

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

Work program (syllabus) of the educational component

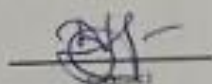
PROJECT

VK Communication Management

status - selective

Specialty	D3 "Management"
Educational program	Administrative management
Level of higher education	second (master's)

Розробник:



Людмила ДАШУТІНА, к.е.н., доцент кафедри
менеджменту імені професора Л.І. Михайлової
(прізвище, ініціали) (Фамільне ступінь та ім'я, тодішні)

Розглянуто та схвалено на засіданні кафедри менеджменту імені професора Михайлової	на	Протокол № 15 від 02.06.2026 р.
Завідувач кафедри	Л.І.	 (підпис) <u>Альвіна ОРЕХОВА</u> (прізвище, ініціали)

Погоджено:

Гарант освітньої програми


(підпис)

Альвіна ОРЕХОВА
(ПІБ)

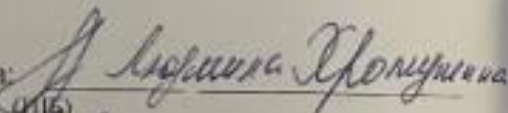
Декан факультету, де реалізується освітня програма


(підпис)

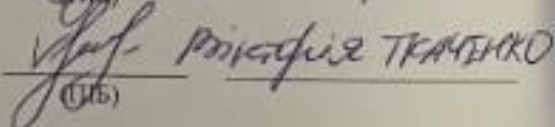
Світлана ЛУКАШ
(ПІБ)

Рецензія на робочу програму (додається) надана:

(підпис)

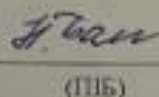

(ПІБ)

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(ПІБ)

Методист відділу якості освіти,
ліцензування та акредитації

(підпис)


(ПІБ)

Надія БАРАНИК

Зареєстровано в електронній базі: дата: 18.06. 2026 р.

1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

1.	Name OK	Communication management							
2.	Faculty/department	Faculty of Economics and Management/ Department of Management named after Professor L.I. Mikhailova							
3.	Status OK	Required/optional							
4.	The OK can be offered for (filled in for selective OKs)	Elective educational component for the educational program "Organizational Management and Administration" specialty D3 - Management							
5.	NQF level	NQF of Ukraine – level 7, FQ-EHEA – second cycle, EQF-LLL – level 7, second (master's) level of higher education							
6.	Semester and duration of study	Full-time / Part-time 2nd (c) semester, 15 weeks / 3rd (o) semester, 15 weeks							
7.	Number of ECTS credits	5 / 5							
8.	Total hours and their distribution	Contact work (classes)						Independent work	
		Lectures		Practical/semi nar		Laboratory		Daily	Corresponde nce.
		Daily 30	Zaoch 4	Daily 30	Corresponde nce. 4	Daily	Corresponde nce.	90	142
9.	Language of instruction	State (Ukrainian)							
10.	Teacher/Educational Component Coordinator	Dashutin Lyudmila Oleksandrivna, Candidate of Economic Sciences, Associate Professor, Associate Professor of the Department of Management named after Professor L.I. Mikhailova Consultation hours – every Tuesday at 12:15, room 303e							
11.1	Contact information	ldashutina81@gmail.com							
11.	General description of the educational component	The educational component "Communication Management" will be useful for future specialists to acquire knowledge and develop skills in communicative work. The acquired knowledge, skills and abilities will allow them to effectively establish information and communication channels, make scientifically sound management decisions based on the use of innovative approaches, modern methods and technologies. The objectives of the educational component "Communicative Management" are: studying the theoretical foundations, content, structure and tasks of communicative management, mastering psychodiagnostic techniques as a prerequisite for effective communication in the management process, mastering the methods and practical skills of professional communication of management specialists using verbal and non-verbal communication techniques and technologies, acquiring knowledge and skills in intercultural communication, professional use of modern communication							

