

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

Department of Management named after Professor J. S. Zavadskyi

**CONFIRMED**

Faculty of Agrarian Management

“05” June 2025

**CURRICULUM OF ACADEMIC DISCIPLINE  
“LEADERSHIP, COMMUNICATION MANAGEMENT AND  
TEAM INTERACTION”**

Area of knowledge	07 Management and Administration
Specialty	073 <u>“Management”</u>
Academic programme	<u>“Management”</u>
Faculty	<u>Agrarian Management</u>
Developed by:	<u>Associate Professor of the Department of Management named after Professor J. S. Zavadskyi PhD in Economics, Associate Professor <b>Krystyna Dramaretska</b></u>

## Description of the discipline

### “Leadership, communication management and team interaction”

“Leadership, communication management and team interaction” is a compulsory discipline aimed is to form in the future specialists a system of theoretical knowledge and practical skills in leadership, communication management and team interaction. The objectives of the discipline are theoretical and practical training of the applicants of high education in leadership, organization of effective communication, building teamwork; development of 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.

Area of knowledge, specialty, academic programme, academic degree		
Academic degree	<i>Bachelor</i>	
Field of Study	<i>07 Management and Administration</i>	
Specialty	<i>073 Management</i>	
Academic programme	<i>Management</i>	
Characteristics of the discipline		
Type	Compulsory	
Total number of hours	180	
Number of ECTS credits	6	
Number of modules	5	
Course project (work) (if any)	-	
Form of assessment	Credit / Exam	
Indicators of the course for full-time and part-time forms of study		
	Form of study	
	Full-time	Part-time
Year of study	<i>2 / 3</i>	-
Term	<i>4 / 5</i>	-
Lectures	<i>45 hours (15/30)</i>	-
Practical classes and seminars	<i>75 hours (30/45)</i>	-
Laboratory classes	<i>- hours</i>	-
Self-study	<i>60 hours (45/15)</i>	-
Number of hours per week for full-time students	<i>- hours</i>	-

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

Aim is to form in the future specialists a system of theoretical knowledge and practical skills in leadership, communication management and team interaction.

### ***Competences acquired:***

*Integrated competency (IC):* the ability to solve complex specialised tasks and practical problems characterised 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 behavioural sciences.

### ***General competencies (GC):***

GC 6. Ability to communicate in the state language both orally and in writing.

GC 8. Skills in using information and communication technologies.

GC 9. The ability to learn and master modern knowledge.

GC 11. The ability to adapt and act in a new situation.

### ***Special (professional) competences (SC):***

SC 8. Ability to plan activity of organization and manage time.

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

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

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

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

### ***Expected learning outcomes (ELO):***

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

ELO 9. Demonstrate interaction, leadership, and teamwork skills.

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

ELO 11. Demonstrate skills in situation analysis and carrying out of communication in various areas of the organization's activities.

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

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

ELO 15. Demonstrate the ability to act socially responsible and socially conscious based on ethical considerations (motives), respect for diversity and interculturality.

ELO 17. Conduct research individually and/or in a group under the guidance of a leader.

