

**PJSC "Higher Education Institution "INTERREGIONAL ACADEMY OF
PERSONNEL MANAGEMENT"**



**SYLLABUS OF THE ACADEMIC DISCIPLINE
«Leadership and teamwork»**

Specialty: **D3 Management**
Educational level: **first (bachelor's) level**
Educational program: **Management**

General information about the academic discipline

| | |
|----------------------------------|---|
| Name of the academic discipline | Leadership and teamwork |
| Code and name of specialty | D3 "Management" |
| Level of higher education | First (bachelor's) level of higher education |
| Discipline status | selective |
| Number of credits and hours | 3 credits / 90 hours. Lectures: 20 Seminar classes: 14 Independent work of students: 56 |
| Terms of studying the discipline | semester |
| Language of instruction | Ukrainian |
| Type of final control | test |
| Discipline page on the website | https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacija-menedzhment-2026 |

General information about the teacher. Contact information.

| | |
|---|---|
| Academic degree | |
| Academic title | |
| Position | |
| Disciplines taught by the NPP | |
| Areas of scientific research | |
| Links to identifier registries for scientists | |
| Teacher contact information: | |
| Email: | |
| Contact phone number | |
| Teacher's portfolio on the website of the department / institute / academy | https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacija-menedzhment-2026 |

Course abstract.

The educational discipline "Leadership and Teamwork" is designed to deepen the theoretical and practical knowledge of the students regarding the patterns, principles of teamwork, understanding the content of the processes and technologies of team management by a leader. This discipline will be useful for students in terms of strengthening their "soft skills" (leadership and communication skills, critical thinking, EQ) and developing their "hard skills" (making management decisions) in order to achieve the strategic goals of the team and personal professional career growth.

The discipline "Leadership and Teamwork" belongs to the block of elective educational components offered to applicants of the educational program "Management" of the first (bachelor's) level.

The purpose of the academic discipline "Leadership and Teamwork": to deepen theoretical and practical skills in the field of team building and leadership development, as well as to develop professional skills in analyzing the effectiveness of team work at all stages of the organization's life cycle.

The subject of the academic discipline. The training course is based on business practices and training materials on adapting management knowledge regarding types of leadership, types of teams in an organization, modern ways of motivating team members, developing skills in managing conflicts in teams, concepts of making management decisions in times of change, and determining prospects for effective use of the organization's potential on the basis of sustainable development.

Objectives of the academic discipline "Leadership and Teamwork": to form in students an understanding of the essence of leadership, its styles and role in modern organizations; to develop skills of effective team interaction and cooperation; to teach how to apply leadership approaches for motivation, coordination and team development; to form communication skills, active listening and constructive feedback; to develop conflict management and decision-making skills in a team; to promote the development of emotional intelligence and responsibility of a leader; to form the ability for self-reflection, self-assessment of leadership potential and team roles; to prepare students for the practical application of leadership and team skills in professional activities.

Prerequisites: "Economic Theory", "Introduction to the Specialty", "History of Management", "Microeconomics", "Macroeconomics", "Ethics and Business Culture".

Post-requisites of the academic discipline. The result of studying the academic discipline is the formation of a number of general and professional competencies, as well as the provision of program learning outcomes that are provided for by the educational program within the framework of the substantive issues of the course.

Integral competence: The ability to solve complex specialized tasks and problems in the process of studying or during professional activities in the field of accounting, analysis, auditing and taxation, which involves activities characterized by complexity and uncertainty of conditions.

| | |
|-----------------------------|--|
| General competencies | <p>ZK01.The ability to learn and master modern knowledge.</p> <p>ZK02.The ability for abstract thinking, analysis and synthesis.</p> <p>ZK03.Ability to work in a team.</p> |
| Special competencies | <p>SK08.Identify and assess the risks of failure to achieve the entity's management goals, non-compliance with legislation and regulation of activities, unreliability of reporting, and the preservation and use of its resources.</p> |
| Learning outcomes | <p>PR08.Understand the organizational and economic mechanism of enterprise management and evaluate the effectiveness of decision-making using accounting and analytical information.</p> <p>PR15.Possess general scientific and special methods of researching socio-economic phenomena and economic processes at the enterprise.</p> <p>PR17.Be able to work both independently and in a team, demonstrate leadership qualities and responsibility at work, adhere to ethical principles, and respect individual and cultural diversity.</p> <p>PR20.Perform professional functions taking into account the requirements of social responsibility, labor discipline, and be able to plan and manage time.</p> |

