

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

Department of Production and Investment Management

APPROVED

Faculty of Agricultural Management
“05” June 2025

CURRICULUM OF ACADEMIC DISCIPLINE

«LEADERSHIP, COMMUNICATION AND TEAMWORK MANAGEMENT»

Area of knowledge 07 Management and Administration

Specialty 073 «Management»

Academic programme «Management»

Faculty (Education and Agricultural Management

Research Institute)

Developed by: Dielini M., Doctor of Economics, Professor, Professor of the Department of Production and Investment Management; Holieva M., PhD, Assistant of the Department of Production and Investment Management

Kyiv – 2025

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

Department of Production and Investment Management

APPROVED

Dean of the Faculty of Agricultural Management
_____ Anatolii OSTAPCHUK
“05” June 2025

APPROVED

at the meeting of the Department of Production and
Investment Management
Minutes № 13, “28 ” May 2025
Head of the Department _____ Tetiana VLASENKO

REVIEWED

Program Coordinator _____
_____ Vira BUTENKO

CURRICULUM OF ACADEMIC DISCIPLINE

«LEADERSHIP, COMMUNICATION AND TEAMWORK 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>Dielini M., Doctor of Economics, Professor, Professor of the Department of Production and Investment Management; Holieva M., PhD, Assistant of the Department of Production and Investment Management</u>

Kyiv – 2025

Description of the discipline Leadership, communication and teamwork management

(up to 1,000 printed characters)

The Leadership, communication and teamwork management discipline, Part 3. Management of team interaction consists of studying the theoretical foundations of creating groups and teams in production organizations, as well as their interaction and process management. Students will become familiar with concepts based on the study of the subject and master methods of forming an effective team. They will also learn to interact with all participants in order to solve specific practical tasks in production management. Students will develop general competencies in the use of leadership tools in professional activities and master methods and tools for organizing an effective team, distributing roles, and managing the team as a holistic system. Finally, students will study approaches and apply tools for forming a favorable socio-psychological climate in the team.

Area of knowledge, specialty, academic programme, academic degree		
Academic degree	bachelor's	
Specialty	073 «Management»	
Academic programme	Management	
Characteristics of the discipline		
Type	Core	
Total number of hours	60	
Number of ECTS credits	2	
Number of modules	2	
Course project (work) (if any)	-	
Form of assessment	экзамен	
Indicators of the discipline for full-time and part-time forms of university study		
	University study	
	Full-time	Full-time
Year of study	4	
Term	8	
Lectures	12 hours	
Practical classes and seminars	24 hours	
Laboratory classes	-	
Self-study	45 hours	
Number of hours per week for full-time students	3 hours	

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

The purpose of the discipline is to master the skills of forming effective teams as one of the promising models of corporate management that ensures effective organizational development, studying the essence and characteristics of the formation of a management team, integrated and constructive use of team effects, revealing and enriching students' capabilities in teamwork, explaining the causes and identifying the conditions for positive team synergy.

Competences acquired:

Integral competence (IC): the ability to solve complex specialized problems and practical problems characterized by complex and uncertain conditions in the field of innovation and investment management or in the learning process, which involves the use of theories and methods of social and behavioral sciences;

General competence (GC):

GC 2. The ability to preserve and enhance moral, cultural, scientific values and increase 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, to use various types and forms of physical activity for active recreation and 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 activities.

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 13. Appreciation and respect for diversity and multiculturalism.

GC 14. Ability to work in an international context.

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

Special (professional) competence (SC):

SC 3. Ability to determine the prospects for the development of the organization.

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

SC 5. Ability to manage the organization and its units 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 organization's activities and manage time.

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

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

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. To preserve moral, cultural, scientific values and multiply the achievements of society, to use different types and forms of physical activity for a healthy lifestyle.

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

PLO 8. Apply management methods to ensure the effectiveness of the organization.

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

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

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

PLO 13. Communicate orally and in writing in the state and foreign languages.

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

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

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

PLO 17. Perform research individually and/or in a group under the guidance of a leader.

