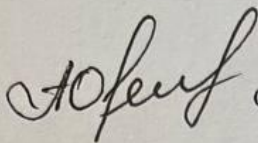Ministry of Education and Science of Ukraine
Sumy National Agrarian University
Faculty of Economics and Management
Management Department named after Professor L.I. Mykhailova

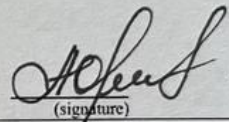**Work program (syllabus) of the educational component**

LEADERSHIP AND TEAM MANAGEMENT

(required)

Specialty	**D3 "Management"**
Educational program	**"Organizational Management and Administration"**
Level of higher education	**second (master's)**

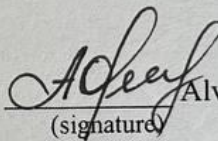Sumy – 2025

Developer: _[signature]_ Oriekhova A.I., Doctor of Economics, Professor, Head of Management Department named after Professor L.I. Mykhailova

(surname, initials) (academic degree and title, position)

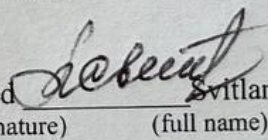| Considered and approved at the meeting of Management Department named after Professor L.I. Mykhaylova	protocol dated 10.06.2025 No. 15
	Head of the Department _[signature]_ A. Oriekhova (signature)

Agreed:

Guarantor of the educational program _[signature]_ Alvina OREKHOVA
(signature)   (full name)
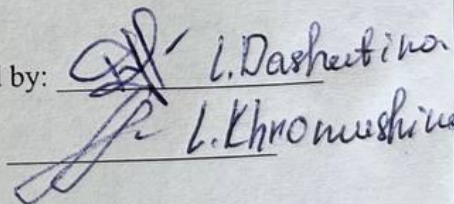
Dean of the faculty
where the educational program is implemented _[signature]_ Svitlana LUKASH
(signature)   (full name)
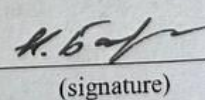
Review of the work program (attached) provided by: _[signature]_ L. Dashutina
[signature] L. Khromushina

Methodologist of the Department of
Educational Quality, Licensing and Accreditation _[signature]_ (Баранова)
(signature)   (full name)

Registered in the electronic database: date: __22.08._____ 2025

Information on reviewing the work program (syllabus):

Academic year in which changes are made	Number of the appendix to the work program with a description of the changes	Changes reviewed and approved		
		Date and number of the department meeting minutes	Head of the Department	Educational program guarantor

1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

1	Name OK	Leadership and team management
2	Faculty/department	Economics and Management / Management Department named after Professor L.I. Mykhailova
3	Status OK	Mandatory
4	Program/Specialty (programs) of which the OK for (to be filled in for mandatory OKs) is a component	Mandatory educational component for the educational program "Organizational Management and Administration" specialty D3 - Management
5	The OK can be offered for (filled in for selective OKs)	
6	NRC level	NQF of Ukraine – level 7, FQ-EHEA – second cycle, EQF-LLL – level 7.
7	Semester and duration of study	12 weeks, 2nd year of master's degree
8	Number of ECTS credits	The volume of the academic discipline is 5 ECTS credits.

9	Total hours and their distribution	Contact work (classes)			Independent work
		Lectures	Practical/seminar	Laboratory	
	- full-time education	36	36		78
	- correspondence form of study	4	4		142

10	Language of instruction	Ukrainian
11.1	Teacher/Educational Component Coordinator	Doctor of Economic Sciences, Professor, Head of Management Department named after Professor L.I. Mykhailova Oriekhova A.I. Consultation hours – every Tuesday at 12:15, room 302e
11	Contact information	Sumy, 160 G. Kondratiev St., Faculty of Economics and Management, Management Department named after Professor L.I. Mykhaylova (rooms 302e, 303e); email -alva88@ukr.net
12	General description of the educational component	Educational component «Leadership and team management» aimed at formation of a system of theoretical knowledge and practical skills among higher education applicants in the field of the peculiarities of the formation, functioning and development of effective leadership and team interaction. Studying the educational component ensures the formation of competencies among higher education applicants regarding ability to perform administrative and managerial functions in the field of activity of business entities and public sector bodies.

