



COURSE SYLLABUS

« LEADERSHIP, COMMUNICATION MANAGEMENT AND TEAM INTERACTION »

Degree of higher education – Bachelor

Specialty: 073 "Management"

Educational-professional program "Management"

Year of study 1/2/4, **semester** 2/4/8

Form of education: full-time, part-time

Number of ECTS credits: 8

The language of teaching: English

Course lecturer

Oksana Havrysh, PhD in Economics, Associate Professor, Associate Professor of the Department of Management named after Professor J. S. Zavadskyi

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Course page in eLearn

<https://elearn.nubip.edu.ua/course/view.php?id=5093>

COURSE DESCRIPTION

The purpose of the academic discipline is to form in the future specialists a system of theoretical knowledge and practical skills in leadership, communication management and team interaction. The tasks of the academic discipline are theoretical and practical training of the applicants of high education in leadership, organization of effective communication, building teamwork, development of general competencies regarding the use of leadership potential in professional activities, conflict resolution, persuasion and negotiation, mastering methods and tools for forming an effective team and communication interaction, distribution of roles and management of the team as a whole system.

Competence acquisition:

Integral competence (IC): Ability to solve complex specialized tasks and practical problems, which are characterized by complexity and uncertainty of conditions, in the field of management or in the learning process, which involves the application of theories and methods of social and behavioral sciences.

General competences (GC):

GC 2. Ability to preserve and multiply moral, cultural, scientific values and multiply the achievements of society based on an understanding of the history and patterns of development of the subject area, its place in the general system of knowledge about nature and society and in the development of society, technology and technology, use different types and forms of motor activity for active recreation and leading a healthy lifestyle.

GC 3. Ability to abstract thinking, analysis, synthesis.

GC 4. Ability to apply knowledge in practical situations.

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

GC 8 Skills of using information and communication technologies.

GC 9. Ability to learn and master modern knowledge.

GC 10. Ability to conduct research at the appropriate level.

GC 11. Ability to adapt and act in a new situation.

GC 13. Appreciation and respect of diversity and multiculturalism.

GC 15. Ability to act on the basis of ethical considerations (motives).

Special (professional) competences (SC):

SC 3. Ability to determine the prospects of the organization's development.

SC 4. Ability to determine the functional areas of the organization and the connections between

them.

SC 5. Ability to manage the organization and its divisions through the implementation of management functions.

SC 6. Ability to act socially responsibly and consciously.

SC 7. Ability to choose and use modern management tools.

SC 8. Ability to plan the activities of the organization and manage time.

SC 11. Ability to create and organize effective communications in the management process.

SC 12. Ability to analyze and structure organizational problems, form reasonable solutions.

SC 13. Understand the principles and norms of law and use them in professional activities.

SC 14. Understand the principles of psychology and use them in professional activities.

SC 15. Ability to form and demonstrate leadership qualities and behavioral skills.

Program learning outcomes (PLO):

PLO 2. Preserve the moral, cultural, scientific values and increase the achievements of society, to use various types and forms of motor activity to lead a healthy lifestyle.

PLO 3. Demonstrate the knowledge of theories, methods and functions of management, modern concepts of leadership.

PLO 9. Demonstrate the skills of interaction, leadership, teamwork.

PLO 10. Have the skills to justify effective tools for motivating the organization's personnel.

PLO 11. Demonstrate the skills of situation analysis and communication in various areas of the organization.

PLO 14. Identify the causes of stress, adapt yourself and team members to a stressful situation, find means to neutralize it.

PLO 15. Demonstrate the ability to act socially responsibly and socially conscious on the basis of ethical considerations (motives), respect for diversity and interculturality.

PLO 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.

