

**PrJSC "Higher Educational Institution "Interregional Academy of Personnel Management"**



***SYLLABUS OF THE ACADEMIC DISCIPLINE  
"COMMUNICATIONS IN ORGANISATIONS"***

Speciality: **D3 Management**  
Educational level: **First (bachelor's) level**  
Educational programme: **Management**

### General information about the academic discipline

Name of the academic discipline	<b>Communications in Organisations</b>
Code and name of speciality	<b>D3 "Management"</b>
Level of higher education	First (bachelor's) level of higher education
Status of the discipline	Optional
Number of credits and hours	<b>3 credits / 90 hours</b> Lectures Seminar classes: Independent work by students:
Terms of study	
Language of instruction	Ukrainian
Type of final assessment	<b>Test</b>
Course page on the website	

### General information about the lecturer. Contact information.

Academic degree	
Academic title	
Position	
Subjects taught by NPP	
Areas of scientific research	
Links to registers of identifiers for scientists	
Contact information of the lecturer:	
E-mail:	
Contact phone number	
Lecturer's portfolio on the website of the department / Institute / Academy	<a href="https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacija-men-edzhment-2026">https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacija-men-edzhment-2026</a>

**Course description.** The discipline "Communication in Organisations" is aimed at developing students' knowledge, skills and abilities in effective organisational, managerial and interpersonal communication in the activities of enterprises and organisations. The course focuses on the study of modern theories, models and tools of communication that ensure the establishment of information flows, coordination of management actions, formation of corporate culture and improvement of the effectiveness of management decisions. The competencies acquired are important for future managers of private and public companies, heads of structural units, specialists in human resources management, marketing, public communications and public administration. The course combines theoretical knowledge with practical communication tools, promoting the development of professional training, management culture, and the ability to interact effectively in an organisational environment.

**The subject of the academic discipline "Communication in Organisations" is the**

processes, forms, channels, mechanisms and tools of organisational communication, as well as the patterns of their functioning and impact on management effectiveness, decision-making, staff behaviour and organisational development.

**The aim of the course** is to develop students' ability to apply theoretical and applied tools of organisational communication to ensure effective interaction, coordination of management processes and sound management decisions in modern organisations in conditions of change and uncertainty.

**The objectives of the discipline are** to familiarise students with the theoretical foundations of organisational and managerial communication; to develop skills in building effective communication processes and channels within organisations; to develop the ability to analyse communication barriers and factors that affect the quality of managerial interaction; teaching methods of communicative support for management decisions and changes in the organisation; developing the ability to apply modern information and communication technologies in management activities; developing communicative competence, analytical thinking and the ability to effectively solve management tasks in a professional environment.

**Prerequisites for the academic discipline.** The study of the academic discipline "**Communication in Organisations**" is based on the knowledge and skills acquired by students at the bachelor's level. Namely: management, marketing, digital technologies in management, basics of entrepreneurial activity, self-management, leadership and communication.

**Post-requisites for the academic discipline.** The knowledge and skills acquired by students in the course of studying the academic discipline "**Communication in Organisations**" contribute to the successful study by higher education students of a whole range of other academic disciplines aimed at developing professional knowledge and skills: business management, change management, staff coaching, strategic management.

#### **Course content (full-time programme)**

No	Topic	Teaching methods/assessment methods
<b>CONTENT MODULE 1. THEORETICAL BASES AND BASIC MODELS OF ORGANISATIONAL COMMUNICATIONS</b>		<b>Teaching methods:</b> verbal (lecture; conversation; educational discussion); inductive method; deductive method; analytical method; synthetic method; practical (working with economic models, statistical data, graphs); explanatory and illustrative; reproductive; problem-based method; partial-search; research;
Topic 1.	Communication as a management tool in an organisation	
Topic 2.	Basic models of organisational communication	
Topic 3	Internal and external communications in an organisation	
Topic 4.	Communication flows and information links in the organisational management system	
Topic 5.	Communication barriers and mechanisms for overcoming them	
<b>CONTENT MODULE 2. APPLIED AND MODERN DIRECTIONS OF COMMUNICATION IN ORGANISATIONS</b>		interactive methods (analysis of economic situations; discussions, debates; brainstorming; situational modelling; modelling skills practice); case method (analysis of real
Topic 6.	Communication in the management decision-making process	
Topic 7.	Business communications and negotiation processes	