2. Programme and structure of the discipline

Names of content modules and topics	Number of hours								
	full-time					part-time			
	weeks	total	including			including	total		
			1	p	ind		1	p	ind
1	2	3	4	5	6	7	8	9	10
Module 1. The essence and content of team interaction									
Topic 1. Theoretical foundations of forming groups and teams in production organizations	1-2	10	2	4	4	11	1		10
Topic 2. Work of teams and groups of production organizations	3-4	10	2	4	4	11	1		10
Topic 3. Organizational models of teamwork. Methods of forming an effective team	5-6	10	2	4	4	8		2	6
Total for module 1	30		6	12	12	30	2	2	26
Module 2. Group aspects of team interaction									
Topic 4. Team management. Development of interaction skills in teamwork	7-8	10	2	4	4	8		2	6
Topic 5. Responsibility and motivation in a team environment	9-10	10	2	4	4	12		2	10
Topic 6. Approaches and tools for creating a favorable social and psychological climate in the team	11-12	10	2	4	4	12			10
Total for module 2	30		6	12	12	30		4	26
Coursework			-	-	-				
Total hours	60		30	24	24	60	2	6	52

3. Topics of lectures

No.	Topic	Hours
Module 1. The essence and content of team interaction		
1	Topic 1. Theoretical foundations of forming groups and teams in production organizations	2
2	Topic 2. Work of teams and groups of production organizations	2
3	Topic 3. Organizational models of teamwork. Methods of forming an effective team	2
Module 2. Group aspects of team interaction		
4	Topic 4. Team management. Development of interaction skills in teamwork	2
5	Topic 5. Responsibility and motivation in a team environment	2
6	Topic 6. Approaches and tools for creating a favorable social and	2

	psychological climate in the team	
Total		12

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

No.	Topic	Hours
Module 1. The essence and content of team interaction		
1	Topic 1. Theoretical foundations of forming groups and teams in production organizations	4
2	Topic 2. Work of teams and groups of production organizations	4
3	Topic 3. Organizational models of teamwork. Methods of forming an effective team	4
Module 2. Group aspects of team interaction		
4	Topic 4. Team management. Development of interaction skills in teamwork	4
5	Topic 5. Responsibility and motivation in a team environment	4
6	Topic 6. Approaches and tools for creating a favorable social and psychological climate in the team	4
Total		24

5. Independent work

No.	Topic	Hours
Module 1. The essence and content of team interaction		
1	Topic 1. Theoretical foundations of forming groups and teams in production organizations	4
2	Topic 2. Work of teams and groups of production organizations	4
3	Topic 3. Organizational models of teamwork. Methods of forming an effective team	4
Independent work module 1		12
Module 2. Group aspects of team interaction		
4	Topic 4. Team management. Development of interaction skills in teamwork	4
5	Topic 5. Responsibility and motivation in a team environment	4
6	Topic 6. Approaches and tools for creating a favorable social and psychological climate in the team	4
Independent work module 2		12
Total		24

6. Methods of assessing expected learning outcomes:

- oral or written survey;
- interview;
- test;
- defending practical, design works;
- peer-to-peer assessment, self-assessment.

7. Teaching methods (*select necessary or add*):

- problem-based method;
- practice oriented studying method;
- case method;
- project education method;
- flipped classroom, mixed education method;
- research based method;
- learning discussions and debates method;

- team work, brainstorm method.

8. Results assessment.

The student's knowledge is assessed by means of a 100-point scale converted into the national grades according to the "Exam and Credit Regulations at NULES of Ukraine" in force