		technologies to build effective relationships with business partners, observing the rules of etiquette and communication culture in a professional environment.
12.	Purpose of the educational component	The purpose of the educational component is to develop in students professional competence, specialized knowledge and skills for effective communication with colleagues, clients and business partners of enterprises and organizations through the use of appropriate methods and information and communication technologies..
13.	Prerequisites for studying OK, connection with other educational components of OP	The educational component is based on the study of the following educational components: organizational management. The educational component is the basis for studying the following educational components: motivational mechanism and leadership in a team, administrative management.
14.	Academic Integrity Policy	According to the Code of Academic Integrity of Sumy NAU, academic integrity is a set of principles and rules of conduct for participants in the educational process, aimed at forming an independent and responsible personality capable of solving problems in accordance with the educational level in compliance with the norms of law and public morality. Compliance with academic integrity by higher education applicants involves independent performance of educational tasks, tasks of current and final control, and learning outcomes. It is expected that higher education applicants will adhere to the principles of academic integrity, being aware of the consequences of its violation, which is determined by the regulatory documents of Sumy National Agrarian University, in particular the Code of Academic Integrity, the Regulations on the Prevention and Detection of Academic Plagiarism at Sumy NAU (a full list of regulatory documents is posted on the university website https://snau.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist/). For violation of academic integrity, higher education students may be held accountable for the following academic responsibilities, namely: – academic fraud (using a phone while writing written papers) will result in resubmission of the paper; – cheating - from the first warning to the cancellation of work; – plagiarism will lead to the cancellation of the work.
15.	Link to the course in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=1900
16.	Keywords	Communicative management, professional communication, verbal communication, non-verbal communication, professional etiquette, manipulations in communications, management methods, management.

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...	How is RND assessed?
DRN 1. Demonstrate knowledge of the theories, principles, process of communication management, as well as a modern approach to the communication management system	Multiple choice test
DRN 2. Understand the acquired knowledge and be able to apply it in practice regarding the essence of verbal and non-verbal communication methods.	Individual assignment - public speaking
DRN 3. Apply effective communication within the team, with representatives of different professional groups and in an international context, learn to successfully use the psychological aspects of etiquette in practice for work in modern conditions	Essay
DRN 4. Solve practical problems in the field of modern technologies of communicative management, which involves the application of the latest concepts, techniques and methods	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			Recommended reading
	Classroom work		Independent work	
	Luk e	P.z / semin.z	Lab. with.	
Topic 1. Theoretical foundations of communicative management. 1. Basic categories and concepts of communicative management. Models of the communicative process. 2. Professional and business communication. General principles of communication. 3. Communication barriers and their types. Communicative influence.	4/1	4/-		11/18 Main: 1,3,4. Methodical: 5,6,7.
Topic 2. Psychodiagnostics 1. The issues of the processes of acceptance and understanding of a communication partner. 2. First impression of a person. Assessment of factors influencing the first impression. 3. Assessment of the psychological characteristics of the human constitution.	2/-	2/1		13/18 Main: 1,2,3,4. Additional: 9. Methodical: 5,6,7.
Topic 3. Verbal communication in the communicative practice of a manager. 1. The nature and content of verbal communication. 2. Business negotiations and meetings. Methodology and practice of conducting them. 3. Methods and practices of conducting debates, polemics, telephone conversations, and interviews. 4. Rules for effective listening.	4/1	4/-		11/18 Main: 1,2,3,4. Additional: 8,9. Methodical: 5,6,7.
Topic 4. Nonverbal communication in the communicative practice of a manager.	4/1	4/-		11/18 Main: 1,3,4. Additional:

1. The essence and features of non-verbal communication. 2. Kinesics, proxemics, oculistics, tactics, vocalics, objective and chronemics in the communicative practice of a manager. 3. Methodology and practice of non-verbal communication of the manager. 4. Formation of the business image of an employee of the enterprise as a tool of communicative influence.					8.9. Methodical: 5,6,7.
Topic 5 Intercultural communication. 1. Concept, problems and features of intercultural communication. 2. National stereotypes. 3. Intercultural competence of an organization manager, its components.	4/1	4/-		11/18	Main: 1,3,4. Additional: 9. Methodical: 5,6,7.
Topic 6. Communication management technologies 1. Basic concepts and principles of the theory of neurolinguistic programming (NLP), problems and prospects of its application in communicative management. 2. Communications using Internet technologies. Internet dialogue. Electronic correspondence. Organization of Internet conferences. 3. Communication interaction using social networks.	4/-	4/1		11/18	Main: 1,3,4. Additional: 8,9,10. Methodical: 5,6,7.
Topic 7. Communicative culture and professional etiquette. 1 The concept and role of business and professional etiquette. Principles of professional and business etiquette. 2. Etiquette for greetings, introductions, and answering questions. 3. Culture of professional communication.	4/-	4/1		11/17	Main: 1,3,4. Methodical: 5,6,7.
Topic 8. Manipulation techniques in business communications 1 The concept of manipulation in business communications 2. Techniques for countering manipulation 3. Manipulative influence and protection against it	4/-	4/1		11/17	Main: 1,3,4. Additional: 9. Methodical: 5,6,7.
Total	30/4	30/4		90/142	