**2. Programme and structure of the discipline  
“Leadership, communication management and team interaction”**

Modules and topics	Number of hours								
	Full-time form					Part-time form			
	weeks	total	including			total	including		
			l	p	self.		l	p	self
<b>Module 1. Theoretical aspects of leadership</b>									
Topic 1. Leadership as a social phenomenon	1-2	11	2	4	5				
Topic 2. Development of leadership theories	3-4	12	2	4	6				
Topic 3. The leader as a personality. Development of individual leadership potential	5-6	12	2	4	6				
Topic 4. The power of the leader	7	10	1	3	6				
Total for Module 1		45	7	15	23				
<b>Module 2. The role and significance of the leader's activity in the team</b>									
Topic 5. Activity of the leader in the team	8-9	11	2	4	5				
Topic 6. The leader and his place in resolving conflict situations	10-11	12	2	4	6				
Topic 7. Leadership and effective communication	12-13	11	2	4	5				
Topic 8. Leadership ethics. Stress management	14-15	11	2	3	6				
Total for Module 2		45	8	15	22				
<b>Module 3. Theoretical aspects of communication management</b>									
Topic 9. The essence and concept of information and communication in management	1	10	4	4	2				
Topic 10. Conceptual foundations of communication management	2	10	4	4	2				
Topic 11. Verbal and non-verbal communication	3	10	2	6	2				
Total for Module 3		30	10	14	6				
<b>Module 4. Effective business communication</b>									
Topic 12. Service communication. Business meetings	4	7	2	4	1				
Topic 13. Forms of business communication. Public speeches	5-6	9	4	4	1				
Topic 14. Communication process in the external environment of the organization	7	7	2	4	1				
Topic 15. Communication difficulties and barriers	8	7	2	4	1				
Total for Module 4		30	10	16	4				

<b>Module 5. Group aspects of team interaction</b>									
Topic 16. Theoretical foundations of the formation of groups and teams in organizations	9	6	2	3	1				
Topic 17. Organizational models of joint activity in teams. Methods of forming an effective team	10-11	7	2	4	1				
Topic 18. Team management. Development of interaction skills in teamwork	12-13	7	2	4	1				
Topic 19. Responsibility and motivation in a team environment	14	5	2	2	1				
Topic 20. Approaches and tools of forming a favorable social and psychological climate in the team	15	5	2	2	1				
Total for Module 5		30	10	15	5				
Total hours		180	45	75	60				
Term paper/Project paper	-	-	-	-	-				
Total hours		180	45	75	60				

### 3. Topics of lectures

No	Topic title	Number of hours
1	Leadership as a social phenomenon	2
2	Development of leadership theories	2
3	The leader as a personality. Development of individual leadership potential	2
4	The power of the leader	1
5	Activity of the leader in the team	2
6	The leader and his place in resolving conflict situations	2
7	Leadership and effective communication	2
8	Leadership ethics. Stress management	2
9	The essence and concept of information and communication in management	4
10	Conceptual foundations of communication management	4
11	Verbal and non-verbal communication	2
12	Service communication. Business meetings	2
13	Forms of business communication. Public speeches	4
14	Communication process in the external environment of the organization	2
15	Communication difficulties and barriers	2
16	Theoretical foundations of the formation of groups and teams in organizations	2
17	Organizational models of joint activity in teams. Methods of forming an effective team	2
18	Team management. Development of interaction skills in teamwork	2
19	Responsibility and motivation in a team environment	2
20	Approaches and tools of forming a favorable social and psychological climate in the team	2
Total		45

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

№	Topic title	Number of hours
1	Leadership as a social phenomenon	4
2	Development of leadership theories	4
3	The leader as a personality. Development of individual leadership potential	4
4	The power of the leader	3
5	Activity of the leader in the team	4
6	The leader and his place in resolving conflict situations	4
7	Leadership and effective communication	4
8	Leadership ethics. Stress management	3
9	The essence and concept of information and communication in management	4
10	Conceptual foundations of communication management	4
11	Verbal and non-verbal communication	6
12	Service communication. Business meetings	4
13	Forms of business communication. Public speeches	4
14	Communication process in the external environment of the organization	4
15	Communication difficulties and barriers	4
16	Theoretical foundations of the formation of groups and teams in organizations	3
17	Organizational models of joint activity in teams. Methods of forming an effective team	4
18	Team management. Development of interaction skills in teamwork	4
19	Responsibility and motivation in a team environment	2
20	Approaches and tools of forming a favorable social and psychological climate in the team	2
Total		75

#### 5. Topics of self-study

N	Topics	Hours
1	Self-study work 1. Theoretical aspects of leadership	23
2	Self-study work 2. The role and significance of the leader's activity in the team	22
3	Self-study work 3. Theoretical aspects of communication management	6
4	Self-study work 4. Effective business communication	4
5	Self-study work 5. Group aspects of team interaction	5
Total		60

## 6. Methods of assessing expected learning outcomes:

(select necessary or add)

- oral or written survey;
- interview;
- test;
- defending practical works.

