

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

Department of Management named after Prof. J. S. Zavadskyi



Dean of the Faculty of Agrarian
Management

Anatolii OSTAPCHUK

2023

“ENDORSED”

By the meeting of the Department of
Management named after Prof.

J. S. Zavadskyi

Record № 8 dated on “22” May 2023

Head of the Department

Tetiana BALANOVSKA

“REVIEWED”

Guarantor of the Academic Program

Vitalii LUTSIK

**WORK PROGRAM OF THE ACADEMIC DISCIPLINE
“LEADERSHIP, COMMUNICATIONS AND TEAMWORK
MANAGEMENT (LEADERSHIP)”**

Specialty 073 “Management”

Academic Program Management

Faculty of Agrarian Management

Developer: Oksana Havrysh, PhD in Economics, Associate Professor, Associate
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J. S. Zavadskyi

**1. Description of the academic discipline
" Leadership, Communications and Teamwork Management
(Leadership)"**

Field of knowledge, specialty, specialization, educational degree		
Educational degree	Bachelor	
Branch of knowledge	07 Management and administration	
Specialty	073 Management	
Educational program	Management	
Characteristics of the academic discipline		
View	Normative	
Total hours	120	
Number of ECTS credits	4	
Number of content modules	2	
Course project (work) (if it is in the working curriculum)	–	
Form of control	<i>Credit</i>	
Indicators of academic discipline for full-time and part-time forms of education		
	full-time education	part-time education
A year of training	1	1
Semester	2	2
Lecture classes	30 hours	4 hours
Practical, seminar classes	30 hours	-
Independent work under the guidance of a teacher	60 hours	116 hours
Individual tasks	-	
Number of classrooms per week hours for full-time education	4 hours	

2. Purpose, tasks and competencies of the educational discipline

The purpose of educational discipline is the formation of modern managerial thinking and a system of theoretical knowledge and practical skills in leadership, communication management and team interaction in future specialists.

The task of the academic discipline is theoretical and practical training of applicants of higher education on leadership issues, building teamwork, organizing effective communication, conflict resolution, persuasion and negotiation.

Competence acquisition:

Integral competence (IC): The 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, technic and technologies, to 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 in using information and communication technologies.

GC 9. Ability to learn and master modern knowledge.

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

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

GC 13. Appreciation and respect of diversity and interculturality.

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 identify functional areas of the organization and the relationships 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 problems of the organization, form reasonable decisions.

SC 13. Understand the principles and norms of law and use them in the 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 moral, cultural, scientific values and multiply the achievements of society, to use various types and forms of physical activity to lead a healthy lifestyle.

PLO 3. Demonstrate 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 skills in situation analysis and communication in various areas of the organization activity.

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 publicly 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.

3. Program and structure of the academic discipline " Leadership, Communications and Teamwork Management (Leadership)"

CONTENT MODULE 1

THEORETICAL PRINCIPLES OF LEADERSHIP

Topic 1. Leadership as a social phenomenon

The essence and meaning of leadership, the phenomenon of leadership. Leadership assessment criteria. Differences between a manager and a leader, and their characteristic features. Functions performed by the manager and leader. The difference between leadership and management. Leadership development. Formation and development of leadership skills through training and self-study. Formation of the leadership system in the organization. Directions (sections) of leadership development strategies in enterprises.

Topic 2. Development of leadership theories

Evolution of development and classification of leadership theories. Basic provisions of classical theories of leadership. Stages of development of leadership theories. Connections of leadership theories. Theory of leadership behavior. Modern theories of leadership.

Topic 3. The leader as a personality

Leader and the art of negotiation. The art of listening. The importance of listening to develop leadership skills. Characteristics of a "good" and "bad" speaker. Factors influencing the negotiation process.

Topic 4. Development of individual leadership potential

Basics of facilitating learning, creative approaches and innovativeness. Recognition of the requirement for creative approaches and innovativeness. Critical thinking, mental models and ladders of inference. Mental models and organizational learning. Cooperation as a factor of learning and innovation. General recommendations for managers-leaders on the promotion of innovativeness. Learning and development mechanisms. Mentoring and mentoring. Evaluation and understanding of own preferences. Feedback as a key component of personal leadership. Relationship between personal leadership and organizational development.