COURSE STRUCTURE

Topic	Hours (lectures / practical, seminar)	Learning outcomes	Tasks	Evaluation
2 semester				
BLOC 1 LEADERSHIP				
Content module 1. Theoretical aspects of leadership				
Topic 1. Leadership as a social phenomenon.	3/3	Understand the main theoretical aspects of leadership. Know the basic concepts of leadership, its types and meanings; evolution of leadership theories; types and characteristics of leadership styles; peculiarities of formation the leadership potential and individual development of the leader's skills, his power. Be able to distinguish who in the team has leadership qualities; to carry out a comparison of foreign and Ukrainian	Preparation of reports, abstracts, presentations for the seminar. Execution of a practical task, independent work in elearn.	10
Topic 2. Development of leadership theories.	2/2			10
Topic 3. The leader as a personality.	4/4			15
Topic 4. Development of individual leadership potential.	4/4			15

Topic 5. The power of the leader.	2/2	experience in the formation of leadership theories; determine in practice what leadership style is characteristic of a certain personality and how his leadership qualities are developed; distinguish the power of the leader in the collective of the organization.		10
Tasks for individual work to module 1				10
Module test 1				30
Total for the module 1				100
Content module 2. The role and significance of the leader's activity in the team				
Topic 6. Activity of the leader in the team.	2/2	Understand the role and significance of the leader's activity in the team.	Preparation of reports, abstracts, presentations for the seminar. Execution of a practical task, independent work in elearn.	15
Topic 7. The leader and his place in resolving conflict situations.	4/4	Know the role of the leader in the team, his place in resolving conflict situations; the process of preparing a leader for a public speech; types and features of leadership ethics; the role of a leader in stressful situations.		10
Topic 8. Leadership and effective communication.	4/4	Be able to single out a leader in a team; resolve conflict situations and make group decisions; speak publicly and correctly form the image of a leader; use leadership ethics in practice and manage stress in various situations.		20
Topic 9. Leadership ethics.	2/2			5
Topic 10. Stress management.	3/3			10
Tasks for individual work to module 2				10
Module test 2				30
Total for the module 2				100
Total for educational work	$0,7 \cdot (R_{3M1} + R_{3M2})$ $R_{HP} = \frac{\dots}{2}$			70
Final control (credit)				30
Total for the course	$R_{DIS} = R_{HP} + R_{AT}$			100

Topic	Hours (lectures / practical, seminar)	Learning outcomes	Tasks	Evaluation
4 semester				
BLOC 2 COMMUNICATION MANAGEMENT				
Content module 3. Theoretical aspects of communication management				
Topic 11. The essence and concept of information and communication in management.	2/2	Understand the main theoretical aspects of communications management. Know the basic concepts of information and communications in management; conceptual foundations of communication management; peculiarities of verbal and non-verbal communication. To be able to distinguish information by its types and separate communications in management; determine in practice the peculiarities of communication management in organizations; distinguish between verbal and non-verbal communication and use it in various practical situations.	Preparation of reports, abstracts, presentations for the seminar. Execution of a practical task, independent work in elearn.	20
Topic 12. Conceptual foundations of communication management.	2/2			20
Topic 13. Verbal and non-verbal communication.	3/3			20
Tasks for individual work to module 3				10
Module test 3				30
Total for the module 3				100
Content module 4. Effective business communication				
Topic 14. Service communication. Business meetings.	2/2	Understand the role and importance of effective business communication. Know the types of communication and business meetings; forms of business communication; organization of the communication process in the external environment; a list of possible difficulties and communication barriers. Be able to separate official communication and organize	Preparation of reports, abstracts, presentations for the seminar. Execution of a practical task, independent work in elearn.	15
Topic 15. Forms of business communication. Public speeches.	2/2			15
Topic 16. Communication process in the external environment of the organization.	2/2			15

Topic 17. Communication difficulties and barriers.	2/2	business meetings; properly prepare for business communication; communicate effectively with subjects of the organization's external environment; to distinguish in practice difficulties and barriers during the communication process.		15
Tasks for individual work to module 4				10
Module test 4				30
Total for the module 4				100
Total for educational work	$0,7 \cdot (R_{3M1} + R_{3M2})$ $R_{HP} = \frac{\dots}{2}$			70
Final control (credit)				30
Total for the course	$R_{ДНС} = R_{HP} + R_{AT}$			100