13	Purpose of the educational component	formation of higher education applicants general competencies in using leadership tools in professional activities, managing the formation and development of teams, diagnosing group problems and developing solutions aimed at increasing the efficiency of the team's work.
14	Prerequisites for studying OK, connection with other educational components of OP	The educational component is based on the study of the discipline "Social Responsibility". The educational component is the basis for the preparation of the qualification work.
15	Academic Integrity Policy	The policy on academic integrity at Sumy National Agrarian University is determined documents presented on the page: https://snau.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist/ Academic integrity of higher education students is an important condition for mastering the results of learning in the discipline and receiving an appropriate grade in current and final examinations. In the event that a higher education applicant violates academic integrity (cheating, plagiarism, fabrication), the work is evaluated as unsatisfactory and must be re-done. The teacher reserves the right to change the topic of the assignment. For violation of academic integrity, students may be held academically liable for the following: − re-taking the assessment (test, exam, test, etc.); − retaking the relevant educational component of the educational program. Retaking the test is done with permission. Vice-Rector for Scientific, Pedagogical and Educational Work if there are valid reasons (for example, sick leave).
16	Keywords	Leadership, management, team interaction, motivation, human capital
17	Link to the course in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=6224

2. LEARNING OUTCOMES BY EDUCATIONAL COMPONENT AND THEIR RELATIONSHIP WITH PROGRAM LEARNING OUTCOMES

Learning outcomes for OK: After studying the educational component, a higher education applicant is expected to be able to:	Program learning outcomes that the OC aims to achieve (indicate the number according to the numbering given in the OP)						How is RND assessed?
	PRN6. Have the skills to accept, justify and ensure implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility	PRN7. Organize and implement effective internal communications team, with representatives of various professional groups and in international context	PRN10. Demonstrate leadership skills and the ability to work in team, interact with people, influence their behavior to solve professional tasks	PRN11. Provide personal professional development and planning own time	PRN12. Be able to delegate authority and leadership of the organization (subdivision)	PRN 15. Critically evaluate management approaches or policies organization management, corporate culture to ensure equality, diversity and inclusion	
DRN 1. Know the basic concepts, elements of leadership and team interaction management, choose methods and techniques for psychological research into the effectiveness of team building	x						Multiple choice test
DRN 2.Know the factors that influence team performance, leadership and power mechanisms, features of developing a joint decision, delegation of authority			x		x		Multiple choice test
DRN 3. Be able to analyze, evaluate and develop one's own abilities on the basis of self-			x	x			Multiple choice test

management, work in a team, manage people and be subordinate; possess rational and effective team-building technologies, which will complement special knowledge and expand the scope of future professional activity								
DRN 4. Be able to organize the team building process, choose your own team style, relying on your strengths; create professional relationships built on mutual trust, respect and responsibility, determine the leadership style of the manager		x	x					Multiple choice test
DRN 5.Be able to create a team that can operate in complex, ambiguous, stressful conditions, on the basis of equality, inclusion, and tolerance, where each participant understands and accepts the goal of teamwork, takes into account the opinions of colleagues, and finds an effective solution in each situation.	x	x	x			x		Multiple choice test

3. CONTENT OF THE EDUCATIONAL COMPONENT
(COURSE PROGRAM)

Topic. List of issues to be addressed within the topic	Distribution within the overall time budget full-time / part-time				Recommended reading
	Classroom work			Independent work	
	Luke	P.z. / semin. with	Lab. with.		
Topic 1. Leadership and the role of leaders in modern society 1. The essence of leadership and management, the main differences 2. Types of leaders and their characteristics 3. Portrait of a modern leader 4. Evolution of leadership theory	2/1	2/1		5/9	Main sources: 1, 2, 3, 4; Additional sources: 8-17; Software: 18, 19
Topic 2. Leadership in a team: essence, features and functions 1. Key features and responsibilities of a leader 2. The image of a manager-leader and its components 3. The structure of a manager's personal brand 4. Organizational Leadership 5. Transformational and transactional leaders	2/-	2/-		5/10	Main sources: 1, 2, 3, 4; Additional sources: 8-17; Software: 18, 19
Topic 3. Personal effectiveness of a leader: managing energy, time and attention 1. Energy Management Concept: More than just time management. 2. Managing attention and concentration in conditions of information overload. 3. Effective delegation as a tool for increasing productivity and motivation.	2/1	2/1		5/9	Main sources: 1, 2, 3, 4; Additional sources: 8-17; Software: 18, 19
Topic 4. Oratory of a leader 1. History of oratory 2. Types of oratory 3. The structure of public speaking 4. Preparing for a public speech 5. Audience assessment	2/-	2/-		5/10	Main sources: 1, 2, 3, 4; Additional sources: 8-17; Software: 18, 19
Topic 5. Forms of influence on communication partners 1. Psychological typology of people	2/-	2/-		5/10	Main sources: 1, 2, 3, 4; Additional sources: 8-17;

