

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL
SCIENCES OF UKRAINE
FACULTY OF AGRARIAN MANAGEMENT**

Department of management named after prof. J. Zavadskyi

«APPROVED»

Dean of the faculty of agricultural
management

Phd of economic sciences,

Associate professor

_____ A.D. Ostapchuk

« ____ » _____ 2021

“CONFIRMED”

at the meeting of department of
management named after prof. J.Zavadskyi

Protocol № ____ from “ ____ ” _____

Head of department

_____ T. Balanovska

“CONSIDERED”

Guarantor of the EP “Management”

_____ V. Lutsiak

SYLLABUS
of the course
“TEAM MANAGEMENT”

Specialty 073 Management

Educational-professional program "Management"

Faculty of Agrarian management

Author: Phd of economics H.A. Kharchenko

Kyiv – 2021

1. Description of the course

«Team Management»

| Area of knowledge, direction of preparation, specialty, educational and qualification level | | |
|---|---------------------|---------------------------------|
| Educational and qualification level | bachelor | |
| Specialty | 073 “Management” | |
| Educational-professional program | "Management" | |
| Characteristics of the course | | |
| View | normative | |
| Total number of hours | 105 | |
| Number of credits ECTS | 3.5 | |
| 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 | 3 | - |
| Semester | 5 | - |
| Lectures | 15 hrs. | - |
| Practical works | 30 hrs. | - |
| Laboratory classes | - | - |
| Independent work | 60 hrs. | - |
| Individual tasks | - | - |
| Number of weekly hours for full-time students: classroom | 1.5 hrs. | |

2. The purpose and objectives of the course «Team Management»

The main purpose of the course «Team Management» is forming of theoretical knowledge and practical skills and abilities that allow managers to increase the competitiveness of the organization by increasing teamwork. The course covers basic concepts, often illustrated by examples from established, large companies.

The main tasks of studying the course "Team Management" are: formation of students' knowledge about the peculiarities of the interaction of team members; present modern technologies and approaches to model selection teams; formation of team management skills in various aspects, organization of effective team activities.

According to the requirements of the educational and professional program, students have to:

know:

theoretical and normative-methodological provisions on issues

team building;

basic principles of team management and characteristic parameters of the management system;

basic concepts of team formation and development, principles of team formation;

the need for team building and the problem of team building;

organizational aspects of team formation;

methods of team formation;

main characteristics of the team;

basic psychological characteristics of the team.

be able:

- to form a strategy for creating a team;

- to carry out personnel planning of the team;

- organize the process of recruitment, selection and evaluation of staff;

- plan training and team development;

- build systems of motivation and incentives for staff;

- develop a plan for personnel management and team development.

The course provides the formation of a number of professional competencies:

PC6. Ability to act socially responsibly and consciously

PC9. Ability to work in a team and establish interpersonal interaction in solving professional problems.

PC10. Ability to evaluate the work performed, ensure their quality and motivate the staff of the organization.

PC11. Ability to create and organize effective communications in the management process.

PC14. Understand the principles of psychology and use them in professional activities.

PC15. Ability to form and demonstrate leadership qualities and behavioral skills.

As a result of studying the course the student will acquire certain program results:

PR3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

PR4. Demonstrate skills to identify problems and justify management decisions.

PR9. Demonstrate skills of interaction, leadership, teamwork.

PR11. Demonstrate skills of situation analysis and communication in various areas of the organization.

PR14. Identify the causes of stress, adapt yourself and team members to a stressful situation, find ways to neutralize it.

PR15. Demonstrate the ability to act socially responsible and socially conscious on the basis of ethical considerations (motives), respect for diversity and interculturalism.

3. The program and structure of the course

«Team Management»

MODULE 1. Methodological Aspects of Team Management

Topic 1. Theoretical bases of team management

The concept of team and team management. Features and characteristics of team. Types of the teams and characteristics of effective teamwork. The positive reasons for having teams. Project teams. Functional Teams. Cross-functional team. Matrix team. Contract team. Operational Teams. Virtual Teams. Self-Managed Teams. Problem-Solving Teams.

Topic 2. Team formation

Team building as one of the main functions of a manager. The concepts of team-spirit and team-building. Groups and teams. Differences between working groups and teams. Factors that stimulate the emergence of teams. The main features and basic principles of team building. Management, organizational and individual factors of team formation. Advantages and disadvantages of team work.