Content of the academic discipline (full-time education)

| No. | Topic name | Number of hours, of which: | | | Teaching methods/assessment methods |
|--|--|----------------------------|---------------------------|------------------|--|
| | | Lectures | Seminar/Practical classes | Independent work | |
| CONTENT MODULE 1. LEADERSHIP AND PRINCIPLES OF BUSINESS PARTNERSHIP | | | | | <p>Teaching methods: Teaching uses the main traditional and interactive teaching methods, as well as the latest technologies aimed at achieving the educational goal and predicted program results.</p> <p>Teaching methods: – verbal methods (lecture, discussion, conversation, consultation, etc.) – seminars, practical or laboratory work – business cases (individual or team) – visual methods (presentations of the results of completed tasks, illustrations, video materials, etc.) – work with information resources: with educational and methodological, scientific, regulatory literature and Internet resources – independent work on an individual task or according to the curriculum of the academic discipline – preparation of abstracts/reports for the conference. – trainings, coaches, master classes from invited stakeholders. – abstract and exploratory research.</p> <p>Evaluation methods: oral control (oral questioning, evaluation of participation in discussions, other interactive learning methods); written control (tests, independent work, analytical tasks, essays); test control (closed-form tests: test-alternative, test-correspondence, tasks for data and model analysis); method of self-control and self-assessment; case study evaluation; evaluation of project and laboratory work (modeling of economic processes, forecasting).</p> |
| Topic 1. | The phenomenon of leadership | 2 | 2 | 5 | |
| Topic 2. | Leader as a successful person | 2 | 2 | 5 | |
| Topic 3. | Leadership and management decision-making | 2 | 2 | 6 | |
| Topic 4. | Teambuilding: Concepts, Evolution, and Teambuilding Concepts | 2 | | 6 | |
| Topic 5. | The role of a leader in creating an effective team: planning tasks and time, delegating authority, motivating and assessing responsibility | 2 | 2 | 6 | |
| CONTENT MODULE 2. LEADERSHIP AND TEAMWORK EFFECTIVENESS | | | | | |
| Topic 6. | Leadership and analysis of the components of teamwork success in times of change | 2 | | 6 | |
| Topic 7. | Leadership and team spirit: markers of performance assessment | 2 | 2 | 6 | |
| Topic 8. | Leadership and management of conflicts and stress in a team | 2 | 2 | 5 | |
| Topic 9. | Systemic leadership in business processes despite the war | 2 | | 6 | |
| Topic 10. | Teamwork trends in achieving sustainable development goals | 2 | 2 | 5 | |
| Modular test | | | | | |
| Total: | | 20 | 14 | 56 | |
| Form of control: credit | | | | | |

Technical equipment and/or software. The educational process uses classrooms, a library, a multimedia projector and a computer for conducting lectures and seminars with presentation

elements. Studying individual topics and completing practical tasks requires access to information from the World Wide Web, which is provided by a free Wi-Fi network.

Forms of control methods.

Monitoring the progress of students is divided into current and final (semester).

Current control carried out during practical and seminar classes. Its purpose is to systematically check:

- understanding and mastering the theoretical foundations of economic processes;
- the ability to apply knowledge to build models and analyze economic data;
- skills in diagnosing and forecasting economic processes;
- using specialized software for modeling and processing statistical data.

Forms of student participation in the educational process, which are subject to current control:

- speeches and presentations on the analysis of economic processes;
- oral reports on the analysis of economic cases;
- addition, question to the person answering;
- systematic work in seminar classes and activity during discussions;
- participation in discussions, brainstorming, interactive forms of classes;
- analysis of economic data, statistical indicators, economic and mathematical models;
- written assignments (tests, tests, analytical and abstract papers);
- preparation of abstracts, theses, analytical notes;
- independent study of discipline topics and lecture materials.

Current control methods:

- oral control (survey, conversation, report, message);
- written control (test work, analytical report, essay, completion of tasks for building models or processing statistics);
- combined control (oral and written combination to assess understanding and practical skills);
- presentation of independent work or case analysis;
- monitoring activity and participation in practical classes;
- test control (closed and open tasks, analysis of graphs and models);
- working with problem situations (analytical cases, scenario modeling of economic processes).