2. Non-imperative and imperative forms of influence 3. Psychological techniques for influencing communication partners 4. Persuasion, influence and building influence based on authority and trust					Software: 18, 19
Topic 6. Group and team in professional activities 1. Concept and types of groups. Reasons for creating groups and their stages development 2. Stages of group development 3. The concept of group dynamics. Elements of group dynamics. Phases and stages of group dynamics 4. The essence and specifics of the group decision-making process. Decision-making in a group	2/1	2/1		5/9	Main sources: 1, 2, 3, 4; Additional sources: 8-17; Software: 18, 19
Topic 7. Psychological safety and trust as the basis of team interaction 1. The concept of psychological safety and its impact on team effectiveness. 2. The role of the leader in creating a psychologically safe environment and building trust. 3. Practical tools and strategies for building and maintaining psychological safety. 4. Challenges and barriers to psychological safety and ways to overcome them.	2/-	2/-		5/10	Main sources: 1, 2, 3, 4; Additional sources: 8-17; Software: 18, 19
Topic 8. Distribution of roles in the team 1. Types of roles in a team and their meaning 2. Group dynamics, the concept of "team", factors and stages transforming a group into a team 3. The role of the leader in the team building process 4. Peculiarities of individual behavior in a group	2/-	2/-		5/10	Main sources: 1, 2, 3, 4; Additional sources: 8-17; Software: 18, 19
Topic 9. Models of effective teams 1. Strategy for forming a management team by the leader	4/-	4/-		5/10	Main sources: 1, 2, 3, 4; Additional sources: 8-17;

2. Factors that determine team building style and strategy 3. Diversity and Inclusion (D&I) as Drivers of Team Effectiveness 4. Tolerance and flexibility as important leadership competencies multicultural team					Software: 18, 19
Topic 10. Team Management. Developing Team Interaction Skills 1. Leadership and management of teams. Decentralization and delegation of authority 2. Distribution of responsibilities and authorities 3. Motivating impact on employees 4. Main obstacles to building team potential 5. Formal and informal relationships in the group	4/1	4/1		5/9	Main sources: 1, 2, 3, 4; Additional sources: 8-17; Software: 18, 19
Topic 11. Effective communications in hybrid and virtual teams 1. Features of communication in a hybrid and virtual environment. 2. Strategies for building effective virtual meetings and workshops. 3. Written communication and information flow management. 4. Building social connections and maintaining team spirit at a distance.	4/-	4/-		5/10	Main sources: 1, 2, 3, 4; Additional sources: 8-17; Software: 18, 19
Topic 12. Digital tools and technologies for team interaction and leadership 1. Overview of key categories of digital tools for teamwork. 2. Effective use of tools to increase productivity and transparency. 3. Using technology for feedback, assessment, and motivation. 4. The future of technology in leadership and team interaction: AI and automation.	2/-	2/-		5/10	Main sources: 1, 2, 3, 4; Additional sources: 8-17; Software: 18, 19
Topic 13. Conflicts in professional communications 1. The concept of conflict in interpersonal relationships 2. Business conflicts in the organization 3. Conflict management strategies	2/-	2/-		5/10	Main sources: 1, 2, 3, 4; Additional sources: 8-17; Software: 18, 19