Topic 3. Corporate culture and team mission

The essence of the organizational culture of the organization and the team. Means to support organizational culture in the team. The influence of organizational culture on the efficiency of the company. Team mission

Topic 4. Evaluation of the effectiveness and problems of team management

The technology of evaluation of the effectiveness and problems of team management. The effectiveness of the team, the nature and basic approaches (target,

resource, internal processes). Causes of conflicts in the process of project teams. forms of behavior in conflict and ways of resolving conflicts, be able to apply them in practice. Stages of negotiations. Negotiation strategy and tactics.

MODULE 2. Forming of team

Topic 5. Leadership in team management

The content of leadership. Factors that affect the quality of the role; social norms as criteria for the effectiveness of the role. Functional and team roles: the principle of competence and the principle of superiority.

Topic 6. Team development management. Generation theory in team management

Competencies and their types. Behavioral Competencies as an expression of the softer skills involved in an employee's performance. Technical Competencies that are concerned with the effective use of IT systems and computers, or any hard skills necessary for a job. Leadership Competencies as an expression of the qualities that make a good leader, turned into measurable behaviours. Principle of training and development 70/20/10. Generation theory in team management.

Topic 7. Performance Management: 1-to-1, Action plan

An 1:1 meeting and 1:1 meeting agenda templates. Benefits the 1:1 meeting for employees and managers. 1:1 meeting tips for participants. Preparing for the 1:1 meeting. The 1:1 meeting tools. Identify the action plan.

Topic 8. Motivation and facilitation in team. Modern project team management methodologies

The peculiarities of team motivation. The differences between tangible and intangible motivation. The specifics of motivation of the manager and individual team members. Facilitation in team. Modern project team management methodologies

Structure of the course

«Team Management»

| Names of semantic modules and themes | Amount of hours | | | | | | | | | | | |
|---|-----------------|-----------|---|-----|-----|------|---------------------|-----------|----|-----|-----|-----|
| | Daily form | | | | | | Correspondence form | | | | | |
| | total | including | | | | | total | including | | | | |
| | | 1 | p | lab | ind | i.w. | | 1 | p | lab | ind | i.w |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
| MODULE 1. METHODOLOGICAL ASPECTS OF TEAM MANAGEMENT | | | | | | | | | | | | |
| 1. Theoretical bases of team management | 9 | 2 | 4 | | | 5 | | | | | | |
| 2. Team formation | 13 | 2 | 4 | | | 5 | | | | | | |

| | | | | | | | | | | | | |
|--|------------|-----------|-----------|--|--|-----------|--|--|--|--|--|--|
| 3. Corporate culture and team mission | 9 | 2 | 4 | | | 5 | | | | | | |
| 4. Evaluation of the effectiveness and problems of team management | 9 | 2 | 2 | | | 5 | | | | | | |
| Total for semantic module 1 | 58 | 8 | 14 | | | 30 | | | | | | |
| MODULE 2. THE SYSTEM OF ENTERPRISE STRATEGIES | | | | | | | | | | | | |
| 5. Leadership in team management | 16 | 2 | 4 | | | 8 | | | | | | |
| 6. Team development management. Generation theory in team management | 14 | 2 | 4 | | | 6 | | | | | | |
| 7. Performance Management: 1-to-1, Action plan | 8 | 2 | 4 | | | 4 | | | | | | |
| 8. Motivation and facilitation in team. Modern project team management methodologies | 10 | 1 | 4 | | | 6 | | | | | | |
| Total for semantic module 2 | 62 | 7 | 16 | | | 30 | | | | | | |
| Total hours | 105 | 15 | 30 | | | 60 | | | | | | |

4. Topics of seminars

are not provided the curriculum

| № | Title of topic | Number of hours |
|-----|----------------|-----------------|
| 1 | | |
| 2 | | |
| ... | | |

5. Topics of practical lessons

| № | Title of topic | Number of hours |
|---|---|-----------------|
| 1 | Theoretical bases of team management The concept of team and team management. Features and characteristics of team. Types of the teams and characteristics of effective teamwork. The positive reasons for having teams. Project teams. Functional Teams. Cross-functional team. Matrix team. Contract team. Operational Teams. Virtual Teams. Self-Managed Teams. Problem-Solving Teams. | 2 |