## 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
- gamification studying 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
<b>Module 1. Theoretical aspects of leadership</b>		
Seminar classes 1. Leadership as a social phenomenon	<p>ELO 3, 9, 10</p> <p>Understand the main theoretical aspects of leadership.</p> <p>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.</p> <p>Be able to distinguish who in the team has leadership qualities; to carry out a comparison of foreign and Ukrainian 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.</p>	<b>5</b>
Practical classes 1. Leadership as a social phenomenon		<b>10</b>
Seminar classes 2. Development of leadership theories		<b>5</b>
Practical classes 2. Development of leadership theories		<b>10</b>
Seminar classes 3. The leader as a personality. Development of individual leadership potential		<b>5</b>
Practical classes 3. The leader as a personality. Development of individual leadership potential		<b>10</b>
Seminar classes 4. The power of the leader		<b>5</b>
Self-study work 1		<b>20</b>
Module control work 1.		<b>30</b>
<b>Total for module 1</b>		<b>100</b>

<b>Module 2. The role and significance of the leader's activity in the team</b>		
Seminar classes 5. Activity of the leader in the team	<p>ELO 9, 10, 11</p> <p>Understand the role and significance of the leader's activity in the team.</p> <p>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.</p> <p>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.</p>	5
Practical classes 4. Activity of the leader in the team		5
Practical classes 5. The leader and his place in resolving conflict situations		5
Seminar classes 6. The leader and his place in resolving conflict situations		5
Practical classes 6. Leadership and effective communication		10
Seminar classes 7. Leadership and effective communication		5
Seminar classes 8. Leadership ethics. Stress management		5
Practical classes 7. Leadership ethics. Stress management		10
Self-study work 2		20
Module control work 2.		30
<b>Total for module 2</b>		<b>100</b>
<b>Module 3. Theoretical aspects of communication management</b>		
Seminar classes 9. The essence and concept of information and communication in management	<p>ELO 10, 11, 13</p> <p>Understand the main theoretical aspects of communications management.</p> <p>Know the basic concepts of information and communications in management; conceptual foundations of communication management; peculiarities of verbal and non-verbal communication.</p> <p>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.</p>	5
Practical classes 8. The essence and concept of information and communication in management		10
Seminar classes 10. Conceptual foundations of communication management		5
Practical classes 9. Conceptual foundations of communication management		10
Seminar classes 11. Verbal and non-verbal communication		10
Practical classes 10. Verbal and non-verbal communication		10
Self-study work 3.		20
Module control work 3.		30
<b>Total for module 3.</b>	<b>100</b>	
<b>Module 4. Effective business communication</b>		
Seminar classes 12. Service communication. Business meetings	<p>ELO 11, 13, 14</p> <p>Understand the role and importance of effective business communication.</p> <p>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.</p> <p>Be able to separate official communication and organize business meetings; properly</p>	5
Practical classes 11. Service communication. Business meetings		10
Seminar classes 13. Forms of business communication. Public speeches		5
Practical classes 12. Forms of business communication. Public speeches		10
Seminar classes 14. Communication process in the external environment of the organization		5
Practical classes 13. Communication		5