4. TEACHING AND LEARNING METHODS

DRN	Teaching methods (work that will be carried out by the teacher during classroom lessons, consultations)	Keel number of hours	Teaching methods (what types of educational activities should a higher education student perform independently)	Number of hours
DRN 1. Demonstrate knowledge of the theories, principles, process of communication management, as well as a modern approach to the communication management system	Multimedia lecture, thematic discussion, analysis of specific management situations, performing tests	15/2	Independent work with the textbook	22/35
DRN 2. Understand the acquired knowledge and be able to apply it in practice regarding the essence of verbal and non-verbal communication methods.	Multimedia lecture, discussion, preparation for public speaking	15/2	Independent work with the textbook, individual research work	22/35
DRN 3. Apply effective communication within the team, with representatives of different professional groups and in an international context, learn to successfully use the psychological aspects of etiquette in practice for work in modern conditions	Multimedia lecture, thematic discussion, analysis of specific situations, preparation for writing an essay.	15/2	Independent work with the textbook	23/36
DRN 4. Solve practical problems in the field of modern technologies of communicative management, which involves the application of the latest concepts, innovative theories and methods	Multimedia lecture, thematic discussion, analysis and resolution of specific management situations, performing tests	15/2	Independent work with the textbook	23/36

5. EVALUATION BY EDUCATIONAL COMPONENT

5.1.Diagnostic assessment (indicated as needed)

5.2.Summative assessment

5.2.1. To assess the expected learning outcomes, there are

No.	Summative assessment methods	Points / Weight in the overall score	Date of compilation
1.	<i>Multiple choice test</i>	<i>15 points /15%</i>	<i>For 4 weeks</i>
2.	<i>Public speaking</i>	<i>25 points 20%</i>	<i>At 6 weeks</i>
3.	<i>Individual research work -essay</i>	<i>25 points /20%</i>	<i>At 8 weeks</i>
4.	<i>Multiple choice test</i>	<i>15 points / 15%</i>	<i>At 12 weeks</i>
5.	<i>Credit – multiple choice essay</i>	<i>20 points / 30%</i>	<i>At 15 weeks</i>

5.2.2. Evaluation criteria

	Unsatisfactorily	Satisfactorily	Good	perfectly¹
Multiple choice test	<6 points	7-10 points	11-13 points	14-15 points
	<6correct answers	7-10 correct answers	11-13 correct answers	14-15 correct answers
Public speaking	<14 points	15-19 points	20-22 points	23 -25 points
	Task requirements not met	Most requirements are met, but individual components are missing or insufficiently disclosed, there is no analysis of other approaches to the issue	All task requirements met	All task requirements were met, creativity and thoughtfulness were demonstrated, and an original solution to the problem was proposed.
Individual research paper - essay	<14 points	15-19 points	20-22 points	23 -25 points
	Task requirements not met	Most requirements are met, but some components are missing or not sufficiently disclosed	All task requirements met	All task requirements are met, and an original solution to the problem is proposed.
Multiple choice test	<6 points	7-10 points	11-13 points	14-15 points
	<6correct answers	7-10 correct answers	11-13 correct answers	14-15 correct answers
Test-multiple choice test	<12 points	12-14 points	16-18 points	20 points
	<6correct answers	7-10 correct answers	11-17 correct answers	18-20 correct answers

5.3.Formative assessment:

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

No.	Elements of formative assessment	Date
1	Written survey after studying topics 1-3	Within 4 weeks
7	Oral survey after studying topics 5-7	During the 13th week
8	Oral survey after studying topic 8	During the 14th week

¹Indicate the distribution of points and the criteria that determine the level of assessment