Topic 5. The power of the leader

A leader as a servant: availability, communication, support. Key differences between a servant leader and a traditional leader. The philosophy of participatory management. Leadership as a means of improving the management process.

CONTENT MODULE 2

LEADERSHIP AND MANAGEMENT OF TEAM INTERACTION

Topic 6. Activity of the leader in the team

Involvement is a necessary condition for team development. Characteristics of the team and the role of the leader in it. Stages of team development and situational approach. Strategies of the manager's activity at different stages of the team's development. The image of the leader as a component of the activity of the management team.

Topic 7. The leader and his place in resolving conflict situations

Conflict styles. Stages of conflict development. Leaders and conflict management. Potential positive and negative opportunities associated with conflicts. Conflict resolution strategies. Elements of the art of persuasion in resolving conflict situations. Tolerance of the leader in conflict resolution.

Topic 8. Leadership and effective communication

Effective communication as a manager's competence and the influence of motivation on employees' activities. "Motivational" and "hygienic" factors in the theory of Frederick Herzberg. Communication: components, influencing factors and general principles. Feedback and active listening as a tool of leadership communication. Target audience and stakeholders. Communication planning.

Topic 9. Leadership ethics

The essence of leadership ethics. Moral development. The importance of values in leadership. Reputation of the organization. Ethical climate in the organization. Organizational ethics. Ethical requirements as assessed by Harvard Business School.

Topic 10. Stress management

The role of stress resistance in the realization of a leadership position. Stress management. Stress management factors depending on the type of stressor. Personal strategies for overcoming and counteracting stress. Stress prevention and personal development of the leader.

The structure of the academic discipline

Names of content modules and topics	Number of hours											
	Full-time form						Part-time form					
	In total	including					In total	including				
		l	p	lab	ind	s.r.		L	p	lab	ind	s.r.
Content module 1. Theoretical principles of leadership												
Topic 1. Leadership as a social phenomenon	12	3	3			6		2				12
Topic 2. Development of leadership theories	10	2	2			6						12
Topic 3. The leader as a personality	14	4	4			6						12
Topic 4. Development of individual leadership potential	14	4	4			6						12
Topic 5. The power of the leader	10	2	2			6						10
Together according to content module 1	60	15	15			30	60	2				58
Content module 2. Leadership and management of team interaction												
Topic 6. Activity of a leader in a team	10	2	2			6		2				12
Topic 7. The leader and his place in resolving conflict situations	14	4	4			6						12
Topic 8. Leadership and effective communication	14	4	4			6						12
Topic 9. Leadership ethics	10	2	2			6						12
Topic 10. Stress management	12	3	3			6						10
Together according to content module 2	60	15	15			30	60	2				58
Total	120	30	30			60	120	4				116

4. Topics of seminar classes

No	Topic name	Hours
1	Leadership as a social phenomenon	2
2	Development of leadership theories	2
3	The leader as a personality	2
4	Development of individual leadership potential	2
5	The power of the leader	2
6	Activity of a leader in a team	-
7	The leader and his place in resolving conflict situations	2
8	Leadership and effective communication	2
9	Leadership ethics	2
10	Stress management	-
	Together	16

5. Topics of practical classes

No	Topic name	Hours
1	Leadership as a social phenomenon	2
2	Development of leadership theories	-
3	The leader as a personality	2
4	Development of individual leadership potential	2
5	The power of the leader	-
6	Activity of a leader in a team	2
7	The leader and his place in resolving conflict situations	2
8	Leadership and effective communication	2
9	Leadership ethics	-
10	Stress management	2
	Together	14

6. Topics of laboratory classes

Not provided for in the curriculum

7. Topics of independent studies

No	Topic name	Hours
1	Leadership as a social phenomenon	6
2	Development of leadership theories	6
3	The leader as a personality	6
4	Development of individual leadership potential	6
5	The power of the leader	6
6	Activity of a leader in a team	6
7	The leader and his place in resolving conflict situations	6
8	Leadership and effective communication	6
9	Leadership ethics	6
10	Stress management	6
	Together	60