process in the external environment of the organization	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.	
Seminar classes 15. Communication difficulties and barriers		5
Practical classes 14. Communication difficulties and barriers		5
Self-study work 4.		20
Module control work 4.		30
<b>Total for module 4.</b>		<b>100</b>
<b>Module 5. Group aspects of team interaction</b>		
Practical classes 15. Theoretical foundations of the formation of groups and teams in organizations	<p>ELO 14, 15, 17</p> <p>Understand the group aspects of team interaction.</p> <p>Know the theoretical principles of forming groups and teams in organizations; types of organizational models of joint activity in teams; methods of forming an effective team; 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.</p> <p>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; 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.</p>	10
Seminar classes 16. Organizational models of joint activity in teams. Methods of forming an effective team		5
Practical classes 16. Organizational models of joint activity in teams. Methods of forming an effective team		10
Seminar classes 17. Team management. Development of interaction skills in teamwork		5
Practical classes 17. Team management. Development of interaction skills in teamwork		10
Seminar classes 18. Responsibility and motivation in a team environment		5
Practical classes 18. Approaches and tools of forming a favorable social and psychological climate in the team		5
Self-study work 5.		20
Module control work 5.		30
<b>Total for module 5.</b>		<b>100</b>
<b>Class work</b>	<b><math>(M1 + M2)/2 * 0,7 \leq 70</math></b>	
<b>Exam</b>	<b>30</b>	
<b>Total for year</b>	<b><math>(\text{Class work} + \text{exam}) \leq 100</math></b>	

## 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

<b>Deadlines and exam retaking rules</b>	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).
<b>Academic integrity rules</b>	Cheating during tests and exams is prohibited (including using mobile devices). Term papers and essays must have correct references to the literature used
<b>Attendance rules</b>	Attendance is compulsory. For good reasons (e.g. illness, international internship), training can take place individually (online by the faculty dean's consent)

### 9. Навчально-методичне забезпечення

1. Електронний навчальний курс навчальної дисципліни «Лідерство, управління комунікаціями та командною взаємодією» на навчальному порталі НУБіП України eLearn. URL: <https://elearn.nubip.edu.ua/course/view.php?id=2408>.

2. 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.

3. Гавриш О. М., Драмарецька К. П., Троян А. В., Восколупов В. В., Голік В. В. Методичні вказівки до вивчення дисципліни «Лідерство, управління комунікаціями та командною взаємодією» для здобувачів першого (бакалаврського) рівня вищої освіти зі спеціальності 073 «Менеджмент» освітньо-професійної програми «Менеджмент». Київ, 2024. 342 с.

4. 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.

5. 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.

### 10. Рекомендовані джерела інформації

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. Боришкевич І. І. Особливості етики ділового спілкування у сучасному ринковому середовищі. *Актуальні проблеми розвитку економіки регіону*. 2021. Вип. 17. Т 1. С. 67-75. URL: <https://doi.org/10.15330/apred.1.17.67-75>.

5. Бурмака Т. М., Великих К. О. Комунікативний менеджмент: конспект лекцій (для студентів бакалаврату всіх форм навчання спеціальності 073 – Менеджмент). Харків : ХНУМГ ім. О. М. Бекетова, 2019. 69 с.

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7. Вербовська Л. С., Боднар Г. Ф., Микитюк Н. Є. Технології лідерства в організації: конспект лекцій. Івано-Франківськ: Вид-во «ІФНТУНГ», 2021. 80 с.
8. Войтко С. В., Мельниченко А. А. Лідерство та антикризовий менеджмент: підручник. Київ: КПІ ім. Ігоря Сікорського. Вид-во «Політехніка», 2021. 194 с.
9. Воронкова В. Г., Беліченко А. Г., Мельник В. В. Етика ділового спілкування : навчальний посібник для ВНЗ. Львів, 2017. 312 с.
10. 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>.
11. 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.
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14. Гавриш О. М., Драмарецька К. П., Троян А. В., Восколупов В. В., Голік В. В. Методичні вказівки до вивчення дисципліни «Лідерство, управління комунікаціями та командною взаємодією» для здобувачів першого (бакалаврського) рівня вищої освіти зі спеціальності 073 «Менеджмент» освітньо-професійної програми «Менеджмент». Київ, 2024. 342 с.
15. 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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22. Психологічні засади лідерства в системі стратегічних комунікацій : навч.

посіб. / Н. Г. Іванова, О. О. Паливода, Ю. І. Андрусишин та ін. Київ : НА СБУ, 2022. 120 с.

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