and role of the individual in the organization.*

### literature

1. *Hromova AN Latfullyn GR Orhanyzatsyonnoepovedenye. - SPb .: Peter, 2008. - 432 p.*
2. *Mostenska T., V. Novak, Lutsk MG, MA Minenko Management: Textbook. - K .: Constellation, 2007. - 690 p.*
3. *Novak VA, Makarenko LG, MG Lutsk Information support management. Tutorial - K .: Condor, 2006. - 462 p.*
4. *Raigorodskii D.Ya. Orhanyzatsyonnoepovedenye. - M .: Bahr M, 2006. - 752 p.*
6. *Robbynz SP Osnovy orhanyzatsyonnohopovedenyya. - S-Pb .: Williams, 2006. - 448 p.*

### Guidelines

1. *Oharakteryzuvatysposoby control the behavior of the individual in the organization on the example of famous domestic and foreign companies.*
2. *Napysaty reports of the above topics.*
3. *Describe social norms, which have a decisive influence on the performance of the organization.*

### Questions

1. *Expand the concept of "position of the individual."*
2. *Describe the scientific approaches to understanding the position of the individual.*
3. *Define the term "social role", "personal development".*
4. *What are the factors that contribute to the effective implementation of organizational functional roles.*
5. *What is a "professional deformation" ?.*
6. *Bring the importance of the features mentioned liability for the manager.*
7. *What do you mean by the term "social norm"?*
8. *Describe the functioning of such rules in a small group.*



9. *Describe the basic functions of social norms.*
10. *What is the social position and what is the role of the individual in the organization?*

## 2.2 Subject: Formation of group behavior in the organization

1. Basics of group behavior. Formal and informal groups.
2. Efficiency working groups.
3. The effectiveness of teamwork.

### Question (tasks) independent work

1. *Features of influence of informal groups in the organization.*
2. *Functional and behavioral characteristics of group roles by the method of M. Bilbina.*
3. *Basic model of group integration.*
4. *Methodological approaches to efficient work groups.*

### literature

1. *Gromov AN Latfullyn GR Orhanyzatsyonnoepovedenye. - SPb .: Peter, 2008. - 432 p.*
2. *Mostenska T., V. Novak, Lutsk MG, MA Minenko Management: Textbook. - K .: Constellation, 2007. - 690 p.*
3. *Novak VA, Makarenko LG, MG Lutsk Information support management. Tutorial - K .: Condor, 2006. - 462 p.*
4. *Raigorodskii D.Ya. Orhanyzatsyonnoepovedenye. - M .:Bahr M, 2006. - 752 p.*
5. *SP Robbynz Osnovy orhanyzatsyonnohopovedenyya. - S-Pb .:Williams, 2006. - 448 p.*

### Guidelines

1. *Opratsyuvaty literature and answer questions in the form of essays.*
2. *Based on the literature worked to prepare answers to questions for self-control.*

### Questions

1. *What factors depends on the effectiveness of groups?*
2. *How does the performance of a group of external conditions of its operation?*
3. *How does the performance of the possibility of group members?*
4. *What is meant by the role played by the individual in the group? What does the term "role ambiguity" and "role conflict"?*
6. *What types of rules defining the behavior of a group?*
7. *emerging status of each team member?*
8. *What do you know forms of organization of the groups? What are their advantages and disadvantages?*

9. *What is the connection between the size of the group and the efficiency of its operation?*

10. *What is the relationship between the composition of the group and the efficiency of its operation?*

### 2.3 Subject: Organization Leadership

1. The essence of leadership in the organization.
2. The development of leadership potential.
3. Osobysti a leader and leadership styles.
4. Management of leadership in organizations.

Question (tasks) independent work

1. *Manager and leader: common and different features; requirements for competence.*
2. *The need for the formation of leadership skills for managers. Features of thought leaders and their expectations of senior management.*
3. *Approaches to allocation of management styles: an approach in terms of personal characteristics, behavioral approach, situational approach.*
4. *Managing leadership in modern domestic and European companies.*

literature

1. *Gromov AN Latfullyn GR Orhanyzatsyonnoepovedenye. - SPb .: Peter, 2008. - 432 p.*
2. *Mostenska T., V. Novak, Lutsk MG, MA Minenko Management: Textbook. - K .: Constellation, 2007. - 690 p.*
3. *Novak VA, Makarenko LG, MG Lutsk Information support management. Tutorial - K .: Condor, 2006. - 462 p.*
4. *Raigorodskii D.Ya. Orhanyzatsyonnoepovedenye. - M .: Bahr M, 2006. - 752 p.*
5. *SP Robbynz Osnovy orhanyzatsyonnohopovedenyya. - S-Pb .: Williams, 2006. - 448 p.*