| | | |
|---|--|---|
| 2 | Team formation Team building as one of the main functions of a manager. The concepts of team-spirit and team-building. Groups and teams. Differences between working groups and teams. Factors that stimulate the emergence of teams. The main features and basic principles of team building. Management, organizational and individual factors of team formation. Advantages and disadvantages of team work. | 4 |
| 3 | Corporate culture and team mission The essence of the organizational culture of the organization and the team. Means to support organizational culture in the team. The influence of organizational culture on the efficiency of the company. Team mission | 2 |
| 4 | Evaluation of the effectiveness and problems of team management The technology of evaluation of the effectiveness and problems of team management. The effectiveness of the team, the nature and basic approaches (target, resource, internal processes). Causes of conflicts in the process of project teams. forms of behavior in conflict and ways of resolving conflicts, be able to apply them in practice. Stages of negotiations. Negotiation strategy and tactics. | 2 |
| 5 | Leadership in team management The content of leadership. Factors that affect the quality of the role; social norms as criteria for the effectiveness of the role. Functional and team roles: the principle of competence and the principle of superiority. | 2 |
| 6 | Team development management. Generation theory in team management Competencies and their types. Behavioral Competencies as an expression of the softer skills involved in an employee's performance. Technical Competencies that are concerned with the effective use of IT systems and computers, or any hard skills necessary for a job. Leadership Competencies as an expression of the qualities that make a good leader, turned into measurable behaviours. Principle of training and development 70/20/10. Generation theory in team management. | 2 |
| 7 | Performance Management: 1-to-1, Action plan An 1:1 meeting and 1:1 meeting agenda templates. Benefits the 1:1 meeting for employees and managers. 1:1 meeting tips for participants. Preparing for the 1:1 meeting. The 1:1 meeting tools. Identify the action plan. | 4 |

| | | |
|---|---|---|
| 8 | Motivation and facilitation in team. Modern project team management methodologies The peculiarities of team motivation. The differences between tangible and intangible motivation. The specifics of motivation of the manager and individual team members. Facilitation in team. Modern project team management methodologies. | 4 |
|---|---|---|

6. Topics of laboratory lessons

are not provided the curriculum

| № | Title of topic | Number of hours |
|-----|----------------|-----------------|
| 1 | | |
| 2 | | |
| ... | | |

7. Control questions tests for determining the level learning of knowledge students

1. The concept of team and team management.
2. Features and characteristics of team.
3. Types of the teams and characteristics of effective teamwork.
4. Characteristics of Effective Teamwork.
5. The concepts of team-spirit and team-building.
6. Groups and teams.
7. The essence of the organizational culture of the organization and the team.
8. The influence of organizational culture on the efficiency of the company.
9. Team mission.
10. The technology of evaluation of the effectiveness and problems of team management.
11. The effectiveness of the team, the nature and basic approaches (target, resource, internal processes).
12. Causes of conflicts in teams.
13. Negotiation strategy and tactics.
14. The content of leadership.
15. Competencies and their types.
16. Principle of training and development 70/20/10.
17. Generation theory in team management.
18. An 1:1 meeting: benefits and tips for participants.
19. Identify the action plan.
20. The peculiarities of team motivation.
21. The differences between tangible and intangible motivation.

22. The specifics of motivation of the manager and individual team members.
23. Facilitation in team.
24. Modern project team management methodologies.

| National University of Life and Environmental Sciences of Ukraine | | | |
|--|--|--|---|
| Educational degree Bachelor | Department of Management named after J. Zavadskyi 2021 – 2022 | Examination ticket № 1 by course Team Management | Approved Head of the Department of Management named after J. Zavadskyi <hr/> T. Balanovska <hr/> |
| Test questions | | | |
| Question 1. A team is lacking motivation and the manager is planning to use Frederick Taylor's Scientific Management theory to help resolve this. What should the manager do? <ol style="list-style-type: none"> a. Improve employee facilities b. Provide personal security c. Encourage job rotation d. Adopt a democratic leadership style e. Implement employee appraisals | | | |
| Question 2. What stages of team development do you know? <ol style="list-style-type: none"> a. Adjourning b. Storming c. Forming d. There is no one right answer | | | |
| Question 3. A _____ is defined as a group of people who perform interdependent tasks to work toward accomplishing a common mission or specific objective. | | | |
| Question 4. Competencies that characterize the leader of R. Stogdill: <ol style="list-style-type: none"> a. domination or dominance over others b. there is no correct answer c. mind or intellectual abilities d. self-confidence e. activity and energy | | | |
| Question 5. Motivating staff by giving them additional responsibility is known as ... <ol style="list-style-type: none"> a. Job Enrichment b. Delegation c. Delaying d. Job Rotation | | | |
| Question 6. What are TWO benefits of a motivated workforce? <ol style="list-style-type: none"> a. they only work when they feel like working b. this can result in better productivity c. you can pay them less because they're enjoying work d. customer service will most likely improve | | | |