4. Conflict resolution technology					
Topic 14. Leadership and managerial decision-making 1. Decision-making conditions: certainty, uncertainty, risk and conflict 2. Data-driven decision-making 3. Creative decision-making, creativity and leadership 5. Decision-making under risk. Decision tree	2/-	2/-		5/10	Main sources: 1, 2, 3, 4; Additional sources: 8-17; Software: 18, 19
Topic 15. Leadership in a VUCA/BANI world 1. Understanding VUCA and BANI concepts and their impact on the organizational environment 2. Adaptive leadership as a response to the challenges of instability. 3. Development of personal and team resilience. 4. Strategies for managing crises and unforeseen events.	2/-	2/-		8/6	Main sources: 1, 2, 3, 4; Additional sources: 8-17; Software: 18, 19
Total	**36/4**	**36 /4**		**78 / 142**	

4. TEACHING AND LEARNING METHODS

DRN	**Teaching methods** (work that will be carried out by the teacher during classroom lessons, consultations)	**Teaching methods** (what types of learning activities should the student perform independently)
DRN 1. Know the basic concepts, elements of leadership and team interaction management, choose methods and techniques for psychological research into the effectiveness of team building	Verbal: - monologue (explanation, lecture); - dialogic (conversation, discussion). Visual: - demonstration (multimedia file) Interactive learning technologies	Research method (study of literary sources recommended by the teacher on the topic)
DRN 2.Know the factors that influence team performance, leadership and power mechanisms, features of developing a joint decision, delegation of authority	Verbal: - monologue (explanation, lecture); - dialogic (conversation, discussion). Visual: - demonstration (multimedia file) Interactive learning technologies	Research method (study of literary sources recommended by the teacher on the topic)

DRN 3. Be able to analyze, evaluate and develop one's own abilities on the basis of self-management, work in a team, manage people and be subordinate; possess rational and effective team-building technologies, which will complement special knowledge and expand the scope of future professional activity	Verbal: - monologue (explanation, lecture); - dialogic (conversation, discussion). Visual: - demonstration (multimedia file) Interactive learning technologies	Research method (study of literary sources recommended by the teacher on the topic)
DRN 4. Be able to organize the team building process, choose your own team style, relying on your strengths; create professional relationships built on mutual trust, respect and responsibility, determine the leadership style of the manager	Verbal: - monologue (explanation, lecture); - dialogic (conversation, discussion). Visual: - demonstration (multimedia file) Interactive learning technologies	Research method (study of literary sources recommended by the teacher on the topic)
DRN 5.Be able to create a team that can operate in complex, ambiguous, stressful conditions, on the basis of equality, inclusion, and tolerance, where each participant understands and accepts the goal of teamwork, takes into account the opinions of colleagues, and finds an effective solution in each situation.	Verbal: - monologue (explanation, lecture); - dialogic (conversation, discussion). Visual: - demonstration (multimedia file) Interactive learning technologies	Research method (study of literary sources recommended by the teacher on the topic)

5. EVALUATION BY EDUCATIONAL COMPONENT

5.1. Summative assessment

5.1.1. To assess the expected learning outcomes, there are

No.	Summative assessment methods	Points / Weight in the over-all score	Date of compilation
1.	Multiple choice test	35 / 35%	Week 6
2.	Multiple choice test	35 / 35%	12 week
3.	Exam – written work	30 points / 30%	according to schedule
	Total	100 points / 100%	

5.1.2. Evaluation criteria

Component	Unsatisfactorily	Satisfactorily	Good	Perfectly
Multiple choice test	≤18 points	18-23 points	24-29 points	30-35 points
	Less than 60% of the tests were solved correctly.	60-75% of the tests were solved correctly.	76-90% of tests were solved correctly.	More than 90% of the tests were solved correctly.
	≤18 points	18-23 points	24-29 points	30-35 points

Multiple choice test	Less than 60% of the tests were solved correctly.	60-75% of the tests were solved correctly.	76-90% of tests were solved correctly.	More than 90% of the tests were solved correctly.
Exam – written work	≤ 17 points	18-21 points	22-26 points	27-30 points
	Not all tasks have been completed.	The tasks are completed, but the issues are not resolved, and there are inaccuracies.	All tasks have been completed, but there are inaccuracies.	All tasks have been fully completed, all questions have been answered.

