

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

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

**OK 24. LEADERSHIP AND COMMUNICATIONS IN MANAGEMENT
(mandatory)**

Specialty	073 "Management"
Educational program	"Management"
Level of higher education	first (bachelor's)

Developer: 

Oriekhova A.I., Doctor of Economics, Professor, Head of the Department of Management named after Professor L.I. Mykhailova

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

Module syllabus agreed at the dated June 18, 2024 № 17
Management Department named
after Prof. L.I. Mykhailova meeting

Head of Department



Alvina ORIEKHOVA

(name of the department)

(signature)

(last name, first name)



Agreed:

Guarantor of the educational program



Natalia STOYANETS

(signature)(full name)

SNAU,

1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

1	Name OK	Leadership and communications in 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 "Management" specialty D3 - Management			
5	The OK can be offered for (filled in for selective OKs)				
6	NRC level	NQF of Ukraine – level 6, FQ-EHEA – first cycle, EQF-LLL – level 6.			
7	Semester and duration of study	15 weeks, 4th year of undergraduate studies			
8	Number of ECTS credits	The volume of the academic discipline is 5 ECTS credits.			
9	Total hours and their distribution	Contact work (classes)			
		Lectures	Practical/se minar	Laboratory	Independent work
		30	30		90
10	Language of instruction	English			
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	<p>The educational component "Leadership and Communications in Management" is aimed at forming in higher education students a holistic system of theoretical knowledge and applied skills for building an effective system of managerial interaction, strategic leadership, and business communications skills in an organizational environment.</p> <p>Studying the educational component ensures the formation of competencies in higher education applicants regarding the ability to carry out effective information exchange, possess tools for persuasion and conflict resolution, and apply leadership qualities to achieve the goals of business entities and public sector institutions in a changing market environment.</p>			

13	Purpose of the educational component	formation of general and professional competencies in higher education students regarding the application of leadership strategies and effective communication tools in management activities, mastering techniques of persuasion and influence, forming a favorable communication environment in the organization, as well as developing the ability for constructive dialogue and professional interaction to ensure high management effectiveness.
14	Prerequisites for studying OK, connection with other educational components of OP	The educational component is based on the study of the educational components "Management" and "Personnel Management".
15	Academic Integrity Policy	<p>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/</p> <p>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 assessed as unsatisfactory and must be re-done. The teacher reserves the right to change the topic of the assignment.</p> <p>For violation of academic integrity, students may be held academically liable for the following:</p> <ul style="list-style-type: none"> – re-taking the assessment (test, exam, test, etc.); – retaking the relevant educational component of the educational program. <p>Retaking the test is done with permission. Vice-Rector for Scientific, Pedagogical and Educational Work if there are valid reasons (for example, sick leave).</p>
16	Keywords	Leadership, communications, management, motivation, human capital
17	Link to the course in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=6298

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

Learning outcomes for EK: 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 LOEC assessed?
	PLO 3. Demonstrate knowledge of management theories, methods and functions, modern leadership concepts.	PLO 9. Demonstrate interaction, leadership, and teamwork skills.	PLO 14. Identify the causes of stress, adapt yourself and team members to stressful situation, find ways to neutralize it.	PLO 17. Conduct research individually and/or in a group under the guidance of a leader.	
LOEC 1. Know theoretical foundations of classical and modern leadership concepts, as well as methods of implementing the main functions of management in a dynamic environment.	X				Multiple choice test
LOEC 2. Be able to apply team interaction skills and effective role allocation to achieve common organizational goals when implementing group projects.		X		X	Multiple choice test
LOEC 3. Be able to identify sources of psycho-emotional stress and implement stress neutralization strategies to ensure the adaptability of team members in crisis situations.			X		Multiple choice test
LOEC 4. Know the principles of building an organizational communications system and tools for overcoming barriers during interpersonal interaction in management activities.	X				Multiple choice test
LOEC 5. Be able to organize and conduct applied research in the				X	Multiple choice test

field of management both individually and as part of a working group under the guidance of a leader.