Topic	Hours (lectures / practical, seminar)	Learning outcomes	Tasks	Evaluation
8 semester				
BLOC 3 TEAM INTERACTION MANAGEMENT				
Content module 5. The essence and meaning of team interaction				
Topic 18. Theoretical foundations of the formation of groups and teams in organizations.	2/4	Understand the main theoretical aspects of team interaction. Know the theoretical principles of forming groups and teams in organizations; the process of organizing the work of teams; types of organizational models of joint activity in teams; methods of forming an effective team.	Preparation of reports, abstracts, presentations for the seminar. Execution of a practical task, independent work in elearn.	20
Topic 19. Work of collectives and teams of organizations.	2/4	Be able to form groups and teams in the organization; to determine how effective the work of teams and teams of the organization is; organize the team's activities and separate the duties of each employee in it; in practice to determine whether		20
Topic 20. Organizational models of joint activity in teams. Methods of forming an effective team.	2/4			20

		the team is effective.		
Tasks for individual work to module 5				10
Module test 5				30
Total for the module 5				100
Content module 6. Group aspects of team interaction				
Topic 21. Team management. Development of interaction skills in teamwork.	2/4	Understand the group aspects of team interaction. Know the essence of team management and the development of interaction skills in teamwork; the process of assuming responsibility and organizing work motivation in a team environment; a list of available approaches and tools for the formation of a favorable social and psychological climate in the team. Be able to manage teams; develop in practice the skills of interaction in teamwork; form approaches to work motivation in a team environment; to form a favorable social and psychological climate in the team in accordance with various practical situations.	Preparation of reports, abstracts, presentations for the seminar. Execution of a practical task, independent work in elearn.	20
Topic 22. Responsibility and motivation in a team environment.	2/4			20
Topic 23. Approaches and tools of forming a favorable social and psychological climate in the team.	2/4			20
Tasks for individual work to module 6				10
Module test 6				30
Total for the module 6				100
Total for educational work	$0,7 \cdot (R_{3M1} + R_{3M2})$ $R_{HP} = \frac{\dots}{2}$			70
Final control (exam)				30
Total for the course	$R_{DHC} = R_{HP} + R_{AT}$			100

EVALUATION POLICY

<i>Deadline and recompilation policy:</i>	Works that are submitted in violation of deadlines without good reason are evaluated at a lower grade. Relocation of modules is with the permission of the teachers who provide the course, if there are good reasons (for example, hospital).
<i>Academic integrity policy:</i>	Copying (copying the text) during written tests and exams is prohibited. The use of mobile devices is allowed only with the permission of the teacher during online testing and preparation of practical tasks. Independent works in the form of abstracts, reports, presentations must have correct text links to the used information sources.
<i>Visiting policy:</i>	Attendance is mandatory. For objective reasons (for example, illness, international internship) training can take place individually at a distance (online form in consultation with the dean of the faculty and the lecturer of the course).

STUDENT EVALUATION SCALE

Rating of the applicant of higher education, points	National grade based on credit results	National grade based on exam results
90-100	credited	excellent
74-89		good
60-73		satisfactory
0-59	not credited	unsatisfactory