5.2. Formative assessment:

To assess current progress in learning and understand areas for further improvement,

No.	Elements of formative assessment	Date
1	Teacher's instructions during practical classes	at every lesson
2	Oral survey	at every lesson
3	Observation of the progress of solving tasks, discussion and oral comments by the teacher	at every lesson
4	Problem solving	4, 5, 6, 7, 8, 9, 10, 11, 12 practical lesson
5	Monitoring task performance	at every lesson
6	Checking tests and discussing test results	Week 6

6. LEARNING RESOURCES (LITERATURE)

6.1. Main sources

6.1.1 Textbooks, manuals

1.   Voitko S.V., Melnychenko A.A. Leadership and anti-crisis management: textbook. Kyiv: Igor Sikorsky Kyiv Polytechnic Institute, Publishing House "Polytechnica", 2021. 194 p.

2.   Leadership: teaching-methodical manual for students of economics special higher education institutions / Ministry of Education and Science of Ukraine, Uman State Pedagogical University named after Pavlo Tychyna; compiled by G. M. Chirva. – Uman, 2022. – 200 p.

3.   Leadership and communications in organizations: a textbook / editors: N. Ya. Mykhalytska, M. R. Yatsyk. Lviv: Lviv State University of Internal Affairs, 2024. 512 p.

4.   Sukurova N.M., Trush M.S., Guseva O. Yu., Voskoboeva O. V. Economic ethics and team building: a textbook. Kyiv: State University of Telecommunications, 2021. 150p.

6.1.2 Methodological support

5.   Educational and methodological complex "Leadership and management of team interaction" in the Moodle program. https://cdn.snau.edu.ua/moodle/course/view.php?id=6224

6.1.3 Other sources

6.   National Library of Ukraine named after V.I. Vernadsky. URL:http://www.nbuv.gov.ua.

7.   Official website of the Institute of Sociology of the National Academy of Sciences of Ukraine. URL:https://i-soc.com.ua/

6.2. Additional sources

8.   Awasthi A. Enhancing employee engagement in Small and Medium Enterprises (SMEs) through leadership, compensation and appraisals. *Financial and credit activity: problems of*

theory and practice. 2025. № 1. C. 581–594.

9.   Musaigwa M. Effective leadership in the digital era: an exploration of change management. *Technology audit and production reserves.* 2024. № 1(4). C. 6–14.

10.   Oriekhova Alvina. Conceptual approaches to improving the motivational mechanism in the enterprise personnel management system. *Sustainable development in the era of digital transformation: challenges and opportunities for management.* / scientific ed. Nataliya Stoyanets. – Warsaw: RS Global Sp. z O.O., 2025. P. 398-411.

11.   Oriekhova Alvina, Homa Oleh Digital transformation in human capital management as a factor in ensuring sustainable development. *Sustainable development in the era of digital transformation: challenges and opportunities for management.* / scientific ed. Nataliya Stoyanets. – Warsaw: RS Global Sp. z O.O., 2025. P.374-385.

12.   Poroshyn D. Business leadership of IT companies: Impact on employment and socio-economic development of the country. *Socio-economic relations in the digital society.* 2024. № 4. C. 16-28.

13.   Ritonga H. Th. The effect of leadership and work ability on employee performance through job satisfaction as an intervening. *Соціальна економіка.* 2024. Вип. 68. C. 179-185.

14.   Suprayitno The influence of leadership style, work motivation and work environment on employees' job satisfaction. *Науковий вісник Мукачівського державного університету. Сер. : Економіка.* 2021. Т. 8, № 3. C. 117-122.

15.   Suprun M. The civic position of universities: Inclusive leadership as a driver of cohesive society. *Humanitarian studios: pedagogics, psychology, philosophy .* 2024. Vol. 15, no. 2. C. 132-143.

16.   Zelenin V. Group training and team coaching as practices of staff leadership development: A comparative analysis. *Наукові студії із соціальної та політичної психології.* 2023. Вип. 29(1). C. 19-29.

17.   Vesolovska M. Integration of artificial intelligence and emotional intelligence in the context of adaptive leadership: an agile approach to change management. *Інвестиції: практика та досвід.* 2025. № 11. C. 256-263.

6.3. Software

18.   Microsoft Office software package.
19.   Software (for distance learning, Zoom, Moodle).