--	--	--	--	--	--

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	
	Lecture	P.c. / semin. with	Lab. with.		
<p>Topic 1. Genesis of leadership theories in management</p> <p>1. The evolution of management thought: from administration to leadership.</p> <p>2. Classical trait theories and behavioral approaches.</p> <p>3. Situational leadership models (Fiedler, Hersey-Blanchard).</p> <p>4. Modern concepts: transformational, authentic, and obedient leadership.</p>	2	2		6	<p>Main sources: 1, 2, 3, 4, 5; Additional sources: 8, 11, 13, 15, 16, 17, 19; Software: 20, 21</p>
<p>Topic 2. Management functions in the activities of a leader</p> <p>1. Planning and visioning as tools of leadership.</p> <p>2. Organizing interaction in hierarchical and horizontal structures.</p> <p>3. Personnel motivation: beyond material incentives.</p> <p>4. Control as feedback and a development tool.</p>	2	2		6	<p>Main sources: 1, 2, 3, 4, 5; Additional sources: 9, 12, 15, 16, 17, 19; Software: 20, 21</p>
<p>Topic 3. Manager's power, influence and authority</p> <p>1. Sources and forms of power in the organization.</p> <p>2. The relationship between formal and informal leadership.</p> <p>3. Tactics of influence and persuasion in management activities.</p> <p>4. Ethics of using power and preventing manipulation.</p>	2	2		6	<p>Main sources: 1, 2, 3, 4, 5; Additional sources: 10, 12, 15, 16, 17, 19; Software: 20, 21</p>
<p>Topic 4. Organizational communications system</p> <p>1. Communication process: elements, channels and barriers.</p> <p>2. Vertical, horizontal and diagonal information flows.</p>	2	2		6	<p>Main sources: 1, 2, 3, 4, 5; Additional sources: 11, 15, 16, 17, 19; Software: 20, 21</p>

3. The role of informal communications in management.					
4. Digitalization of communications: challenges of remote work.					
Topic 5. Psychology of interpersonal interaction 1. Transactional analysis in business communication. 2. Active listening and empathy techniques. 3. Nonverbal aspects of a leader's communication. 4. The art of dialogue and business conversation.	2	2		6	Main sources: 1, 2, 3, 4, 5; Additional sources: 8, 12, 15, 16, 17, 19; Software: 20, 21
Topic 6. Team formation and development 1. The difference between a group and a team. 2. Stages of team development according to B. Tuckman. 3. Distribution of team roles (M. Belbin model). 4. Building trust and loyalty within the team.	2	2		6	Main sources: 1, 2, 3, 4, 5; Additional sources: 9, 11, 13, 15, 16, 17, 19; Software: 20, 21
Topic 7. Group dynamics and collective decision-making 1. Mechanisms of group pressure and conformity. 2. Group discussion methods (brainstorming, Delphi method). 3. Benefits and risks of collective decision-making. 4. The role of the leader in facilitating group processes.	2	2		6	Main sources: 1, 2, 3, 4, 5; Additional sources: 10, 12, 14, 15, 16, 17, 19; Software: 20, 21
Topic 8. Conflict management in the activities of a leader 1. The nature, structure and functions of conflicts in the organization. 2. Strategies of behavior in conflict (Thomas-Kielmann grid). 3. Mediation and dispute resolution technologies. 4. Managing destructive conflicts and encouraging constructive ones.	2	2		6	Main sources: 1, 2, 3, 4, 5; Additional sources: 11, 12, 14, 15, 16, 17, 19; Software: 20, 21
Topic 9. Nature and diagnosis of stress in management	2	2		6	Main sources: 1, 2, 3, 4, 5;

