NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF UKRAINE
FACULTY OF AGRARIAN MANAGEMENT
Department of management named after prof. J. Zavadskyi

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«____» _____ 2021

«CONFIRMED»
at the meeting of department of management named after prof. J. Zavadskyi
Protocol № ____ from «____» _____
Head of department
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Work program of the course
«COMMUNICATION MANAGEMENT»
Specialty 073 – «Management»
Educational-professional program «Management»
Faculty of Agrarian management
Author: Doctor of economics N.P. Reznik

Kyiv – 2021

Abstract of the discipline

Within the framework of the discipline the categorical-conceptual apparatus of the problems of communicative management is considered; basic theories and concepts of human interaction in the organization, including issues of management, communications, communication, means and barriers of communication, communication processes, the nature and management of conflicts; essence of business communication, ethics of business communications, principles and methods of organization of business communications including with use of modern means of communication, methods of conducting business conversation, business negotiations; technologies and tools of communicative management; essence, content, purpose of image-making; communicative technologies for building a personal and organizational brand.

The discipline «Communication management» is part of a series of disciplines that form general competencies, educational and professional training programs for specialists of the first (bachelor's) level in the specialty 073 «Management».

The strength and quality of relationships between people depends largely on how clear and honest their interpersonal relationships are. Communicative skills and rhetorical skills play an important role in management. After all, the effectiveness of the organization as a whole depends on the extent to which the manager will be able to establish interaction with subordinates and colleagues, to convince of the need to implement management decisions. Therefore, the formation of a system of knowledge and skills in communication management today is an important task for training future highly qualified professionals..

The purpose of the discipline: to form in students majoring in «Management» a holistic view of the essence of communicative management as a universal activity for the study, design, formation and development of communication systems (organization, project, brand, personality), management concepts and develop skills to apply communicative technologies in the practice of public administration.

Description of the course «Communication management»

Area of knowledge, direction of preparation, specialty, educational and qualification level	
Educational and qualification level	bachelor
Specialty	073 «Management»
Educational-professional program	«Managemen»
Characteristics of the course	
View	*normative*
Total number of hours	*120*
Number of credits ECTS	*4*
Number semantic modules	*2*
Course project (work) (if available in curriculum)	-
Form of control	Exam

Descriptions of the course for full-time and distance learning

	full-time education	correspondence form of training
Year of preparation	*4*	-
Semester	*5*	-
Lectures	*30 hrs.*	-
Practical works	*30 hrs.*	-
Laboratory classes	-	-
Independent work	*60 hrs.*	-
Individual tasks	-	-
Number of weekly hours for full-time students: classroom	*4 hrs.*	

Competences and learning outcomes in the discipline:

Competences	Study results
Ability to justify the importance of communicative management	Ability to define and competently use the main categories of communication theory, to substantiate the basic concepts, elements.
Ability to determine the features of communication, information in management	Ability to analyze types of communication, information, identify and analyze types of communication networks, stages of communication process
Ability to form effective communication systems in the management of organizations	Ability to organize effective communications in organizations, timely overcome obstacles that arise in the process of communication; to approach the identification and overcoming of problems of interpersonal communication in the organization, in particular semantic barriers, nonverbal barriers, etc., to be able to use modern means of communication in management
Ability to identify the features of communication as a tool of professional activity	To be able to use forms of professional communication, business communications, to apply various ways of language activity in the set conditions, to improve communicative feedback processes.
Ability to make management decisions to overcome crisis communications	To be able to identify and analyze constructive and destructive conflicts, to accept justified ones solutions and solve problems.
Ability to manage the communicative process in management	Ability to organize the preparation and implementation of programs to improve communications in the organization, to analyze and typology of communication needs (individual and group), to develop and organize activities for the orientation and selection of appropriate tools in the communicative process.
Ability to make decisions in difficult and unpredictable conditions, which requires application of new approaches and methods of management	Ability to justify approaches to identification, redistribution and support basic communication roles in the management of the organization
Ability to develop a communicative strategy of the organization	Ability to develop personal and organizational brand, corporate image, use image models of communication
Ability to use communication skills and technologies, to initiate the introduction of communicative management methods in practice subjects of organizations	Ability to use information and communication technologies in management, to form the communicative qualities of the personality of a modern specialist.