RECOMMENDED SOURCES OF INFORMATION

1. Адізес І. Командне лідерство. Як порозумітися з будь-яким менеджером. Київ : Наш формат, 2019. 304 с.
2. Афанасьєва Т. О., Гревцева Є. О. Організація ефективної командної взаємодії в умовах дистанційної роботи педагогічних працівників. *Open educational e-environment of modern University*. 2021. № 10. С. 20–32.
3. Балановська Т. І., Гавриш О. М. Методичні вказівки до вивчення дисципліни «Leadership theory» для здобувачів першого (бакалаврського) рівня вищої освіти. Київ : ЦП "КОМПРИНТ", 2022. 192 с.
4. Бурмака Т. М., Великих К. О. Комуникативний менеджмент: конспект лекцій (для студентів бакалаврату всіх форм навчання спеціальності 073 – Менеджмент). Харків : ХНУМГ ім. О. М. Бекетова, 2019. 69 с.
5. Васильченко М. І, Гришко В. В. Комуникативний менеджмент: навчальний посібник. Полтава : ПолтНТУ, 2018. 228 с.
6. Вербовська Л. С., Боднар Г. Ф., Микитюк Н. Є. Технології лідерства в організації : конспект лекцій. Івано-Франківськ : Вид-во «ІФНТУНГ», 2021. 80 с.
7. Войтко С. В., Мельниченко А. А. Лідерство та антикризовий менеджмент : підручник. Київ : КПІ ім. Ігоря Сікорського. Вид-во «Політехніка», 2021. 194 с.
8. Воронкова В. Г., Беліченко А. Г., Мельник В. В. Етика ділового спілкування : навчальний посібник для ВНЗ. Львів, 2017. 312 с.
9. Гавриш О. М, Драмарецька К. П. Роль лідера при управлінні організаційними змінами в підприємстві. *Біоекономіка і аграрний бізнес*. 2022. Том 13. № 3. URL: <http://journals.nubip.edu.ua/index.php/Bioeconomy/article/view/16557>.

10. Гавриш О. М., Драмарецька К. П., Голік В. В., Зоргач А. М. Методичні вказівки до вивчення дисципліни «Теорія лідерства» для здобувачів вищої освіти першого (бакалаврського) рівня вищої освіти зі спеціальності 073 «Менеджмент» освітньо-професійної програми «Менеджмент». Київ : ЦП «КОМПРИНТ», 2023. 158 с.
11. Гавриш О. М., Драмарецька К. П., Грозовський М. С. Роль корпоративної культури у мотивації персоналу підприємства. *Ефективна економіка*. 2021. № 12. URL: <http://www.economy.nayka.com.ua/?op=5>.
12. Гавриш О. М., Драмарецька К. П., Добрівська М. В., Аксентюк М. М., Восколупов В. В., Голік В. В. Лідерство : навчальний посібник для здобувачів першого (бакалаврського) рівня вищої освіти спеціальності 073 Менеджмент. Київ : ЦП «КОМПРИНТ», 2023. 515 с.
13. Гавриш О. М., Драмарецька К. П., Троян А. В., Вакуленко В. Л., Власенко Т. О. Методичні вказівки з дисципліни «Лідерство, управління комунікаціями та командною взаємодією» для здобувачів першого (бакалаврського) рівня вищої освіти спеціальності 073 Менеджмент освітньо-професійної програми «Менеджмент» Київ, 2023. 302 с.
14. Гавриш О. М., Зоргач А. М. Вплив лідера на управління конфліктами в колективі підприємства. *Український журнал прикладної економіки та техніки*. 2022. № 4. С. 239–244. URL: <http://ujae.org.ua/vplyv-lidera-na-upravlinnya-konfliktamy-v-kolektyvi-pidpryyemstva/>.
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16. Лідерство та команда в публічному управлінні : конспект лекцій / укл.: К. В. Таранюк, Я. В. Кобушко. Суми : Сумський державний університет, 2020. 175 с.
17. Лугова В. М., Голубев С. М. Основи самоменеджменту та лідерства : навч. посіб. Харків : ХНЕУ ім. С. Кузнеця, 2019. 212 с.
18. Скібіцький О. М. Лідерство та стиль роботи менеджера : навч. посіб. Київ : ЦУЛ, 2019. 192 с.
19. Теорія і практика формування лідера : навч. посіб. / О. Г. Романовський, Т. В. Гура, А. Є. Книш, В. В. Бондаренко. Харків, 2017. 100 с.
20. Balanovska T., Havrysh O., Zorgach A., Holik V. Methodological instructions to study the discipline “Leadership, Communications and Teamwork Management (Leadership)” for applicants of the first (bachelor) level of higher education from specialty 073 “Management” educational and professional program “Management”. Kyiv, 2023. 253 p.
21. Havrysh O., Dramaretska K. Leadership : textbook for students of higher education of the first (bachelor) level of specialty 073 Management. Kyiv : TsP "KOMPRYNT", 2022. 458 p.