Topic	Communication in change and conflict management	economic situations, problem identification, proposal of solutions, model building); modelling of professional activity (building economic models, forecasting, scenario modelling).
Topic 9	Digital communications and information technologies in organisations	
Topic 10	Corporate culture and communication policy of the organisation	
		<p><b>Assessment methods:</b> oral assessment (oral questioning, assessment of participation in discussions and other interactive teaching methods); written assessment (tests, independent work, analytical tasks, essays); test control (closed-form tests: alternative tests, matching tests, data and model analysis tasks); self-control and self-assessment method; case study assessment; assessment of project and laboratory work (modelling of economic processes, forecasting).</p>
Modular test		
<b>Form of assessment: test</b>		

**Technical equipment and/or software.** The educational process uses classrooms, a library, a multimedia projector and a computer for lectures and seminars with presentation elements. Studying individual topics and completing practical tasks requires access to information from the global Internet, which is provided by a free Wi-Fi network.

**Forms of assessment.**

The assessment of students' academic performance is divided into **current** and **final (semester)** assessments.

**Ongoing assessment** is carried out during practical and seminar classes. Its purpose is to systematically check:

- understanding and assimilation of the theoretical foundations of organisational and managerial communication;
- the ability to apply the knowledge gained to analyse communication processes and models of interaction in organisations;
- the formation of skills in diagnosing communication problems and barriers and predicting the effectiveness of communication;
- the ability to use modern information and communication technologies and digital tools to ensure and improve communication in organisations.

**Forms of student participation in the educational process that are subject to ongoing assessment:**

- speeches and presentations on the analysis of economic processes;
- oral reports on the analysis of economic cases;

- comments and questions to the person responsible;
- systematic work in seminars and active participation in discussions;
- participation in discussions, brainstorming, interactive forms of classes;
- analysis of communication processes, information flows and models of organisational interaction;
- written assignments (tests, quizzes, analytical and review papers);
- preparation of notes, abstracts, analytical notes;
- independent study of course topics and lecture materials.

**Methods of ongoing assessment:**

- oral assessment (questionnaires, discussions, reports, presentations);
- written assessment (tests, analytical reports, essays, practical tasks involving the analysis of communication processes and organisational information flows);
- combined assessment (oral and written combination to assess understanding and practical skills);
- presentation of independent work or case analysis;
- observation of activity and participation in practical classes;
- test assessment (closed and open tasks, analysis of graphs and models);
- working with problem situations (analytical communication cases, scenario development and modelling of organisational communications).

**Assessment system and requirements.**

**Table of points awarded to higher education students\***

Themes	Ongoing knowledge assessment										Final control		Overall number of points
											Modular test	Credit* *	
	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6	Theme 7	Theme 8	Theme 9	Theme 10	20	20*	100
Work during the seminar	3	3	3	3	3	3	3	3	3	3			
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 the current academic activity, students are given grades based on 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 Achievement of Higher Education Students at PJSC "Higher Education Institution "MAUP".

Modular control is carried out in the last class of the module in written form, in the form of a test.

Criteria for assessing the modular test in the academic discipline "Communication in Organisations":

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

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

all tasks);

- a "good" (B) grade is given for completing 80% of all tasks;
- a "good" (C) grade is given for completing 70% of all tasks;
- a "satisfactory" (D) grade is given for the correct completion of 60% of the proposed tasks;
- a grade of "satisfactory" (E) is given for the correct completion of more than 50% of the tasks;
- A grade of "unsatisfactory" (FX) is given if less than 50% of the tasks are completed.

Failure to attend the module test results in 0 points.

The above grades 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 "Communication in Organisations" is a mandatory form of assessing students' learning outcomes. It is conducted within the time frame specified in the curriculum and covers the scope of material specified in the course programme.

The final assessment is conducted in the form of a test. Students who have completed all the necessary work are admitted to the semester assessment.

The final grade is based on the student's learning outcomes throughout the semester. The student's grade consists of points accumulated from the results of the current assessment and bonus points.

Students who have completed all the necessary tasks and received a grade of 60 points or higher receive a grade corresponding to the grade received, without additional testing.

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

**Assessment of additional (individual) types of educational activities.** Additional (individual) types of educational activities include the participation of students in scientific conferences, scientific circles of students and problem groups, preparation of publications, participation in All-Ukrainian Olympiads and competitions and international competitions, etc., in addition to the tasks set by the relevant work programme of the academic discipline.

By decision of the department, applicants who have participated in research work and performed certain types of additional (individual) types of 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 independent work is one of the components of academic performance in the discipline. Independent work on each topic, in accordance with the course programme, is assessed on a scale of 0 to 3 points using standardised and generalised criteria for assessing knowledge.