Assessment system and requirements.

Table of points awarded to higher education students*

| Topics | Ongoing knowledge assessment | | | | | | | | | | Final control | | Total points |
|-------------------------|------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|----------|---------------|----------|--------------|
| | | | | | | | | | | | Modular test | Credit** | |
| | Topic 1 | Topic 2 | Topic 3 | Topic 4 | Topic 5 | Topic 6 | Topic 7 | Topic 8 | Topic 9 | Topic 10 | 20 | 20* | 100 |
| Work in a seminar class | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 20 | 20* | 100 |
| Independent work | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | | | |

*The table contains information about the maximum points for each type of academic work of a higher education applicant.

When assessing the mastery of each topic for current educational activities, the student is given grades taking into account the approved assessment criteria for the relevant discipline.

The criteria for assessing the learning outcomes of students and the distribution of points they receive are regulated by the Regulations on the Assessment of Academic Achievements of Students of Higher Education at PJSC "Higher Education Institution "MAUP".

Module control is carried out in the last lesson of the module in written form, in the form of testing.

Assessment criteria for the module test in the academic discipline "Leadership and Teamwork":

When assessing a module test, the volume and correctness of the tasks are taken into account:

- the grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);

- a grade of "good" (B) is given for completing 80% of all tasks;

- a grade of "good" (C) is given for completing 70% of all tasks;

- a grade of "satisfactory" (D) is given for the correct completion of 60% of the proposed tasks;

- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;

- an "unsatisfactory" (FX) grade is given if less than 50% of the tasks are completed.

Failure to appear for a module test - 0 points.

The above scores are converted into rating points as follows:

"A" - 18-20 points;

"B" - 16-17 points;

"C" - 14-15 points;

"D" - 12-13 points.

"E" - 10-11 points;

"FX" - less than 10 points.

The final semester assessment in the discipline "Leadership and Teamwork" is a mandatory form of assessing student learning outcomes. It is conducted within the time frame specified in the curriculum and covers the scope of material specified in the course program.

The final assessment is carried out in the form of a test. A student who has completed all the required work is allowed to take the semester assessment.

The final grade is based on the student's performance during the semester. The student's grade consists of points accumulated from the results of the current assessment and incentive points.

Students who have completed all required assignments and received a score of 60 points or higher receive a grade corresponding to the grade received without additional testing.

For students who have completed all the required tasks but received a score below 60 points, as well as for those who wish to improve their score (result), the teacher conducts a final work in the form of a test during the last scheduled lesson in the discipline in the academic semester.

Assessment of additional (individual) types of educational activities. Assessment of additional (individual) types of educational activities. Additional (individual) types of educational activities include the participation of applicants in scientific conferences, scientific circles of applicants and problem groups, preparation of publications, participation in All-Ukrainian Olympiads and competitions and International competitions, etc. in excess of the tasks established by the relevant work program of the academic discipline.

By decision of the department, students who participated in research work and performed certain types of additional (individual) educational activities may be awarded incentive (bonus) points for a specific educational component.

Assessment of independent work

The total number of points received by a student for completing independent work is one of the components of academic success in the discipline. Independent work on each topic, in accordance with the course program, is evaluated in the range from 0 to 3 points using standardized and generalized knowledge assessment criteria.

Assessment scale for independent work (individual assignments) assessment criteria.

| | | | | |
|--|-----------------|------|----------------|------------------|
| Maximum possible assessment of independent work (individual tasks) | Execution level | | | |
| | Perfectly | Good | Satisfactorily | Unsatisfactorily |
| 3 | 3 | 2 | 1 | 0 |

Forms of assessment include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral responses, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competencies (optional format); solving situational tasks; preparing summaries of independently studied topics; testing or written exams; preparing draft articles, conference abstracts and other publications; other forms that ensure comprehensive mastery of the curriculum and contribute to the gradual development of skills for effective independent professional (practical, scientific and theoretical) activity at a high level.

To assess the learning outcomes of a higher education applicant during the semester, a 100-point, national and ECTS assessment scale is used.