The program and structure of the course «Communication management»

CONTENT MODULE 1. THEORETICAL FOUNDATIONS OF COMMUTICATION MANAGEMENT

Theme lectures 1. Introduction to communication management

Basic paradigms of communication theory. Communicative management as a theory and social communication management practice. Tasks of communicative management. Content and directions of communicative management. Objects and subjects of communicative management. Corporate communications as a subject of communicative management.

Theme lectures 2. The essence and concept of information and communication in management

The concept of information, its essence and significance in the management process. Classification of information used in management. Information requirements. Features of the use of information at the upper, middle, lower levels of management. Information carriers. Operations and procedures of information processing in management. The concept and construction of information systems.

The essence of communications. Classification, types of communications. Communication network. Communication process, its elements. Communication process model. The importance of formal and informal structures in communicative relations.

Theme lectures 3. Means and barriers of communication in management

The structure of the communication system: basic and synthetic means of communication. Communications in the modern communicative process. The content of communication barriers in the organization. Typology of communication barriers: microbarriers and macrobarriers. Causes of communication barriers: factors of the initiator of communication and factors of the recipient of information.

The relationship between the perception and exchange of information to improve written and oral communication through the use of the checklist «Five» C «of communication» R. Falmer.

Theme lectures 4. Professional communication. Communication as a tool of professional activity

The essence of communication. Communication styles. Leadership styles. Forms of interaction in businesscommunication. Organization of interaction in business communication. Virtual communication. The essence and features of manipulation in communication.

Language as the main means of verbal communication. Basic functions of language. Speech, types of speech activity.

Theme lectures 5. Business communications as a tool of professional activity

Leadership. Sources of leader power. Leader behaviors: autocratic, democratic, liberal. The Managerial Grid (by Robert A. Blake and Jane S. Mouton). Fielder's Leadership theories (contingency model). Situational Leadership Theory (Paul Hersey and Kenneth H. Blanchard). Normative Leadership Model (Victor H. Vroom and Philip W. Yetton). Path-Goal Theory (Robert J. House and colleagues).

Theme lectures 6. Conflict and transactional analysis

The essence and types of conflicts. The origin of conflicts. The nature of the conflict. Model of conflict as a process. Basic rules for counteracting the conflict. Conflict styles of behavior, Thomas Kilmann system. Conflict management. Mechanisms of communicative influence in crisis situations.

The main provisions of the theory of transactional analysis, the essence of transactions, the algorithm of transactional analysis, structural and functional analysis as components of transactional analysis, behavioral characteristics of basic transactions.

Theme lectures 7. Integrated communications

The concept of integrated communication. Integrated communication tools. Exhibitions as components of communicative management. Types of fairs and exhibitions. The process and scheme of organizing a major international exhibition, its functions. Presentations, press conferences, their functional purpose. Sponsorship package, its purpose. The main directions of communicative activity of the sponsorship firm. Merchandising as an effective means of influencing the consumer of any organization's products.

CONTENT MODULE 2. C O M M U N I C A T I O N M A N A G E M E N T FUNCTION

Theme lectures 8. Features of communication management at different levels of the organizational environment

Structure of organizational communications. Algorithm for forming a complex of communications in organizations. Communications management in a corporation, firm, organization, etc. Communication process planning. Intra-organizational communications as a process of interaction between elements of the management structure (departments, officials), carried out through the communication channels that connect them.

Typology of internal communications: in nature, in content, in terms of spatial location of information channels. Situational factors influencing the dissemination of information about the functioning and achievements of the organization.

Theme lectures 9. Technologies and tools of communicative management

The essence of management technology. The essence of management tools: management methods and development and management decisions. Public relations, relations with shareholders, investors and partners (investor relations), relations with mass media (media relations) as a system of communications. Formation of media relations and rules of interaction with journalists. Press release writing technologies.

Features of interviews with various media. Internet technologies in communicative management. Technological aspects of communication campaigns.

Theme lectures 10. Communicative technologies for building a personal and organizational brand

Creating a personal brand. Branding in the system of organizational communications. Corporate identity, its constituent elements. Business paraphernalia.

Theme lectures 11. Image-making: essence, content, purpose

Image-making: essence, content, purpose. Image in the structure of communicative space. Image models of communication. Types of images. The process of forming an image maker as a professional. Image makers of leaders, politicians, businessmen. The concept of corporate image, stages of its formation.

