

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF
UKRAINE**

Department of Production and Investment Management

APPROVED

Faculty of Agricultural Management

“ ” _____ 2026

CURRICULUM OF ACADEMIC DISCIPLINE

«PROJECT TEAM MANAGEMENT»

Area of knowledge	<u>07 Management and Administration</u>
Specialty	<u>073 «Management»</u>
Academic programme	<u>«Management»</u>
Faculty (Education and Research Institute)	<u>Agricultural Management</u>
Developed by:	<u>Chemodurov O., PhD in Economics, Associate Professor of the Department of Production and Investment Management;</u>

Kyiv – 2026

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF
UKRAINE**

Department of Production and Investment Management

APPROVED

Dean of the Faculty of Agricultural Management

Valerii BONDARENKO

“ ” _____ 2026

APPROVED

at the meeting of the Department of Production and

Investment Management

Minutes № 14, “27” May 2026

Head of the Department _____ Tetiana VLASENKO

REVIEWED

Program Coordinator _____

_____ Vira BUTENKO

CURRICULUM OF ACADEMIC DISCIPLINE

«PROJECT TEAM MANAGEMENT»

Area of knowledge

07 Management and Administration

Specialty

073 «Management»

Academic programme

«Management»

Faculty (Education and
Research Institute)

Agricultural Management

Developed by:

Chemodurov O., PhD in Economics, Associate Professor of the
Department of Production and Investment Management;

Description of the discipline «PROJECT TEAM MANAGEMENT»

(up to 1,000 printed characters)

The discipline “**Project Team Management**” is aimed at developing students’ knowledge and practical skills related to the creation, organization, development, and effective management of project teams in the modern business environment. The course covers the principles of teamwork, role allocation and responsibilities, leadership, participant motivation, communication, work planning, conflict management, and team performance evaluation.

Special attention is paid to the practical involvement of students in teamwork, the use of digital coordination tools, and the development of initiative, responsibility, flexibility, and the ability to work on project and business ideas in conditions of change and uncertainty.

Area of knowledge, specialty, academic programme, academic degree		
Academic degree	<i>bachelor’s</i>	
Specialty	<i>073 «Management»</i>	
Academic programme	<i>Management</i>	
Characteristics of the discipline		
Type	Elective	
Total number of hours	150	
Number of ECTS credits	5	
Number of modules	2	
Course project (work) (if any)	-	
Form of assessment	<i>Examination</i>	
Indicators of the discipline for full-time and part-time forms of university study		
	University study	
	Full-time	Part-time
Year of study	3	3
Term	5	5
Lectures	<i>30 hours</i>	<i>2 hours</i>
Practical classes and seminars	<i>30 hours</i>	<i>8 hours</i>
Laboratory classes	-	-
Self-study	<i>90 hours</i>	<i>140 hours</i>
Number of hours per week for full-time students	<i>4 hours</i>	-

1. Aim, competences and expected learning outcomes of the discipline

The purpose of the discipline “Project Team Management” is to develop students’ systematic understanding of team management in a project environment and to enhance their skills in teamwork, communication, motivation, leadership, and ensuring the effectiveness of team performance at all stages of project implementation.

Prerequisite disciplines for studying the course “Project Team Management” include:

- Management;
- Introduction to the Specialty;
- Microeconomics;
- Macroeconomics;
- Finance, Money and Credit;
- Marketing;
- Self-Management;
- Organization Theory;
- Business Analysis;
- Applied Modeling;
- Accounting;
- Starting a Business;
- Human Resource Management;
- Business Protocol and Negotiation;
- Leadership;
- Communication and Team Interaction Management.

Competences acquired:

Integral competence (IC): ability to solve complex specialized tasks and practical problems characterized by complexity and uncertainty in the field of management or in the learning process, involving the application of theories and methods of social and behavioural sciences.

General competence (GC):

GC 3. Ability to think abstractly, analyse and synthesize.

GC 4. Ability to apply knowledge in practical situations.

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

GC 8. Skills in the use of information and communication technologies.

GC 9. Ability to learn and master modern knowledge.

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

GC 12. Ability to generate new ideas (creativity).