8. Samples of control questions, tests to determine the level of knowledge acquisition of students

1. What does the word "leader" mean in translation from English?
2. What are the criteria for evaluating leadership?
3. On what, in the opinion of A. I. Sosland, is the charismatic type of leadership based?
4. Why is the concept of "leadership" and "management" not usually distinguished in terms of content, even though they have significant differences? What are these differences?
5. What is the right to management as the main feature of a manager's professional activity?
6. What are the leading functions of management?
7. What is the role of the labor collective organizer?
8. What do managers and leaders use to influence the behavior of other people?
9. Define the concept of leadership.
10. List human needs according to the classification of A.-G. Maslow.
11. What is the role of the leader in the global processes of the modern economy?
12. What factors of modern life determined the development of the phenomenon of leadership?
13. What developed external communication skills does a manager-leader need?
14. What are organizational skills?
15. What manifestations does the practical-psychological mind have?
16. What qualities of a leader's personality does the psychological tact imply?
17. Reveal the essence of authoritarian, democratic and liberal leadership styles.

18. Explain the essence of the theory of leadership substitutes.
19. The essence and characteristics of the theory of emotional leadership
20. Theory of mediated leadership.
21. K. Cashman's theory of "internal stimulation" of leadership.
22. Management grid of D. Mouton and R. Blaker.
23. Characteristics of the concept "X" and the concept "Y".
24. The essence of the approach from the position of leadership behavior (behavioristic).
25. Explain why you need to be able to "listen" to yourself.
26. Why should a manager-leader constantly deepen and develop language competence and improve his listening skills?
27. How important is the correct understanding of the language of non-verbal signals for effective listening?
28. Reasons that hinder listening.
29. Characteristics of a "good" and "bad" speaker.
30. The essence of the negotiation model is a "game with zero result".
31. The essence of the bargaining model.
32. Factors influencing the negotiation process.
33. A model of negotiations based on interests.
34. The essence and process of innovation.
35. Recognition of the requirement for creative approaches and innovativeness.
36. Critical thinking and its use in practice.
37. Mental models, their characteristics.
38. The essence and meaning of "steps of inferences".
39. Mental models and organizational learning.
40. Cooperation as a factor of learning and innovation.
41. General recommendations for managers-leaders on the promotion of innovativeness.
42. The main goals of personal leadership development.
43. The main components of the personal leadership development process, their characteristics.
44. The essence of the "360 degrees" method.
45. Explain the essence of authoritarian, democratic and liberal communication styles.
46. What is communication?
47. Reveal the essence of the signs by which types of communication are classified.
48. Name the forms of communication you know.
49. The essence and meaning of the leader-servant.
50. The evolution of servant leader development.

51. Basic principles of the concept of service leadership.
52. The essence and characteristics of direct communication.
53. The essence and characteristics of mediated communication.
54. Communication functions.
55. Communication styles, their classification and characteristic features.
56. Models of communication according to Virginia Satyr.
57. Conditions for implementation of participatory management.
58. Characteristics of facilitative management.
59. Social aspect of consideration of the essence of leadership.
60. Psychological aspect of consideration of the essence of leadership.
61. What is the essence of the concept of participatory management?
62. Explain through which means the facilitator function is implemented?
63. Reveal the significance of the personal qualities of a manager-leader for effective management.
64. Discover the essence of formal leadership.
65. Define the concept of leadership style.
66. Explain the importance and need for proper control organization.
67. The difference between the concepts of "power" and "granting rights".
68. The essence and advantages of delegation.
69. Conditions under which it is necessary to make a decision about the need to form a team.
70. The "hot iron" rule.
71. Types of conflicts according to K. Yen.
72. The main characteristics of teams, according to research by Katzenbach and Smith from Harvard Business School.
73. Signs of a basic real command.
74. The main differences between teams and work groups.
75. Stages of team development.
76. The role of a leader in teamwork.
77. Strategies of the manager's activity at different stages of the team's development.
78. Willingness and ability are factors for choosing influence strategies.
79. Signs that allow you to identify the presence of "group thinking".
80. What is an image?
81. What general characteristics of the image can you name?
82. What determines the need to form an organization's image?
83. Why is the positive image of the enterprise considered an important modern component of the methodical product and an additional management resource?
84. What tasks can be solved by building the image of the enterprise?
85. What is publicity?