<ol style="list-style-type: none"> 1. Physiological and psychological mechanisms of stress. 2. Classification of professional stressors (organizational, content-based, interpersonal). 3. Symptoms and consequences of professional burnout. 4. Methods of self-diagnosis of stress resistance level. 					Additional sources: 12, 14, 15, 16, 17, 19; Software: 20, 21
<p>Topic 10. Strategies for stress neutralization and adaptation</p> <ol style="list-style-type: none"> 1. Personal stress management techniques. 2. The role of the leader in adapting the team to changes and crises. 3. Organizational measures to prevent stress. 4. Techniques for psychological relief and resource restoration. 	2	2		6	Main sources: 1, 2, 3, 4, 5; Additional sources: 8, 11, 13, 15, 16, 17, 19; Software: 20, 21
<p>Topic 11. Organization of individual and group research</p> <ol style="list-style-type: none"> 1. Methodology of scientific research in management. 2. Distribution of functions in a research group under the leadership of a leader. 3. Ethics of scientific interaction and academic integrity. 4. Presentation of research results to a wide audience. 	2	2		6	Main sources: 1, 2, 3, 4, 5; Additional sources: 9, 12, 14, 15, 16, 17, 19; Software: 20, 21
<p>Topic 12. Effective self-presentation and public speaking</p> <ol style="list-style-type: none"> 1. The structure and composition of a leader's speech. 2. Overcoming fear of public speaking. 3. Working with the audience: attracting attention and answering questions. 4. Creating a manager's personal brand. 	2	2		6	Main sources: 1, 2, 3, 4, 5; Additional sources: 10, 12, 14, 15, 16, 17, 19, 20; Software: 20, 21
<p>Topic 13. Time management and personal effectiveness</p> <ol style="list-style-type: none"> 1. Eisenhower Matrix and task prioritization. 2. Planning the leader's working time (Pareto principle). 	2	2		6	Main sources: 1, 2, 3, 4, 5; Additional sources: 11, 12, 13, 15, 16, 17, 19, 21; Software: 20, 21

3. Delegation as a tool for freeing up time and developing subordinates.					
4. Digital planning tools.					
Topic 14. Leadership in times of change and uncertainty 1. Psychology of employees' perception of organizational changes. 2. Kurt Lewin's change management model. 3. The role of the leader as an agent of change. 4. Communication support for reforms in the organization.	2	2		6	Main sources: 1, 2, 3, 4, 5; Additional sources: 8, 11, 12, 14, 15, 16, 17, 19; Software: 20, 21
Topic 15. Coaching and mentoring as modern leadership tools 1. The philosophy of coaching in management. 2. The GROW model in the professional development of subordinates. 3. Differences between mentoring, tutoring and consulting. 4. Forming a culture of lifelong learning in the team.	2	2		6	Main sources: 1, 2, 3, 4, 5; Additional sources: 9, 11, 12, 14, 15, 16, 17, 19; Software: 20, 21
Total	30	30		90	

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)
LOEC 1. Knowtheoretical foundations of classical and modern leadership concepts, as well as methods of implementing the main functions of management in a dynamic environment.	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)
LOEC 2. Be able to apply team interaction skills and effective role allocation to achieve common organizational goals when implementing group projects.	Verbal: - monologue (explanation, lecture); - dialogic (conversation, discussion). Visual: - demonstration (multimedia file)	Research method (study of literary sources recommended by the teacher on the topic)

	Interactive learning technologies	
LOEC 3. Be able to identify sources of psycho-emotional stress and implement stress neutralization strategies to ensure the adaptability of team members in crisis situations.	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)
LOEC 4. Know the principles of building an organizational communications system and tools for overcoming barriers during interpersonal interaction in management activities.	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)
LOEC 5. Be able to organize and conduct applied research in the field of management both individually and as part of a working group under the guidance of a leader.	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 overall score	Date of compilation
1.	Multiple choice test	35 / 35%	Week 7
2.	Multiple choice test	35 / 35%	Week 15
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.