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

Special (professional) competence (SC):

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

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

SC 8. Ability to plan organizational activities and manage time effectively.

SC 9. Ability to work in a team and establish interpersonal interaction in solving professional tasks.

SC 10. Ability to evaluate performed work, ensure its quality, and motivate organizational personnel.

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

SC 12. Ability to analyse and structure organizational problems and formulate well-grounded managerial decisions.

SC 14. Understanding the principles of psychology and the ability to apply them in professional activities.

SC 15. Ability to develop and demonstrate leadership qualities and behavioural skills.

SC 16. Ability to identify and analyse new market opportunities, including the international business environment, formulate new ideas, develop projects, and organize business process management.

2. Programme and structure of the discipline

Names of content modules and topics	Number of hours														
	full-time							part-time							
	weeks	total	including					уcього	including						
			l	p	lab	ind	ind		l	p	lab	ind	ind		
Module 1. FORMATION OF A PROJECT TEAM															
Topic 1. Project Team in Modern Entrepreneurship	1-2		2	2											
Topic 2. Roles, Responsibilities and Leadership in a Project Team	3-4		4	4			45	75	1	2				70	
Topic 3. Team Formation for a Business Idea or Startup	5-6		4	4						2					
Topic 4. Team Communication and Psychological Safety	7-8		4	4											
Total for Module 1		73	14	14			45	75	1	4				70	
Module 2. MANAGEMENT AND DEVELOPMENT OF A PROJECT TEAM															
Topic 5. Digital Tools for Team Management	9-10		4	4						2					
Topic 6. Team Work Planning: From Idea to Result	11-12		4	4			45	75	1					70	
Topic 7. Conflicts, Motivation and Team Resilience	13-14		4	4											
Topic 8. Evaluation of Project Team Effectiveness and Development	15		4	4						2					
Total for Module 2		77	16	16			45	75	1	4				70	
Total		150	30	30	-	-	90	150	2	8				140	

3. Topics of lectures

No.	Topic	Hours
Module 1. FORMATION OF A PROJECT TEAM		
1	Topic 1. Project Team in Modern Entrepreneurship	2
2	Topic 2. Roles, Responsibilities and Leadership in a Project Team	4
3	Topic 3. Team Formation for a Business Idea or Startup	4
4	Topic 4. Team Communication and Psychological Safety	4
Module 2. MANAGEMENT AND DEVELOPMENT OF A PROJECT TEAM		
5	Topic 5. Digital Tools for Team Management	4
6	Topic 6. Team Work Planning: From Idea to Result	4

7	Topic 7. Conflicts, Motivation and Team Resilience	4
8	Topic 8. Evaluation of Project Team Effectiveness and Development	4
Total		30

4. Topic of laboratory (**practical**, seminars) classes

No.	Topic	Hours
Module 1. FORMATION OF A PROJECT TEAM		
1	Project Team in Modern Entrepreneurship	2
2	Roles, Responsibilities and Leadership in a Project Team	4
3	Team Formation for a Business Idea or Startup	4
4	Team Communication and Psychological Safety	4
Module 2. MANAGEMENT AND DEVELOPMENT OF A PROJECT TEAM		
5	Digital Tools for Team Management	4
6	Team Work Planning: From Idea to Result	4
7	Conflicts, Motivation and Team Resilience	4
8	Evaluation of Project Team Effectiveness and Development	4
Total		30

5. Independent work

No.	Topic	Hours
1	Independent Work 1. Formation of a Project Team	45
2	Independent Work 2. Management and Development of a Project Team	45
Total		90

6. Methods of assessing expected learning outcomes:

The following methods and tools are used to assess learning outcomes:

- **online or written testing** – assessment of students’ understanding of the key concepts, principles, models, and approaches to project team management;
- **individual interviews** – evaluation of the ability to justify decisions regarding team formation, role allocation, participant motivation, and organization of team interaction;
- **defence of practical assignments** – demonstration of skills in analysing team situations, leadership decisions, communication problems, conflicts, and methods for improving team performance;
- **peer assessment** – mutual evaluation of team members’ contributions, communication quality, responsibility, initiative, and compliance with team agreements;
- **self-assessment** – reflection on one’s role in the team, interaction style, leadership potential, level of engagement, and professional development;
- **team mini-project assessment** – presentation of a project team model including role distribution, action plan, digital coordination tools, and final presentation of results.