| |
|--|
| Question 7. Which of these statements about leaders is NOT true? a. Leaders can have different leadership styles b. A leader has some power over the other people in a group c. Leaders have to be chosen or elected by a group or they aren't really the leader d. A leader is someone whom other people will follow |
| Question 8. A regular check-in between two people in an organization – typically a manager and an employee is _____. |
| Question 9. _____ is the organizing of the process of collective problem solving in the group. |
| Question 10. The sweet spot of 1:1 meeting frequency is to meet: a. every month for 30 to 40 minutes b. every day for 5 to 10 minutes c. every week or two for 30 to 60 minutes d. every week for 10 to 15 minutes |
| Question 11. Facilitation in team |
| Question 12. Types of the teams and characteristics of effective teamwork |

8. 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.

9. 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.

10. 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 27.03.2021p. № 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

11. Methodical maintenance

1. Goryovy VP, Gogulya OP, Kharchenko GA Management and administration. Workshop: a textbook for training specialists in "Management". Kyiv: CP "Comprint", 2018. 305 p.
2. Gogulya OP, Kharchenko GA Management of enterprises in the market of goods and services: a textbook for training specialists in specialty 073 "Management". Kyiv: CP "Comprint", 2018. 410 p.
3. Electronic training course:
<https://elearn.nubip.edu.ua/course/view.php?id=4700>

12. Recommended Literature Main

1. Gary Chapman, Paul White The 5 Languages of Appreciation in the Workplace: Empowering Organizations by Encouraging People. 2019. 256 p.
2. Principles of management. 2019. URL:
<https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/PrinciplesofManagement-OP.pdf>
3. Coleman Patterson Management Briefs Management and Leadership Theory Made Simple. 2010.
4. Peter F. Drucker The Effective Executive: The Definitive Guide to Getting the Right Things Done. Harper Business; Revised edition. 2006. 208 p.
5. Dorling Kindersley Essential Manager: Leadership. 2015.
6. James Burrow, Brad Kleindl, Kenneth Everard Business principles and management. Thomson. 2008. 736 p.
7. Neil Rirson Strategic Management. URL:
<https://www.kau.edu.sa/Files/0057862/Subjects/Strategic%20Management%20Book.pdf>
8. José Emilio Navas López & Luis Ángel Guerras Martín Fundamentals Of Strategic Management Second edition. 2018. URL:
https://www.researchgate.net/publication/328139417_FUNDAMENTALS_of_STRATEGIC_MANAGEMENT_Second_edition
9. Colin White Strategic Management. 2004. PALGRAVE MACMILLAN. <http://dr-ama.com/wp-content/uploads/2013/10/Strategic-Management.pdf>
10. Electronic training course:
<https://elearn.nubip.edu.ua/course/view.php?id=4699>

Additional

1. Kenneth Blanchard Ph.D., Spencer Johnson M.D. The One Minute Manager. 2001. 354 p.
2. John Maxwell The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You. 2007. 338 p.
3. Daniel Goleman Leadership: The Power of Emotional Intelligence. 2011. 78 p.
4. Управління підприємством: організаційно-економічний аспект: монографія / за ред. д-ра екон. наук, проф. В.М. Нижника, канд. екон. наук, доц. М.В. Ніколайчука. – Хмельницький: ХНУ, 2010. 389 с.
5. Федоренко В. Г. Основи менеджменту К. Алерта. 2007. 420 с.
6. Скібіцька Л.І. Менеджмент: навчальний посібник. К. ЦУЛ. 2007. 416 с.
7. Скібіцька Л. І. Тайм – менеджмент. К. : Кондор, 2009. 528 с.
8. Стадник В.В., Йохна М.А. Менеджмент. К.: Академвидав, 2010. 472 с.
9. Харченко Г.А., Гоголя О.П., Харченко В.В. Теорія організації. Київ: ЦП «Компринт». 2020. 416 с.

13. Information resources

1. Харчишина О. В. Концепція організаційної культури підприємств: ретроспективний аналіз та перспективи практичного застосування. URL: <http://eprints.zu.edu.ua/8420/1/Вісник%20ДАУ%20%2020072.pdf>
2. A Study of Business Process Reengineering by Kevin Lam. URL: http://www.doc.ic.ac.uk/~nd/surprise_95/journal/vol2/tmkl/article2.html.
3. An Introductory Guide by Peter Carter URL: <http://www.teamtechnology.co.uk/business-process-reengineering.html>.
4. Gilbreth L.M. The psychology of management. The Macmillan Company. 1921. URL: <https://www.gutenberg.org/files/16256/16256-h/16256-h.htm>.