86. What is conflict? What are the types of conflicts?
87. What is characterized by intra-personal conflict?
88. What is the peculiarity of interpersonal conflicts?
89. What are intragroup conflicts?
90. What are the specifics of intergroup conflicts?
91. What algorithm should be followed for effective conflict resolution?
92. Define the term "belief".
93. Name the main methods of persuasion.
94. What psychological techniques allow you to convince the interlocutor?
95. Describe the rules of persuasion.
96. What are conflictogens?
97. Name the main causes of conflicts.
98. Prove the importance of choosing a communication style, the ability to persuade.
99. What does it mean to be tolerant?
100. Name the components of the development of tolerance.
101. Describe tolerance from the point of view of philosophy, sociology, psychology, pedagogy.
102. What does "tolerance at the psychological level" mean?
103. How do you understand social and psychological stability?
104. What defines the Declaration of Principles of Tolerance, which was adopted by the member countries of UNESCO?
105. The essence and meaning of communication.
106. Constituent communications.
107. The issue of effective communication within the leadership development program.
108. The leader's commitment to the principles of effective communication.
109. Development of effective communication skills of leaders.
110. Classification of needs.
111. Motivation and its influence on the activity of the leader.
112. Types of employee reactions to injustice.
113. A model of the communicative process.
114. Factors of ineffective communication.
115. Communication barriers, their characteristics.
116. Universal principles of effective communication.
117. The role of active listening in the activities of leaders.
118. Stages of developing effective listening skills.
119. Principles of communication that must be followed to achieve effectiveness in business communication.
120. The effect of a smile on the course of business communication.

121. The psychological mechanism of the influence of the ability to listen.
122. Feedback, its role and significance in leadership.
123. Map of stakeholder engagement strategies, depending on impact assessment and level of support.
124. The main levels of establishing interaction between the authorities and the public.
125. Components of communication plans.
126. Clarification of the semantic meaning of the terms "ethics", "morality", "morality".
127. Identify the salient features of morality.
128. Define the specifics of ethics as a science.
129. What are the main functions of ethics?
130. What is the subject of modern ethics?
131. What is the essence and content of the ethics of business relations?
132. What do you understand by value?
133. Value and culture, their unity and difference.
134. The problem of criteria for the classification of values.
135. Value orientations, their role in human life and typology.
136. Can a person exist without values?
137. The scale of values and problems of its formation in modern Ukrainian society.
138. Classification of organization ethics.
139. How does the social environment influence the formation and development of management ethics?
140. At what stages of the organization's life should we pay attention to the norms and principles of organizational ethics?
141. Name the requirements of the leading companies in their activities.
142. Name the tools for improving ethical behavior in organizations.
143. Name the principles of corporate ethics.
144. The essence and meaning of leadership ethics.
145. The importance of values in leadership.
146. Classification of values.
147. Division of values by groups.
148. A list of values that employees would like to see in their leaders.
149. The essence of the ethical climate in the organization.
150. Ethical norms and ethical climate.
151. Ethical requirements as assessed by Harvard Business School.
152. Reasons for unethical behavior.
153. Tools for improving ethical behavior in organizations.

154. The essence and characteristics of organizational ethics.
155. Basic components of business etiquette.
156. Ethical norms of business and social etiquette.
157. The essence and meaning of the concept of "stress".
158. Signs and effects of stress.
159. Cumulative effect of stress and burnout.
160. Classification of stresses and their characteristics.
161. The concept of the general adaptation syndrome by H. Selye.
162. Classification of stressors in professional activity according to H. Nikiforov.
163. Basic principles and rules of stress management.
164. Sources of stress in the workplace.
165. Stress management factors depending on the type of stressor.
166. Complex ways of neutralizing and managing stress.
167. Action algorithm when stress is expected.
168. Algorithm of actions in the event of stress (stress in the present).
169. Algorithm of actions if a stressful situation has already occurred, but the stress still persists (stress in the past).
170. Development of a leadership personality in stressful situations.