Theme lectures 12. Business communications as a business process

Organization of negotiation processes. The role of business negotiations in the organization. Technology of organizing and conducting business negotiations. Business negotiation strategy. Informal relations in the negotiation process.

Theme lectures 13. Ethics of business communication.

The nature and essence of business ethics. Communication as a tool of business ethics. Rules and etiquette of business relations. Communicative competence and its components.

Theme lectures 14. Research methods in communicative management

Determining effectiveness in communication management. Methods of modeling in communicative management.

Theme lectures 15. Directions of applied application of communicative management

Regularities of communicative management. Areas of application communicative management. Lobbying – as an applied form of communication management. Interactive culture of communication interaction.

The list of practical (seminar) withdrawals, as well as questions and tasks for independent work is given in the table «Rating-plan of the discipline».

Teaching and learning methods

In the process of teaching the discipline to enhance the educational and cognitive activities of students provides for the use of such methods of presentation (presentation) of information to the applicant in the course of his cognitive activities, implemented through actions that connect teacher and applicant, namely:

1. Explanatory-illustrative method, or information-receptive.
2. Reproductive method .
3. Method of problem statement.
4. Partial search, or heuristic method.
5. Research method..

Among the productive teaching methods aimed at activating and stimulating the educational and cognitive activities of applicants provides for the use of both active and interactive learning technologies, such as mini-lectures; presentations; work in small groups; discussion seminars; brain attacks; case studies; debate; analysis of managerial situations, business and role-playing games, etc.

The procedure for assessing learning results

The system of assessment of the formed competencies of students takes into account the types of classes, which according to the curriculum of the discipline include lectures and practical classes, as well as independent work. Assessment of the formed competencies of students is carried out according to the accumulative 100-point system, control measures include:

Control measures include:

current control carried out during the semester during lectures, workshops, seminars and is estimated by the sum of points scored (maximum amount- 60 points; the minimum amount that allows a student to take the exam - 35 points;

modular control, conducted in the form of a colloquium, taking into account the current control over the relevant content module and aims at integrated assessment of student learning outcomes after studying the material from the logically completed part of the discipline - the content module;

final / semester control, which is conducted in the form of a semester exam, according to the schedule of the educational process.

Current control includes evaluation of students' work during:

lectures (0.5 and 1 points) for each lesson, provided the use of modern technologies and tools of communicative management. Total number of points – 14;

practical and seminar classes – active work in pairs (0.5 and 1 points) provided that the student performs practical tasks. Total number of points – 9. Assessment of student knowledge during practical classes is carried out according to the following criteria: practical work is performed and defended within the timeframe set by the teacher; independence of execution; clearly stated goals and objectives of the

study; correct methods of processing the obtained results; literacy and correctness of interpretation of results and conclusions; compliance with formal criteria (structure, consistency and logic, validity of arguments and conclusions, literacy, quality of design, etc.).

Forms of current assessment and methods of demonstrating the learning outcomes of applicants in the framework of independent work are:

essay preparation (2 points that can be obtained with a creative approach to the essay). Total number of points for the essay – 2; preparation of the presentation (2 points) for each presentation. Total number of points for the presentation - 10; homework (1 point) for each task. Total number of points for homework - 9. Total number of points for independent work – 21 points.

Evaluation of the results of the study of the discipline «Communicative Management» within the current control includes tests. The maximum score for each job is 3 points. Structure of control work: diagnostic task (maximum score - 1 point; 10 stereotype tests) (maximum score for tests - 2 points) Total number of points for tests – 6.

Conducting a colloquium, students write two colloquia. The maximum score for each colloquium is 5 points. The maximum number of points for both colloquia is 10 points. The structure of the colloquium: 1) diagnostic task (maximum score - 3 points, 10 stereotype tests (maximum score for tests - 2 points). The first colloquium includes topics 1 - 7, and the second colloquium - topics 8 - 14.

Final control: knowledge and competencies of students in the discipline is carried out on the basis of a semester exam, which aims to test students' understanding of the program as a whole, logic and relationships between individual sections, ability to creatively use accumulated knowledge, ability to formulate their attitude to a problem academic discipline, etc.

The examination ticket covers the program of the discipline and determines the level of knowledge and the degree of mastery of competencies by students.

The exam ticket consists of 25 stereotype tests and three tasks: one stereotypical, one diagnostic and one heuristic, which test the level of students' mastery of professional competencies in the theoretical foundations of communicative management, as well as the ability to plan, organize, control, motivate management and technology. communication management tools.