6. LEARNING RESOURCES (LITERATURE)

6.1 Main sources

6.1.1 Textbooks, manuals

1. Communicative Management: Textbook / S. V. Panchenko, O. V. Dykan, O. V. Gromova and others. Kharkiv: UkrDUZT, 2024. 184 p. URL: <http://lib.kart.edu.ua/bitstream/123456789/24092/1/%D0%9D%D0%B0%D0%B2%D1%87.%20%D0%BF%D0%BE%D1%81%D1%96%D0%B1%D0%BD%D0%B8%D0%BA.pdf>
2. Savrasova-V'yun Tetyana. Communicative workshop: teaching-methodical manual. Kyiv: Kyiv. st. un-t named after B. Grinchenko, 2024. 184 p. URL: https://elibrary.kubg.edu.ua/id/eprint/49331/1/T_Savrasova_Viun_%D0%9A%D0%A0_2024_F_UFKM.pdf
3. Sumets O. M. Communicative management: a textbook. Kyiv: University of Economics and Law "KROK", 2024. 178 p. URL: <https://dspace.krok.edu.ua/server/api/core/bitstreams/bdcc448a-dcc7-4542-8d6d-0fcd8f042fe1/content>
4. Materynska O.A. Communication in management: a teaching and methodological manual. Vinnytsia.: VDPV named after M. Kotsiubynsky, 2024. 112 p. URL: <https://dspace.vspu.edu.ua/server/api/core/bitstreams/8973aee1-3869-4628-92b3-91566e286d95/content>

6.1.2 Methodological support

5. Communicative Management. Lecture notes for full-time and part-time students, fields of knowledge 07 "Management and Administration" and 05 "Social and Behavioral Sciences", OS "Master" / Batsenko L.M. Sumy, 2024. 85p.
6. Communicative Management. Methodological guidelines for conducting practical classes for full-time and part-time students, fields of knowledge 07 "Management and Administration" and 05 "Social and Behavioral Sciences", OS "Master" / Batsenko L.M. Sumy, 2024. 33 p.
7. Communicative Management. Methodological guidelines for independent work for applicants for the second (master's) level of higher education in the field of knowledge 07 "Management and Administration", 05 "Social and Behavioral Sciences, 28 "Public Management and Administration" of full-time and part-time study / Batsenko L.M. Sumy, 2024. 33 p.

6.1.3 Other sources

8. Modern management in diagrams and tables. Part 2: tutorial. [Electronic resource] / N.S. Ivanova, N.S. Priymak, O.V. Neizvestna, I.V. Shapovalova, Yu.B. Lyzhnyk; ed. N.S. Ivanova. Kryvyi Rih: Publishing House DonNUET, 2022. 190 p. URL: <http://elibrary.donnuet.edu.ua/2503/>
9. Novakivskiy I.I., Karyy O.I., Besspalyuk Kh.M. Information and communication management in organizations: textbook. Lviv: Rastr-7, 2023. 316 p.
10. Liudmyla Batsenko, Roman Halenin (2025). Communicative management in a hybrid work environment: challenges, strategies, and psychological safety. Collection of scientific works of the State University of Infrastructure and Technologies: Series "Economics and Management". Issue 57. Kyiv: DUIT, 2025. P.9-20
11. Batsenko L., Senetska E. (2025). The role of emotional intelligence in effective administrative communication. Strategic guidelines for sustainable development in Ukraine and the world: collection of abstracts of the IV International Scientific and Practical Conference of Young Scientists (Chernihiv, March 20, 2025). – Chernihiv: National University "Chernihiv Polytechnic". P. 315-317
12. Batsenko L.M., Shapovalova E.V. (2025). Communication strategies for resolving conflicts in administrative management. Strategic guidelines for sustainable development in Ukraine and the world: collection of abstracts of the IV International Scientific and Practical Conference of Young Scientists (Chernihiv, March 20, 2025). – Chernihiv: NU "Chernihiv Polytechnic". P. 338-340

6.2 Additional sources

13. Dashutin L.O. Theoretical and methodological aspects of the components of sustainable development. Scientific and production journal "Business Navigator". 2024. Issue 1(24). DOI:<https://doi.org/10.32782/business-navigator.74-24>

14. Dashutin L.O. Theoretical and methodological principles of effective enterprise management in the context of globalization challenges of today. Journal "Scientific innovations and advanced technologies" (Series "Management and administration", Series "Law", Series "Economics", Series "Psychology", Series "Pedagogy"). 2023. No. 5(19). P. 185-194. DOI:[https://doi.org/10.52058/2786-5274-2023-5\(19\)](https://doi.org/10.52058/2786-5274-2023-5(19))

15. Dashutin L.O. Theoretical and methodological aspects of organizing an effective enterprise management system. Management of the development of socio-economic systems: Materials of the VIII International Scientific and Practical Conference (Kharkiv, March 21-22, 2024). Kharkiv: DBTU. Part 2. 2024. P. 368-372.

6.3 Software

17. Microsoft Office package: Word, Excel, PowerPoint.

17. Distance learning software: Zoom, Moodle, Quizzes.