Tests to determine the level of knowledge acquisition by students

1. What is leadership?

- a) Ability to execute commands and give instructions;
- b) Ability to motivate, inspire and influence others;
- c) Ability to solve problems and achieve set goals;
- d) All of the above answers.

2. What is participatory management?

- a) An approach to management in which decisions are made exclusively by company managers.
- b) An approach to management in which all employees have the opportunity to participate in the decision-making process.
- c) An approach to management in which decisions are made with the help of information technology.

3. What is the philosophy behind participatory management?

- a) Individualism;
- b) Conservatism;

c) Humanism.

4. What is the significance of leadership in the management process?

- a) Ensuring performance of tasks and achievement of organizational goals;
- b) Stimulation of cooperation, communication and team development;
- c) Implementation of new ideas and innovations;
- d) All of the above answers.

5. What is the role of the leader in improving the management process?

- a) Development of a strategy and determination of the organization's goal;
- b) Creating a motivational atmosphere and providing support to employees;
- c) Establishment of effective communication channels and reporting system;
- d) All of the above answers.

6. Why is leadership an important element of improving the management process in the organization?

- a) Ensuring effective coordination and results orientation;
- b) Stimulation of innovations and implementation of changes;
- c) Defining the vision and purpose of the organization;
- d) Development of cooperation, communication and internal leadership;
- e) All of the above answers.

7. What does the concept "leader as servant" mean?

- a) A leader who puts his subordinates first and helps them succeed.
- b) A leader who remains at a distance from his subordinates and does not interfere in their work.
- c) A leader who shifts all responsibility to his subordinates and does not help them in solving problems.
- d) A leader who has a lot of power and controls subordinates.

8. What qualities should a servant leader possess?

- a) It is necessary to be authoritarian and uncompromising.
- b) It is necessary to be sympathetic and milking.
- c) It is necessary to be able to listen and understand the needs of subordinates.

9. What are the advantages of a leader who supports his subordinates?

- a) The motivation and job satisfaction of subordinates increases;
- b) The leader becomes more controlling and disciplined.
- c) Subordinates will begin to respect the leader even more.

10. What are the leadership styles?

- a) educational, authoritarian, ambitious, democratic, sociable
- b) sociable, democratic, individual, educational, ambitious
- c) individual, democratic, authoritarian, sociable, accompanying

11. A leader is –

- a) has the necessary powers to make decisions and bears full responsibility for the results of the work of the team led by him
- b) this is the influence of relationships in the process of interaction, based on personal characteristics, where the fact of dominance and submission can be traced.
- c) a person who assumes the role of head, head of any social group, political party, organization, society as a whole.

12. Leadership is –

- a) a person who plays a key role in the group is an authority and vector of movement for its members. At the same time, it arises precisely at the request of the group, based on those created by it
- d) type of managerial interaction, which is based on a more effective combination of different sources of power for the given situation and is aimed at encouraging people to achieve common goals.
- c) a social formation that unites many people whose activities have a certain socially useful purpose and are coordinated in a certain way

13. The functions of a leader in the modern world can be divided into the following groups:

- a) strategic management, organization and control, communications, transfer of energy and inspiration.
- b) strategic management, organization and control, communications, training.
- c) strategic management, organization and control, formal organization, individual organization.

14. What can leadership be?

- a) formal
- b) individual
- c) ambitious
- d) informal
- e) authoritarian
- f) communication

15. What leadership style is characterized by the fact that the leader makes decisions alone and does not give subordinates the ability to show initiative?
- a) democratic style
 - b) authoritarian style
 - c) liberal style
 - d) bureaucratic style

9. Teaching methods

Teaching methods are methods of joint activity and communication between the teacher and students of higher education, which ensure the development of positive motivation for learning, mastering the system of professional knowledge, abilities and skills, the formation of a scientific worldview, the development of cognitive powers, the culture of mental work of future specialists.