8.1. Distribution of points by types of educational activities

Educational activity	Results	Assessment
Module 1. The essence and content of team interaction		
Lecture 1. Theoretical foundations of forming groups and teams in production organizations	PLO 2. To preserve moral, cultural, scientific values and multiply the achievements of society, to use different types and forms of physical activity for a healthy lifestyle. PLO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership PLO 8. Apply management methods to ensure the effectiveness of the organization. PLO 9. Demonstrate skills of interaction, leadership, teamwork. PLO 10. Have the skills to justify effective tools for motivating the organization's staff. PLO 11. Demonstrate skills in situation analysis and communication in various areas of the organization. PLO 13. Communicate orally and in writing in the state and foreign languages. PLO 14. Identify the causes of stress, adapt yourself and team members to a stressful situation, find ways to neutralize it. PLO 15. Demonstrate the ability to act socially responsible and socially conscious on the basis of ethical considerations (motives), respect for diversity and interculturalism. PLO 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, being critical and self-critical. PLO 17. Perform research individually and/or in a group under the guidance of a leader.	-
Practical work 1. Theoretical foundations of forming groups and teams in production organizations		20
Lecture 2. Work of teams and groups of production organizations	PLO 2. To preserve moral, cultural, scientific values and multiply the achievements of society, to use different types and forms of physical activity for a healthy lifestyle. PLO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership PLO 8. Apply management methods to ensure the effectiveness of the organization. PLO 9. Demonstrate skills of interaction, leadership, teamwork. PLO 10. Have the skills to justify effective tools for motivating the organization's staff. PLO 11. Demonstrate skills in situation analysis and	-
Practical work 2. Work of teams and groups of production organizations		20

	<p>communication in various areas of the organization.</p> <p>PLO 13. Communicate orally and in writing in the state and foreign languages.</p> <p>PLO 14. Identify the causes of stress, adapt yourself and team members to a stressful situation, find ways to neutralize it.</p> <p>PLO 15. Demonstrate the ability to act socially responsible and socially conscious on the basis of ethical considerations (motives), respect for diversity and interculturalism.</p> <p>PLO 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, being critical and self-critical.</p> <p>PLO 17. Perform research individually and/or in a group under the guidance of a leader.</p>	
Lecture 3. Organizational models of teamwork. Methods of forming an effective team	PLO 2. To preserve moral, cultural, scientific values and multiply the achievements of society, to use different types and forms of physical activity for a healthy lifestyle.	-
Practical work 3. Organizational models of teamwork. Methods of forming an effective team	<p>PLO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership</p> <p>PLO 8. Apply management methods to ensure the effectiveness of the organization.</p> <p>PLO 9. Demonstrate skills of interaction, leadership, teamwork.</p> <p>PLO 10. Have the skills to justify effective tools for motivating the organization's staff.</p> <p>PLO 11. Demonstrate skills in situation analysis and communication in various areas of the organization.</p> <p>PLO 13. Communicate orally and in writing in the state and foreign languages.</p> <p>PLO 14. Identify the causes of stress, adapt yourself and team members to a stressful situation, find ways to neutralize it.</p> <p>PLO 15. Demonstrate the ability to act socially responsible and socially conscious on the basis of ethical considerations (motives), respect for diversity and interculturalism.</p> <p>PLO 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, being critical and self-critical.</p> <p>PLO 17. Perform research individually and/or in a group under the guidance of a leader.</p>	20
Self-study 1		10
Module control work 1.		30
Total for module 1		100
Module 2. Group aspects of team interaction		
Lecture 4. Team management. Development of interaction skills in teamwork	PLO 2. To preserve moral, cultural, scientific values and multiply the achievements of society, to use different types and forms of physical activity for a healthy lifestyle.	-
Practical work 4. Team management. Development of	PLO 3. Demonstrate knowledge of theories, methods	20

interaction skills in teamwork	<p>and functions of management, modern concepts of leadership</p> <p>PLO 8. Apply management methods to ensure the effectiveness of the organization.</p> <p>PLO 9. Demonstrate skills of interaction, leadership, teamwork.</p> <p>PLO 10. Have the skills to justify effective tools for motivating the organization's staff.</p> <p>PLO 11. Demonstrate skills in situation analysis and communication in various areas of the organization.</p> <p>PLO 13. Communicate orally and in writing in the state and foreign languages.</p> <p>PLO 14. Identify the causes of stress, adapt yourself and team members to a stressful situation, find ways to neutralize it.</p> <p>PLO 15. Demonstrate the ability to act socially responsible and socially conscious on the basis of ethical considerations (motives), respect for diversity and interculturalism.</p> <p>PLO 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, being critical and self-critical.</p> <p>PLO 17. Perform research individually and/or in a group under the guidance of a leader.</p>	
Lecture 5. Responsibility and motivation in a team environment	PLO 2. To preserve moral, cultural, scientific values and multiply the achievements of society, to use different types and forms of physical activity for a healthy lifestyle.	-
Practical work 5. Responsibility and motivation in a team environment	<p>PLO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership</p> <p>PLO 8. Apply management methods to ensure the effectiveness of the organization.</p> <p>PLO 9. Demonstrate skills of interaction, leadership, teamwork.</p> <p>PLO 10. Have the skills to justify effective tools for motivating the organization's staff.</p> <p>PLO 11. Demonstrate skills in situation analysis and communication in various areas of the organization.</p> <p>PLO 13. Communicate orally and in writing in the state and foreign languages.</p> <p>PLO 14. Identify the causes of stress, adapt yourself and team members to a stressful situation, find ways to neutralize it.</p> <p>PLO 15. Demonstrate the ability to act socially responsible and socially conscious on the basis of ethical considerations (motives), respect for diversity and interculturalism.</p> <p>PLO 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, being critical and self-critical.</p> <p>PLO 17. Perform research individually and/or in a group under the guidance of a leader.</p>	20
Lecture 6. Approaches and tools	PLO 2. To preserve moral, cultural, scientific values	-