7. TEACHING METHODS

The discipline employs the following teaching methods:

- **lectures, discussions, and interviews** – acquisition of theoretical foundations of project team management using examples from the modern business environment;
- **practical classes and teamwork activities** – development of skills in team interaction, role allocation, decision-making, work planning, and responsibility for collective results;
- **case-study method** – analysis of real and educational situations related to participant motivation, communication, conflicts, leadership, and project team development;

- **educational discussions and debates** – justification of managerial decisions concerning team organization under conditions of change, uncertainty, and limited resources;
- **project-based learning** – development of an effective project team model for implementing a business idea or educational project;
- **teamwork, brainstorming, and facilitation methods** – generation of joint decisions, establishment of team agreements, and development of cooperation skills;
- **training methods and role-playing exercises** – simulation of team situations, participant roles, leadership decisions, conflicts, and negotiations within a team;
- **independent and research work** – preparation of reflective essays, analysis of team models, digital teamwork tools, and case studies of modern project teams;
- **distance, multimedia, and web-oriented technologies** – use of eLearn, video materials, Google Workspace, Miro, Jamboard, Trello, Microsoft Teams, and other digital services for organizing team interaction.

8. Results assessment.

Students' knowledge is assessed using a 100-point scale, which is converted into national grades in accordance with the current Regulations on Examinations and Credits at the National University of Life and Environmental Sciences of Ukraine (NULES of Ukraine).

8.1. Distribution of points by types of educational activities

Educational activity	Results	Assessment
Module 1. FORMATION OF A PROJECT TEAM		
Lecture 1	PLO 3, 4, 9, 10, 11, 14, 16, 17. Students master the fundamental approaches to project team formation; understand team roles, responsibilities, leadership, motivation, and principles of effective interaction. They acquire skills in analysing team situations, organizing communication, identifying problems in teamwork, adapting to change, and making well-grounded managerial decisions during team formation.	-
Practical work 1.		15
Lecture 2.	Same learning outcomes as above.	-
Practical work 2.		15
Lecture 3.	Same learning outcomes as above.	-
Practical work 3		15
Lecture 4. Use of information system life cycle standards	Same learning outcomes as above.	-
Practical work 4.		15
Independent Work 1. Formation of a Project Team	Individual analytical and research assignments.	10
Module Test 1	Assessment of theoretical knowledge and practical skills acquired within Module 1.	30
Total for module 1		100
Module 2. MANAGEMENT AND DEVELOPMENT OF A PROJECT TEAM		
Lecture 5.	PLO 4, 6, 8, 9, 10, 11, 14, 17, 18. Students acquire skills in planning, coordinating, and evaluating project team performance; apply digital collaboration tools, motivation techniques, conflict management methods, and approaches to improving team effectiveness. They	-
Practical work 5.		15

	develop the ability to organize teamwork on project and business ideas, analyse results, ensure the quality of task implementation, and support team development under conditions of change and uncertainty.	
Lecture 6.	Same learning outcomes as above.	-
Practical work 6.		15
Lecture 7.	Same learning outcomes as above.	-
Practical work 7.		15
Lecture 8.	Same learning outcomes as above.	-
Practical work 8.		15
Independent Work 2. Management and Development of a Project Team	Individual analytical and research assignments.	10
Module Test 2	Assessment of theoretical knowledge and practical skills acquired within Module 2.	30
Total for module 2		100
Class work	$(M1 + M2)/2 * 0,7 \leq 70$	
Exam	30	
Total for year	$(\text{Class work} + \text{exam}) \leq 100$	
Course project/work	-	-

8.2. Scale for assessing student's knowledge

Student's rating, points	National grading (exam/credits)
90-100	excellent
74-89	good
60-73	satisfactory
0-59	unsatisfactory