The following teaching methods are used during the educational process:

Depending on the source of knowledge: verbal (explanation, conversation, discussion, dialogue); visual (demonstration, illustration); practical (solving problems, business games).

According to the nature of cognitive activity: explanatory and visual problem statement; partly search and research methods.

By place in educational activity:

- methods of organization and implementation of educational activities, combining verbal, visual and practical methods; reproductive and problem-searching; methods of educational work under the guidance of a teacher and methods of independent work of students of higher education;

- methods of stimulating and motivating educational work, including cognitive games, educational discussions, role-playing situations;

- methods of control and self-control of educational activities: methods of oral and written control; individual and frontal, thematic and systematic control.

In the process of teaching an academic discipline, the following educational technologies are used to activate the educational and cognitive activity of students of higher education:

- working in small groups makes it possible to structure practical-seminar classes in terms of form and content, creates opportunities for the participation of each student of higher education in work on the topic of the class, ensures the formation of personal qualities and experience of social communication;

- seminars-discussions provide for the exchange of thoughts and views of the participants on a given topic, and also develop thinking, help form views and beliefs, the ability to formulate opinions and express them, teach to evaluate other people's proposals, to critically approach one's own views;

- brainstorming - a method of solving urgent tasks, the essence of which is to express as many ideas as possible in a limited period of time, discuss and carry out their selection;

- case method – a method of analyzing specific situations, which makes it possible to bring the learning process closer to the real practical activity of specialists and involves consideration of production, management and other situations, complex conflict cases, problem situations, incidents in the process of learning educational material;

- presentations – speeches in front of the audience, used to present certain achievements, results of the group's work, a report on the performance of individual tasks, instruction, demonstration;

- didactic games – a method of imitation (imitation, reflection) of making management decisions in various situations according to rules that have already been developed or formed by the participants themselves, is implemented through the independent solution of the given problem by students of higher education, provided that the necessary knowledge is insufficient, when there is a need to independently master new content or look for new connections in already learned material;

- banks of visual support contribute to the activation of creative perception of the content of the discipline with the help of visualization.

10. Forms of control

According to the "Regulations on examinations and assessments at the National University of Life and Environmental Sciences of Ukraine", approved by the Academic Council of the National University of Life and Environmental Sciences of Ukraine on April 26, 2023, protocol No. 10, the types of knowledge control of applicants of higher education are current control, intermediate and final attestation.

Current control is carried out during practical and seminar classes and is aimed at checking the level of readiness of higher education applicants to perform specific work.

Intermediate attestation is conducted after studying the program material of each content module.

Intermediate attestation should determine the level of knowledge of the students of higher education from the program material of the content module (rating assessment from the content module), obtained during all types of classes and independent work.

Forms and methods of conducting intermediate certification, assimilation of the program material of the content module are developed by the lecturer of the discipline and approved by the relevant department in the form of testing, written control work, etc.

The assimilation of the program material of the content module by the student of higher education is considered successful if the rating is not less than 60 points on a 100-point scale.

Enrollment of all educational material of a discipline does not exempt a student of

higher education from taking an exam in this discipline.

After conducting intermediate attestations of the content modules and determining their rating evaluations, the lecturer of the discipline determines the rating of the student of higher education from the educational work of the RNR (no more than 70 points) according to formula (1):

$$R_{HP} = \frac{0,7 \cdot (R^{(1)}_{3M} \cdot K^{(1)}_{3M} + \dots + R^{(n)}_{3M} \cdot K^{(n)}_{3M})}{K_{DIS}}, \quad (1)$$

where $R^{(1)}_{3M}, \dots, R^{(n)}_{3M}$ – are rating grades from content modules on a 100-point scale;

n – number of content modules;

$K^{(1)}_{3M}, \dots, K^{(n)}_{3M}$ – the number of credits of the European Credit Transfer and Accumulation System (ECTS) (or hours) provided for in the working curriculum for the corresponding content module;

$K_{DIS} = K^{(1)}_{3M} + \dots + K^{(n)}_{3M}$ – the number of ECTS credits (or hours) provided for by the working curriculum for the discipline in the current semester.