for creating a favorable social and psychological climate in the team	and multiply the achievements of society, to use different types and forms of physical activity for a healthy lifestyle.	
Practical work 6. Approaches and tools for creating a favorable social and psychological climate in the team	PLO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership PLO 8. Apply management methods to ensure the effectiveness of the organization. PLO 9. Demonstrate skills of interaction, leadership, teamwork. PLO 10. Have the skills to justify effective tools for motivating the organization's staff. PLO 11. Demonstrate skills in situation analysis and communication in various areas of the organization. PLO 13. Communicate orally and in writing in the state and foreign languages. PLO 14. Identify the causes of stress, adapt yourself and team members to a stressful situation, find ways to neutralize it. PLO 15. Demonstrate the ability to act socially responsible and socially conscious on the basis of ethical considerations (motives), respect for diversity and interculturalism. PLO 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, being critical and self-critical. PLO 17. Perform research individually and/or in a group under the guidance of a leader.	20
Self-study 2.		10
Module control work 2.		30
Total for module 2		100
Class work	$(M1 + M2)/2 \cdot 0,7 \leq 70$	
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. E-learning course «Leadership, communication and teamwork management» discipline: <https://elearn.nubip.edu.ua/course/view.php?id=5231>

10. Recommended sources of information

1. Alegbeleye I. Dami, Kaufman Eric K. Leadership and Followership in Teams. 2023. P. 695-715.
2. Allen David, Lamont Edward. Team: Getting Things Done With Others. Viking, 2024. 336 p.
3. Barrett Deborah J. Leadership Communication (4th ed.). McGraw Hill, 2021. 448 p.
4. Betti Lorenzo, Gallo Luca, Wachs Johannes, Battiston Federico. The dynamics of leadership and success in software development teams. 2024. P. 89-97.
5. Brent David Ruben, De Lisi Ronald, Gigliotti Robert A. A Guide for Leaders in Higher Education: Core Concepts, Competencies, and Tools (2nd ed.). Stylus, 2021. 300 p.
6. Coates Dennis E., Bell Meredith M. Connect with Your Team: Mastering the Top 10 Communication Skills. 2020. 218 p.
7. Davey Liane. The Good Fight: Use Productive Conflict to Build Achievable Unity. 2022. 240 p.
8. Dawson Natalie. TeamWork: How to Build a High-Performance Team. 2021. 226 p.
9. Gren Lucas, Ralph Paul. What Makes Effective Leadership in Agile Software Development Teams? Proceedings of the 44th International Conference on Software Engineering. 2022. P. 89-97.
10. Hayward Joel. The Leadership of Muhammad: A Historical Reconstruction. Claritas Books, 2021. 179 p.
11. Kissinger Henry. Leadership: Six Studies in World Strategy. Penguin Press, 2022. 528 p.
12. Kouzes James M., Posner Barry Z. The Leadership Challenge, 7th edition. Wiley, 2023. 416 p.
13. Salas Eduardo, Tannenbaum Scott. Teams That Work: The Seven Drivers of Team Effectiveness. 2024. 400 p.
14. West Michael A. Effective Teamwork: Practical Lessons from Organizational Research (2nd ed.). 2020. 350 p.