Final assessment scale: national and ECTS

| Total points for all types of learning activities | ECTS assessment | National scale assessment | |
|---|-----------------|--|--|
| | | for exam, course project (work), practice | for credit |
| 90 – 100 | A | perfectly | Enrolled |
| 82 – 89 | B | good | |
| 75 – 81 | C | | |
| 68 – 74 | D | satisfactorily | |
| 60 – 67 | E | | |
| 35 – 59 | FX | unsatisfactory with the possibility of reassembly | not accepted with the possibility of retaking |
| 0 – 34 | F | unsatisfactory with mandatory re-study of the discipline | not passed with mandatory re-study of the discipline |

Course policy.

To successfully complete the course "Leadership and Teamwork", the student must:

- regularly attend lectures and practical classes;
- work systematically, systematically and actively in lectures and practical classes;
- make up for missed classes or unsatisfactory grades received in classes;
- to fully perform the tasks that the teacher requires to prepare, their quality is appropriate;
- perform control and other independent work;
- adhere to the norms of academic conduct and ethics.

The course "Leadership and Teamwork" involves mastering and adhering to the principles of ethics and academic integrity, in particular, focusing on preventing plagiarism in any of its manifestations: all works, reports, essays, abstracts and presentations must be original and authorial, not overloaded with quotations, and must be accompanied by references to primary sources. Violations of academic integrity are considered to be: academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, and biased evaluation.

Recommended sources of information.

Main

1. Buriak I., Kalynovskyy A., Pasko M., Saienko V., Zavolichna T. Actual problems of management and public administration in modern globalization processes. *Pacific Business Review International (PBRI)*. Vol. 16 issue 4. October 2023. P. 122-132. URL: http://www.pbr.co.in/2023/2023_month/October/13.pdf ISSN: 0974-438X (Web of Science, ESCI).

2. Zavolichna T.R. Leadership and teamwork (chapter in the manual P.94-130) *Management and administration: a textbook for bachelors* / Team of authors: Ph.D., Assoc. Prof. Terletska N.M.; Ph.D., Prof. Antokhov A.A.; Ph.D., Assoc. Prof. Terletska Yu.O.; Ph.D., Assoc. Prof. Gruntkovsky V.Yu.; Ph.D., Assoc. Prof. Pochenchuk G.M.; Ph.D., Assoc. Prof. Zapukhlyak V.M.; Ph.D., Assoc. Prof. Kravets V.I.; Ph.D., Assoc. Prof. Storoshchuk B.D.; Ph.D., Assoc. Prof. Zavolichna T.R.; Ph.D., Assoc. Prof. Klevchik L.L. Chernivtsi: 2022. P.94-130. URL: <https://archer.chnu.edu.ua/xmlui/handle/123456789/4882>

3. Tetyana Zavolichna. Leadership in business: from startup to scaling. Chapter 4 (P.47-55) in *Organizing your own business: a manual*: edited by Ph.D., Assoc. Prof. E.V. Tkach. Chernivtsi: Chernivtsi National University named after Yu. Fedkovych. 2023. 264 p. URL: <https://archer.chnu.edu.ua/xmlui/handle/123456789/6555>

4. Zavolichna T.R., Zrybneva I.P. Synergy of the influence of leadership competencies and negotiation skills on the effectiveness of project management. *Scientific Bulletin of Chernivtsi University. Economics Series*. No. 830, 2021. Pages. 89-96. ISSN 2519-240X (print); 2519-4372 (online). <http://econom.chnu.edu.ua/journal/index.php/ecovis/article/view/153>

5. Zavolichna T., Zrybnieva K. Leadership and negotiation competencies in the implementation of innovative cross-border projects in the medical sphere. *Natural Science Readings: abstracts book*. May 28-30, 2023, Bratislava. R. 74-76. URL: https://drive.google.com/file/d/1er_bPOkXgtSktDWvC7AhAzizdx3VHJo/view

6. Zavolichna T.R. Management decisions (chapter in the manual). *Management and administration: a textbook for masters* / Authors: Doctor of Economics, Prof. Galushka Z.I., Doctor of Economics, Assoc. Prof. Antokhov A.A., Candidate of Economics, Assoc. Prof. Zapukhlyak V.M., Candidate of Economics, Assoc. Prof. Terletska Yu.O., Assoc. Prof. Zavolichna T.R. and others. Chernivtsi: ChNU. 2021. 437 p. (24.1 printed pages). URL: <https://archer.chnu.edu.ua/xmlui/handle/123456789/3213>

Additional:

1. Richard Farson, Ralph Keyes. *The Paradoxes of Leadership*. Transl. from English. K.: Sofia Publishing House LLC 2021. 160 p.