Formula (1) can be simplified if accepted $K^{(1)}_{3M} = \dots = K^{(n)}_{3M}$. Then it will look like

$$R_{HP} = \frac{0,7 \cdot (R^{(1)}_{3M} + \dots + R^{(n)}_{3M})}{n}. \quad (2)$$

The rating of the student of higher education on academic work is rounded to the nearest whole number.

The rating for academic work can be affected by the rating from additional work and the penalty rating.

Final attestation includes semester and state attestation of students of higher education.

Semester attestation in the academic discipline "Leadership, Communications and Teamwork Management (Leadership)" is conducted in the form of a semester credit.

11. Distribution of points received by students

The assessment of the knowledge of a higher education student takes place on a 100-point scale and is translated into national assessments according to the table. 1 "Regulations on examinations and credits at the National University of Life and Environmental Sciences of Ukraine ", approved by the Scientific Council of NULES of

Ukraine on April 26, 2023, protocol No. 10.

Rating of the applicants of higher education, points	The assessment is national according to the results of the assembly	
	Exams	Credits
90-100	Perfectly	Enrolled
74-89	Fine	
60-73	Satisfactorily	
0-59	Unsatisfactorily	Not counted

In order to determine the rating of a higher education seeker for mastering the discipline $R_{\text{ДИС}}$ (up to 100 points), the obtained rating from the certification (up to 30 points) is added to the rating from the educational work $R_{\text{НР}}$ (up to 70 points):

$$R_{\text{ДИС}} = R_{\text{НР}} + R_{\text{АТ}}. \quad (3)$$

12. Educational and methodological support

1. Work program for studying the discipline " Leadership, Communications and Teamwork Management (Leadership)"
2. Electronic training course "Leadership, Communications and Teamwork Management (Leadership)": <https://elearn.nubip.edu.ua/course/view.php?id=5093>

13. Recommended sources of information

Main:

1. Вербовська Л. С., Боднар Г. Ф., Микитюк Н. Є. Технології лідерства в організації : конспект лекцій. Івано-Франківськ : Вид-во «ІФНТУНГ», 2021. 80 с.
2. Войтко С. В., Мельниченко А. А. Лідерство та антикризовий менеджмент: підручник. Київ : КПІ ім. Ігоря Сікорського. Вид-во «Політехніка», 2021. 194 с.
3. Комарова К. В., Коляда С. П. Лідерство : навч. посіб. для студ. вищ. навч. закл. Дніпро : 2017. 430 с.
4. Кононець М. О. Психологія лідерства : навч. посіб. / за заг. ред. О. В. Винославської. Київ : КВІЦ, 2020. 252 с.
5. Лекції з дисципліни «Лідерство» / укл. С. П. Коляда. Дніпро : Університет митної справи та фінансів, 2018. 95 с.
6. Лідерство та команда в публічному управлінні : конспект лекцій / укл.: К. В. Таранюк, Я. В. Кобушко. Суми : Сумський державний університет, 2020.

175 с.

7. Лугова В. М., Голубєв С. М. Основи самоменеджменту та лідерства : навч. посіб. Харків : ХНЕУ ім. С. Кузнеця, 2019. 212 с.

8. Нежинська О. О., Тименко В. М. Основи коучингу : навч. посіб. Київ : Харків : ТОВ «ДІСА ПЛЮС», 2017. 220 с.

9. Нестуля О. О., Нестуля С. І., Кононец Н. В. Основи лідерства : електрон. посіб. для самост. роб. студ. Полтава : ПУЕТ, 2018. 241 с.

10. Орлів М. С. Розвиток лідерського потенціалу керівника сфери державного управління : навч. посіб. Київ : ДП «НВЦ «Пріоритети», 2017. 40 с.