8.3. Assessment policy

Deadlines and exam retaking rules	works that are submitted late without valid reasons will be assessed with a lower grade. Module tests may be retaken with the permission of the lecturer if there are valid reasons (e.g. a sick leave).
Academic integrity rules	cheating during tests and exams is prohibited (including using mobile devices). Term papers and essays must have correct references to the literature used
Attendance rules	Attendance is compulsory. For good reasons (e.g. illness, international internship), training can take place individually (online by the faculty dean's consent)

9. Teaching and learning aids:

1. Educational and methodological package for the discipline "**Project Team Management**" (curriculum of the academic discipline, lecture materials, illustrative materials).
2. E-learning course "**Project Team Management**":
<https://elearn.nubip.edu.ua/course/view.php?id=5863>

10. Recommended sources of information

1. [The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth](#). Hoboken: Wiley, 2018. 256 p.

2. [One Mission: How Leaders Build a Team of Teams](#). New York: Penguin, 2017. 304 p.
3. [Harvard Business Review – Team Management and Collaboration Articles](#)
4. [The Leadership Challenge \(7th Edition\)](#). Hoboken: Wiley, 2023. 432 p.
5. [MIT Sloan Management Review – Leadership & Teams Section](#)
6. Rosen E. *The Culture of Collaboration*. 2nd ed. San Jose: Collaboration Catalyst Publications, 2024. 320 p.
7. [Start with Why: How Great Leaders Inspire Everyone to Take Action](#). New York: Portfolio, 2009. 256 p.
8. [University of Minnesota Human Resources – Team Development Resources](#)
9. Vavdiuk N., Halushchak V., Abramova I., Stryzheus L. **Emotional Intelligence in Managers' Organizational Behaviour**. Economic Forum. 2023. Vol. 13, No. 2. Pp. 47–56.
10. Dalio R. **Principles: Life and Work**. Kyiv: Nash Format, 2019. 592 p.
11. Doerr J. **Measure What Matters: How Google, Bono, and the Gates Foundation Rock the World with OKRs**. Kyiv: Nash Format, 2020.
12. Kahneman D. **Thinking, Fast and Slow**. Kyiv: Nash Format, 2016. 504 p.
13. Kahneman D., Sibony O., Sunstein C. **Noise: A Flaw in Human Judgment**. Kyiv: Nash Format, 2022. 520 p.
14. Karpenko Ye., Savko N., Lialiuk Yu., Kolisnyk R. **Emotional Intelligence in the Structure of Personality Motivation**. Insight: The Psychological Dimensions of Society. 2024. No. 11.
15. Kennedy D. **No B.S. Management and Human Resources Performance**. Kharkiv: Fabula, 2019. 304 p.
16. Collins J. **Good to Great**. Kyiv: Nash Format, 2022.
17. Collins J., Lazier B. **Beyond Entrepreneurship 2.0: Turning Your Business into an Enduring Great Company**. Kyiv: Nash Format, 2023.
18. Lineback K., Hill L., Brando G., Trulove E. **Being the Boss: The 3 Imperatives for Becoming a Great Leader**. Kyiv: Nash Format, 2019. 328 p.
19. Lencioni P. **The Five Dysfunctions of a Team: A Leadership Fable**. Kyiv: Nash Format, 2019. 240 p.
20. McChrystal S., Fussell C., Collins T., Silverman D. **Team of Teams: New Rules of Engagement for a Complex World**. Kyiv: Monolit-Bizz, 2018. 416 p.
21. Osterwalder A., Pigneur Y. **Business Model Generation**. Kyiv: Nash Format, 2020.
22. Peredalo Kh., Oherchuk Yu. **Some Modern Aspects of Project Team Management**. Economy and Society. 2020. No. 22.
23. Pink D. **Drive: The Surprising Truth About What Motivates Us**. Kyiv: Nash Format, 2016. 224 p.
24. Ries E. **The Lean Startup**. Kyiv: Nash Format, 2017.
25. Hamel G., Zanini M. **Humanocracy: Creating Organizations as Amazing as the People Inside Them**. Kyiv: Laboratoriia Publishing, 2021. 336 p.
26. Tsiupenko T. **Emotional Intelligence as a Means of Developing Psychological Resilience in Modern Conditions**. Current Issues of Psychology and Pedagogical Education. 2024. No. 4.