Stereotype tests and tasks reveal the level of students' mastery of professional competencies on the ability to theoretically substantiate the basic laws, patterns and principles of communicative management in relation to their application in practice.

The diagnostic task reveals the level of students' mastery of professional competencies in the analysis of conditions and experience in organizing management activities with the help of tools, technologies and tools of communicative management and the latest management concepts.

The heuristic task reveals the level of students' mastery of professional competencies with the use of means, technologies and tools of communicative management, including in the performance of management activities in organizations, enterprises, public institutions and more.

The following criteria are used to assess the written examination paper:

test tasks - 25 tests - each correct answer is evaluated in 1 point; stereotypical task - the maximum score for the solved task is 3 points; diagnostic task - the maximum score for the solved task is 4 points; heuristic task - the maximum score for which is 8 points. The final grade for the exam consists of the sum of points for solving all tasks.

Test tasks and stereotypical tasks assess the basic competencies that applicants must have mastered. Maximum scores for completed tasks can be obtained by deep mastering of the program material, mastering the recommended literature; clear mastery of the conceptual apparatus, methods of using basic tools of public management and the ability to use them to perform specific practical tasks, solving situations. The answer to the stereotypical question must be correct and complete, the design of the answer - accurate, logical and consistent. Heuristic and diagnostic tasks are performed using a typical algorithm and independently developed algorithm, conclusions to the tasks are reasoned and substantiated, presented in a logical sequence at a very high level and based on them proposed recommendations and measures.

The result of the semester exam is evaluated in points (maximum number - 40 points, minimum number of credits - 25 points) and is affixed in the appropriate column of the examination «Information of performance».

A student should be considered certified if the sum of points obtained from the final / semester performance test is equal to or exceeds 60. The minimum possible number of points for current and modular control during the semester is 35 and the minimum possible number of points scored in the exam is 25.

Rating plan of the discipline

Topic	Forms and types of education		Forms of evaluation	Max mark
1	2		3	4
Topic 1. Communicative management: basic principles and basic characteristics	*Classroom work*			
	Lecture	Lecture on «Communicative Management: Basic Provisions and basic characteristics «	Work on lectures	0,5
	Practical lessons	Practical lesson on the topic: «Communicative management: basic principles and basic characteristics»	Active work in the classroom	0,5
	Independent work			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation of a presentation on the topic: «Typological models of communicative management»	Presentation on the topic	2
Topic 2. The essence and concept of information and communication in management	*Classroom work*			
	Lecture	Lecture on «The essence and concept information and communications in management «	Work on lectures	0,5
	Practical lessons	Practical lesson on the topic «The essence and concept of information and communication in management»	Active work in the classroom	0,5
	Independent work			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Doing homework on the topic: «The essence and concept of information and communication in management»	Homewok check	1
Topic 3. Means and barriers on	*Classroom work*			
	Lecture	Lecture on «Means and barriers communications in management «	Work on lectures	1

	Practical lessons	Practical lesson on the topic «Means and barriers of communication in management»	Active work in the classroom	0,5
		Independent work		
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Homework on the topic «Means and barriers of communication in management»	Перевірка домашніх завдань	1
Topic 4. Professional communication. Communication as a tool of professional activity		*Classroom work*		
	Lecture	Lecture on «Professional communication. Communication as a tool of professional activity»	Work on lectures	1
	Practical lessons	Practical lesson on the topic: «Professional communication. Communication as a tool of professional activity»	Active work in the classroom	1
		Independent work		
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic, preparation for the current test. Essay writing on the topic: «Communication as a tool of professional activity»	Essay check	2
Topic 5. Business communications as a tool of professional activity		*Classroom work*		
	Lecture	Lecture on «Business communications as tool of professional activity «	Work on lectures	1
	Practical lessons	Practical lesson (case) on the topic: «Business communications as a tool of professional activity»	Active work in the classroom	0,5
		Conducting a survey of students on the basic provisions and basic characteristics of communicative management (Topics 1-4)	Express control work	3
		Independent work		
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation of a presentation on the topic: «Business communications as a tool of professional activity»	Presentation on the topic	2