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.
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 from the teacher	at every lesson
4	Solving problems	4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15 practical lesson
5	Monitoring task performance	at every lesson
6	Checking tests and discussing test results	Week 7

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 economic 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. Materynska O.A. Communication in management: a teaching and methodological manual / O.A. Materynska, Vinnytsia.: VDPU named after M. Kotsiubynsky, 2024. 112 p.

6.1.2 Methodological support

5. Educational and methodological complex "Leadership and Communication in Management" in the Moodle program. <https://cdn.snau.edu.ua/moodle/course/view.php?id=6298>

6.2. Additional sources

6. Binert O. V., Balash L. Ya., Lysyuk O. V. Management and leadership in the organization as the basis of successful management activities. *Agrosvit*. 2024. No. 10. P. 40-44.
7. Korneiko O. M. Digital Leadership in the Age of Innovation: Approaches to Understanding and Key Elements of the Ecosystem. International Scientific Journal "Internauka". Series: Economic Sciences. 2024. No. 8(2). Pp. 23-31.

8. Mohylna L.M., Oriekhova A.I., Khromushyna L.A. Using innovative IT technologies for HR management. *Economy and Society*. 2022. No. 44. URL:<https://economyandsociety.in.ua/index.php/journal/article/view/1829> DOI: 10.32782/2524-0072/2022-44-56
9. Mohylna L.M., Oriekhova A.I., Khromushyna L.A. Using innovative IT technologies for HR management. *Economy and Society*. 2022. No. 44. URL:<https://economyandsociety.in.ua/index.php/journal/article/view/1829>
10. Oriekhova A.I., Goma O.O. Modern challenges and innovative approaches in human capital management: global and Ukrainian contexts. *Economy and Society*. 2024. No. 68. URL:<https://economyandsociety.in.ua/index.php/journal/article/view/4987>
11. Oriekhova A.I., Goma O.O. Artificial intelligence and big data analysis as innovative solutions in human capital management. *Market Infrastructure*. 2024. No. 81. P.166-171.
12. Oriekhova A.I., Slyusarev D.S. The influence of transformational processes on the personnel motivation management system. *Current issues of economic sciences*. 2024. No. 3-4. URL: <https://a-economics.com.ua/index.php/home/issue/view/3>
13. Oriekhova A. I., Slyusarev D. S. Innovative approaches in motivational management in conditions of changes and challenges. *Ukrainian Journal of Applied Economics and Technology*. 2024. Vol. 9. No. 4. Pp. 12 – 16.
14. Oriekhova A.I. Adaptive leadership as the basis of team management in conditions of uncertainty. *Current problems of modern business: accounting, financial and managerial aspects: materials of the VI International Scientific and Practical Internet Conference, March 27-28, 2024*. Lviv: LNUP, 2024. P.350-351.
15. Oriekhova A.I. Development of leadership management in the context of the digital economy. Trends and prospects for management development in the context of global challenges: materials of the III International Scientific and Practical Conference (May 30, 2024, Kherson - Kropyvnytskyi) / edited by G.V. Zhosan, G.O. Dymova and others. - Kherson: Book Publishing House FOP Vyshemyrskyi V.S., 2024. P.132-133.
16. Rudenko O. A., Chalenko V. V., Sergata M. M. Leadership and business communications in the context of strategic management. *Economic space*. 2024. No. 194. - P. 79-82.
17. Khaletska A. A. Responsible and Global Leadership for Sustainable Development. *Public Administration and Customs Administration*. 2023. No. 1. P. 89-93.
18. Kharchenko T. M., Oriekhova A. I., Shestakova A. V. Socio-economic guidelines in the management of personnel development of enterprises. *Ukrainian Journal of Applied Economics and Technology*. 2023. Volume 8. No. 3. P. 265-269.
19. Yuskiv B., Karpchuk N., Pelekh O. The structure of strategic communications as the basis of effective communication management in Ukraine in wartime. *International Relations, Public Communications and Regional Studies*. 2023. No. 2. P. 92-118.

6.3. Software

20. Microsoft Office software package.
21. Software (for distance learning, Zoom, Moodle).