2. Bodalev A.A., Rutkevych L.A. How to become great or outstanding. *Kvant*, 2021. 55 p.

3. Goleman D. *Emotional Leadership: The Art of Managing People Based on Emotional Intelligence*. Kyiv: Alpina, 2022. 301 p.

4. Goleman, D., Boyatzis, R., & McKee, A. (2023). Primal Leadership: The Hidden Driver of Great Performance. *Harvard Business Review*, 79 (18), 42-51.

5. Kushniriuk V. K. Leadership and management as the main categories of management: identity or difference. URL: http://www.rusnauka.com/16_ADEN_2023/Economics/68323.doc.htm

6. Kendjemy J.P. The leader's use of personal authority or legitimate authority. *Psychological Journal*. 2022. No. 7. P.49.

7. Kohut I. V., Luchko G. Y. Leadership styles of a project manager in managing a project team. *Efficient economy*. 2023. No. 10. URL: <http://www.economy.nayka.com.ua/?op=1&z=7354>. DOI: 10.32702/2307

8. Danchenko L. G. Modern strategic models of management and leadership types in organizations. *Young scientist*. 2023. No. 11 (26). P. 52-55.

9. Team building. URL: <https://uk.wikipedia.org/wiki>.
10. Romanovsky O.G., Shapolova V.V., Kvasnyk O.V., Psychology of team building: a textbook, edited by Romanovsky O.G. Kharkiv: "Madrid Printing House". 2021. 92 p.
11. Feedback. How to get benefit, not harm: 5 steps. URL: <https://prohr.rabota.ua/zvorotniy-zv-yazok-yak-otrimati-korist-a-ne-shkodu-5-krokiv>
12. Nemirovich D.I. Change Management. How to Achieve Successful Results When Carrying Out Transformation. 2021. Deloitte & Touche Limited Liability Company. 39 p.
13. Karkovska V.Ya., Dorosh I.M. Modern leadership: features, requirements, problems and mistakes. State and regions. Series: Economy and Entrepreneurship, 2022, No. 1 (110). Pp. 98-102.

8. Information resources

1. Resource Studio Program "Upgrade your own software". URL: <https://resource-studio.org/uk/>
2. Ukrainian Leadership Academy. URL: <https://ual.ua/>
3. LEADERSHIP BASIC. URL: <https://prometheus.org.ua/prometheus-plus/leadership-course/>
4. Knowledge Management Portal. NADS. Leadership. URL: https://pdp.nacs.gov.ua/courses/liderstvo-198328ad-1267-480c-a2d5-8b244c51e4b5?course_enrollment_id=4644
5. Series "Parliamentary Training Library". Distance Learning Course "Leadership" URL: <https://e-learning.rada.gov.ua/storage/109>
6. TEMPUS Project "Education for Leadership, Intelligence and Talent Development" Institute of Higher Education of the National Academy of Sciences of Ukraine. Formation of team leadership at the university. URL: <https://ihed.org.ua/wp-content/uploads/>
7. Platform "Professional development and leadership". Educational and scientific center of business simulation. URL: <http://bsc.knute.edu.ua/>
8. AIDE: EduHub. URL: <https://eduhub.in.ua/>
9. Online course on the Prometheus platform "HR metrics and HR analytics" URL: <https://prometheus.org.ua/prometheus-plus/hr-metrics-and-analytics/>
10. Team work and development in IT practices. The third lecture in the series of webinars as part of the IAMPMP educational initiative together with Diya.Business. URL: <https://iampm.club.ua/blog/robota-ta-rozvitok-komandi-za-it-praktikami-konspekt-lekcziyi-anni-lavrovoyi-v-ramkah-integracziyi-z-diya-biznes/>
11. Electronic library – www.lib.com.ua
12. National Library of Ukraine named after V.I. Vernadsky – www.nbuv.gov.ua
13. National Parliamentary Library – www.alpha.rada.kiev.ua
14. Academic article repositories such as Google Scholar and ResearchGate allow you to find scientific research, analytics, and publications on team leadership.
15. Educational courses on the DIIA platform – <https://business.diia.gov.ua/school>.