		Classroom work		
Topic 6. Conflict and transactional analysis	Lecture	Lecture on «Conflict and transactional analysis «	Work on lectures	1
	Practical lessons	Practical lesson on the topic «Conflict and transactional analysis»	Active work in the classroom	0,5
		Independent work		
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic, preparation for the colloquium. Doing homework on the topic: «Conflict and transactional analysis»	Homework check	1
Topic 7. Integrated communications		Classroom work		
	Lecture	Lecture on «Integrated communications «	Work on lectures	1
	Practical lessons	Practical lessons on the topic «Integrated communications»	Active work in the classroom	0,5
		Colloquium on the content module 1 «Introduction to communicative management»	Colloquium on the content module 1	5
		Independent work		
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation of a presentation on the topic: «Integrated communications»	Presentation on the topic	2
Topic 8. Features of communication management at different levels of the organizational environment		Classroom work		
	Lecture	Lecture on «Features of communications management on various levels of the organizational environment»	Work on lectures	1
	Practical lessons	Practical lessons on the topic «Features of communication management at different levels of organizational»	Active work in the classroom	0,5
		Independent work		
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Homework on the topic: «Features of communication management at different levels of the organizational environment»	Homework check	1
Topic 9. Technologies and tools of communicat		Classroom work		
	Lecture	Lecture on «Technology and communication management tools «	Work on lectures	1

	Practical lessons	Practical lessons on the topic «Technologies and tools of communication management»	Active work in the classroom	0,5
		Independent work		
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Doing homework on the topic:»Technologies and tools of communication management»	Homework check	1
		Classroom work		
	Lecture	Lecture on «Communicative technologies for building personal and organizational brand «	Work on lectures	1
Topic 10. Communicative technologies for building a personal and **organizational brand**	Practical lessons	Practical lessons on «Stages of development and implementation of personal and organizational brand»	Active work in the classroom	1
		Independent work		
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic, preparation for the current test. Preparation of a presentation on the topic: «Communicative technologies for building personal and organizational brand «	Presentation on the topic	2
Topic 11. Image-making: essence, content, purpose		*Classroom work*		
	Lecture	Lecture on «Imagemaking: essence, content, purpose «	Work on lectures	1
	Practical lessons	Practical lessons on the topic: «Imagemaking: essence, content, purpose»	Active work in the classroom	0,5
		Carrying out current control work on topics 8-10	Express control work	3
		Independent work		
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation of a presentation on the topic: «Imagemaking: essence, content, purpose»	Presentation on the topic	2
Topic 12. Business communications as a business		*Classroom work*		
	Lecture	Lecture on «Business Communications as a business process «	Work on lectures	1
	Practical lessons	Practical lessons (case) on the topic «Business communications as a business process»	Active work in the classroom	1
		Independent work		

		Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Doing homework on the topic: «Business communications as a business - process «	Homework check	1
Topic 13. Ethics of business communication		*Classroom work*			
		Lecture	Lecture on «Business Ethics communications «	Work on lectures	1
		Practical lessons	Practical lessons on «Ethics of business communication»	Active work in the classroom	0,5
		Independent work			
		Questions and tasks for self-study	Search, selection and review of literary sources on a given topic, preparation for the colloquium. Doing homework on the topic: «Ethics of business communication»	Homework check	1
Topic 14. Research methods in communicative management		*Classroom work*			
		Lecture	Lecture on «Research methods in communicative management «	Work on lectures	1
		Practical lessons	Practical task on the topic «Research methods in communicative management»	Active work in the classroom	0,5
			Colloquium on the content module 2 «Communicative management as a business process»	Colloquium on the content module 2	5
		Independent work			
		Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Doing homework on the topic: «Ethics of business communication»	Homework check	1
Topic 15. Directions of applied application of communicative management		*Classroom work*			
		Lecture	Lecture on «Areas of application communication management «	Work on lectures	1
		Practical lessons	Practical task on the topic «Directions of applied application of communicative management»	Active work in the classroom	0,5
		Independent work			
		Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Homework on the topic: «Directions of applied application of communicative management»	Homework check	1
Completion of exam ticket tasks				Exam	40

Teaching Methods

The material taught in lectures, laboratory works and independent works in computer class that is equipped of local area networks, the Internet and the latest software. Lectures are accompanied by the use of presentations, training films and multimedia equipment to facilitate the assimilation of the material.