Guidelines

1. *Oharakteryzuvaty nature and terms of leadership potential in the management of companies.*
2. *Pdhotuvaty essay on leadership organizational leaders known companies (optional).*

Questions

1. *What is the essence of leadership in the organization. Who can be considered a leader?*
2. *What are the main approaches to the development of leadership potential you know?*

3. What personal qualities of leaders determine its ability to become a leader?
4. Describe the basic styles of leadership.
4. What are the key factors of effective management leadership in organizations?

#### Topic 2.4: Motivation and organization performance

1. Current approaches to financial motivation.
2. Internal and external motivation and the motivation of the workforce.
3. Modern approaches to motivate employees of the organization.

#### Question (tasks) independent work

1. *Types of motives and motivation mechanism.*
2. *The system needs of the worker and its implementation in the effective management.*
3. *Current approaches do materialnoho and intangible incentives for staff in companies.*
4. *Examples of intangible incentives for staff in domestic and foreign companies.*

#### literature

1. *Mr. Armstrong practice upravlenyyachelovecheskymy resources. - M .: Peter, 2012. - 848 p.*
2. *Hromova AN Latfullyn GR Orhanyzatsyonnoepovedenye. - SPb .: Peter, 2008. - 432 p.*
3. *Mostenska T., V. Novak, Lutsk MG, MA Minenko Management: Textbook. - K .: Constellation, 2007. - 690 p.*
4. *Novak VA, Makarenko LG, MG Lutsk Information support management. Tutorial - K .: Condor, 2006. - 462 p.*
5. *Raigorodskii D.Ya. Orhanyzatsyonnoepovedenye. - M .: Bahr M, 2006. - 752 p.*
6. *Robbynz SP Osnovy orhanyzatsyonnohopovedenyya. - S-Pb .: Williams, 2006. - 448 p.*

#### Guidelines

1. Prepare a detailed report to determine the differences between external and internal methods of motivation.
2. Determine the level of effectiveness of different methods of material incentives work for a particular enterprise (optional).

#### Questions

1. *Describe the content theories of motivation.*
2. *Expand the content of procedural theories of motivation.*
3. *What are the conditions that enable the effective motivation of staff.*

#### 4. *What is the nature of internal and external motivation of staff?*

### Topic 2.5: Managing the behavior of the individual in the organization

1. Socio-psychological characteristics of personality and behavior management of the organization.
2. Conflict management in organizations. Classification of conflicts.
3. Work with people with complex character.

#### Question (tasks) independent work

1. *Methods to overcome and prevent interpersonal conflict.*
2. *Leadership in overcoming the conflict.*
3. *Team and its role in resolving industrial conflict.*
4. *Methods of predicting conflicts.*
5. *Methods of predicting conflicts.*

#### literature

1. *Gromov AN Latfullyn GR Orhanyzatsyonnoepovedenye. - SPb .: Peter, 2008. - 432 p.*
2. *Mostenska T., V. Novak, Lutsk MG, MA Minenko Management: Textbook. - K .: Constellation, 2007. - 690 p.*
3. *Novak VA, Makarenko LG, MG Lutsk Information support management. Tutorial - K .: Condor, 2006. - 462 p.*
4. *Raigorodskii D.Ya. Orhanyzatsyonnoepovedenye. - M .:Bahr M, 2006. - 752 p.*
5. *SP Robbynz Osnovy orhanyzatsyonnohopovedenyya. - S-Pb .:Williams, 2006. - 448 p.*

#### Guidelines

1. To study literature and answer questions in the form of essays.
2. Based on the literature worked to prepare answers to questions for self-control.

#### Questions

1. *List the important socio-psychological characteristics that play a key role in the organizational behavior of the individual.*
2. *What are the main problems arising in the organization of managers control the behavior of the individual in the organization?*
3. *What is the conflict? What are the main types of conflicts arising in the organization?*
4. *List the main causes of destructive conflicts in the organization.*
5. *What are the basic models work with people with complex character you know?*