11. Психологія тимбілдингу : навч. посіб. / О. Г. Романовський, В. В. Шаполова, О. В. Квасник, Т. В. Гура; за заг. ред. О. Г. Романовського, С. В. Калашникової. Харків : «Друкарня Мадрид», 2017. 92 с.

12. Свидрук І. І., Миронов Ю. Б. Психологія управління та конфліктологія : підручник. Львів : Видавництво Львівського торговельно-економічного університету, 2017. 320 с.

13. Скібіцький О. М. Лідерство та стиль роботи менеджера : навч. посіб. Київ : ЦУЛ, 2019. 192 с.

14. Теорія і практика формування лідера: навч. посіб. / О. Г. Романовський, Т. В. Гура, А. Є. Книш, В. В. Бондаренко. Харків, 2017. 100 с.

Additional:

1. Адізес І. К. Командне лідерство. Як порозумітися з будь-яким менеджером / за пер. С. Сарвіри. Київ : Вид-во «Наш Формат», 2019. 304 с.

2. Віллінк Дж. Стратегія і тактика лідерства / за пер. Л. Пилаєвої. Київ : Вид-во «Book Chef», 2021. 368 с.

3. Кові С. Лідер у мені. Київ : Вид-во «Едіпрес Україна», 2016. 246 с.

4. Крейг Н. Лідерство починається з призначення / за пер. В. Галкіної. Харків : Вид-во: «Фабула», 2019. 240 с.

5. МакКі Е., Боячис Р., Гоулман Д. Емоційний інтелект лідера / за пер. В. Глінки. Київ : Вид-во «Наш Формат», 2019. 288 с.

6. Мак-Клатчі С. Будь лідером. Вирішуй, плануй, дій / за пер. І. Гнатковської. Харків : Вид-во «Віват», 2020. 208 с.

7. Максвелл Дж. Розвись лідера в собі / за пер. Надії Гербіш. Київ : Вид-во «Брайт Букс», 2013 184 с.

8. Максвелл Дж. К. 5 рівнів лідерства / за пер. Т. Куріпко. Київ : Вид-во «Наш Формат», 2018. 304 с.

9. Менегетті А. Психологія лідера. Київ: Вид-во «Наш Формат», 2019. 342с.

10. Морган Дж. Transformational Leadership and Leader Attitudes on Subordinate Attitudes and Implementation Success. *Journal of Leadership & Organizational Studies*. 2020, Vol. 27 (1). P. 98–111.

Information resources:

1. Лідерство у 21-му столітті. 2019 Deloitte Global Human Capital Trends. URL: Стратегії лідерства: найефективніші стратегії, приклади та книги. URL: <https://www2.deloitte.com/content/dam/Deloitte/ua/Documents/human-capital/Deloitte-Global-Human-Capital-Trends-2019-3.pdf>.
2. Сильні сторони лідерства: найбільші сильні сторони у 2023 році (оновлено). URL: <https://businessyield.com/uk/terms/leadership-strengths/>.
3. Стратегії лідерства: найефективніші стратегії, приклади та книги. URL: <https://businessyield.com/uk/management/leadership-strategies/>.
4. Як стати лідером: стати лідером своєї мрії. URL: <https://businessyield.com/uk/management/how-to-be-a-leader/>.
5. 6 leadership skills you need for business success. URL: <https://online.hbs.edu/blog/post/leadership-skills>.
6. Servant Leadership. URL: <https://corporatefinanceinstitute.com/resources/management/servant-leadership/>.
7. The 8 Key Leadership Skills You need to know in 2023 – IMD. URL: <https://www.google.com/search?q=leadership&oq=leader&aqs=chrome.4.69i59l2j0i512j0i131i433i512l2j0i512l4.4807j0j15&sourceid=chrome&ie=UTF-8>.
8. What Is Business Leadership? Definition, Skills of Effective Leaders. URL: <https://www.indeed.com/career-advice/career-development/business-leadership>.
9. What is leadership: A definition and way forward. URL: <https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-leadership>.
10. Understanding Leadership. URL: <https://hbr.org/2004/01/understanding-leadership>.