Forms of control

Control knowledge in the students of the course «Information systems and technology» provides the following control measures:

• *Self-control* is the primary form of control knowledge's that are provided by the distance learning courses provide students with a list of questions (questions and answers);

• *Current control* – through direct teacher evaluation system laboratory practical workshops and assignments for independent work;

• *Modular control* – performed remotely in an automated mode or full-time mode, which is the main form of testing;

• *Final control* – a test that consists of full-time during the designated dean's office or individual schedule, approved curriculum. The basic form of the final control is tested.

Description of institutional grading system

Evaluation of the student is realised according to the provisions «About the examinations and tests of NULES of Ukraine» dated by 27.12.2019 р. № 1371 according to the table. 1.

Rating of the applicant of higher education, points	Evaluation results on national exams, tests
	Exam
90-100	excellent
74-89	good
60-73	satisfactorily
0-59	fail

For determination of the rating of the student (listener) from mastering to the discipline R_{course} (100 points) obtained ranking in certification (30 points) added to the rating of student (listener) for Academic work R_{ed} (70 points): $R_{course} = R_{ed} + R_{at}$

Methodical maintenance

eLearning is designed based on platform LMS Moodle, located on the academic portal https://elearn.nubip.edu.ua/course/view.php?id=4611

Recommended Literature
Main

1. Бебик В.М. Інформаційно-комунікаційний менеджмент у глобальному суспільстві: психологія, технології, техніка паблік рилейшнз: монографія / Бебик В.М. – К.: МАУП, 2015 – 438 с.

2. Жигайло Н. Комунікативний менеджмент. Львів: ЛНУ ім. Івана

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3. Осовська Г. В. Комунікації в менеджменті. Курс лекцій. Навчальний посібник . Київ : Кондор, 2003. – 218 с.

4. Гордієнко Л.Ю. Адміністративний менеджмент. Навчальний посібник. ХНЕУ ім. С. Кузнеця, 2016 – 2016 с.

Additional

1. Larissa G. Excellent Public Relations and Effective Organizations: A Study of communication management in Three Countries. New Jersey, 2002.

2. Mohit S. Business Communication: For Management. New Delhi, 2018.

3. Гірняк О. М. Менеджмент. Підручник для студентів вищих закладів освіти. Львів : «Магнолія 2006», 2017. – 352 с

4. Hayley H. Succeed in Management Communication. Hauptfleisch Hayley, 2017. – 311p.

5. Gerardus B. Communication Management a Complete Guide. Blokdyk Gerardus., 2019.

6. Хміль Ф.І. Практикум з менеджменту організацій. Навчальний посібник. Львів: Магнолія плюс, 2004. – 333 с.

10. Owen H. Communication Skills for Effective Management. 2004. –450 p.

11. Шестопалов К.Р. Проблеми формування комунікацій в сучасній організації . –2006. – №7. – С. 12.

Information resources

1. Харчишина О. В. Концепція організаційної культури підприємств: ретроспективний аналіз та перспективи практичного застосування. http://eprints.zu.edu.ua/8420/1/Вісник%20ДАУ%20%2020072.pdf

2. A Study of Business Process Reengineering by Kevin Lam. http://www.doc.ic.ac.uk/~nd/surprise_95/journal/vol2/tmkl/article2.html.

3. An Introductory Guide by Peter Carter. http://www.teamtechnology.co.uk/business–process–reengineering.html.

4. Mastering Strategy: Management.https://resources.saylor.org/wwwresources/archived/site/textbooks/Mastering%20Strategic%20Management.pdf

5. Gilbreth L.M. The psychology of management. The Macmillan Company.1921. https://www.gutenberg.org/files/16256/16256-h/16256-h.htm.

6. Вербальна комунікація: вікіпедія. – Режим доступу: https://uk.wikipedia.org/wiki.

7. Вербальна комунікація : навч. матеріали он-лайн : психологія .– Режим доступа: http://pidruchniki.com/1514020537285/psihologiya/verbalna_komunikatsiya

8 Вербальна та невербальна комунікація: навч. матеріали он-лайн: менеджмент. – Режим доступа: http://pidruchniki.com/85119/menedzhment/verbalna_neverbalna_ komunikatsiya

9 Види комунікацій в організації: теорія організації та організаційна поведінка: менеджмент.– Режим доступа: http://stud.com.ua/39779/menedzhment/vidi_komunikatsiy_organizatsiy.