#### **Assessment scale for independent work (individual assignments)**

##### **assessment criteria.**

Maximum possible grade for independent work (individual	Level of performance			
	Excellent	Good	Satisfactory	Unsatisfactory

assignments)				
3	3	2	1	0

Assessment methods 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 problems; preparing summaries of independently studied topics; testing or written exams; preparation of 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.

A 100-point, national and ECTS assessment scale is used to assess the learning outcomes of higher education students during the semester

#### Final assessment scale: national and ECTS

Total points for all types of educational activities	ECTS assessment	Assessment on the national scale	
		for exams, course projects (assignments), practical training	for credit
90	A	excellent	Pass
82	B	Good	
75	C		
68 – 74	D	Satisfactory	
60	E		
35	F	unsatisfactory with the possibility of retaking	Not counted with the possibility of retaking
0	F	unsatisfactory with mandatory retake of the course	not credited with mandatory retaking of the course

#### Course policy.

For successful completion of the course "Communication in Organisations", students must:

- regularly attend lectures and practical classes;
- work systematically, consistently and actively in lectures and practical classes;
- make up for missed classes or unsatisfactory grades received in class;
- complete all assignments required by the lecturer to a satisfactory standard;
- complete tests and other independent work;
- adhere to the norms of academic behaviour and ethics.

The course "Communication in Organisations" requires the assimilation and observance of the principles of ethics and academic integrity, in particular the prevention of plagiarism in any form: all works, reports, essays, abstracts and presentations must be original and authored, not overloaded with quotations, which must be accompanied by references to the original sources. Violations of academic integrity include: academic plagiarism, self-plagiarism, fabrication, falsification, cheating, bribery, and biased assessment.

### **Recommended sources of information.**

#### ***Basic literature:***

1. Panchenko S. V., Dikan O. V., Gromova O. V. Communicative Management: Textbook. Kharkiv: UkrDUTZ, 2024. 184 p.
2. Kucherenko I. A. Official and Business Communication: Current Requirements and Standards: Electronic Training Course. Bila Tserkva: BINPO DZVO "UMO" NAPN Ukraine, 2024. 70 p.
3. Osovska G.V. Communication in Management. Textbook. Kondor. 2025. 300 p.
4. Savrasova-Vyun, Tetiana. Communication Workshop: Teaching and Methodological Manual. Kyiv: B. Grinchenko Kyiv Metropolitan University, 2024. 184 p.

#### ***Supplementary literature:***

5. Bilokonenko L. A. Ukrainian-language communicology: workshop. Kryvyi Rih, 2020. 105 p.
6. Vavilova A. S. Strategies of self-presentation of adults and adolescents in social networks. Scientific Bulletin of Kherson State University. 2021. No. 2. P. 14–21.
7. I resolve conflicts and build peace around me. Basic peer mediation skills. Teaching and methodological manual / V. L. Andreyenkova, K. B. Levchenko, M. M. Matviychuk, O. V. Dats'ko. Kyiv, 2020. 200 p.
8. Zaverbny A. Communication strategies: problems and prospects for formation and implementation in the context of European integration. Innovation and Sustainability. 2020. No. 1. Pp. 13–19. URL: <https://doi.org/10.31649/ins.2022.1.13.19>
9. Kalina I.I., Khaidarova T.M., Sabirova I.M. The mechanism of influence of digital marketing communication on consumers in the context of martial law in the country. MAUP. Economic Sciences. 2023. Issue 3 (70). Kyiv: Interregional Academy of Personnel Management, 2023. P. 52-57. <https://doi.org/10.32689/2523-4536/70-8>
10. I.I. Kalina. L.O. Karbovska Marketing by Sphere of Activity: Textbook. Kyiv: Interservice, 2024. - 252 p.
11. O. Opalyuk, O. Verzhikhovska, Y. Mykhalskaya. Modern communication technologies. Kamianets-Podilskyi, 2021. 203 p.
12. Orel A., Zhmailov V. Applied aspects of communication barriers in modern society. Economy and Society. 2022. No. 45. URL: <https://doi.org/10.32782/2524-0072/2022-45-100>.
13. Petrinco V.S. Conflictology: lecture course, encyclopaedia, programme, tables. Study guide. Uzhhorod, 2020. 360 p.
14. Povaliy T.L., Boyko O.P. Social partnership and professional communications in the work of a manager of sociocultural activities: textbook. Sumy, 2021. 241 p.
15. Popov M. P., Todorova O. L. Communications in the sphere of public administration and local self-government: Lecture notes. Odessa, 2022. 172 p.
16. Tarasova V. The war of signs or semiotics of information and psychological warfare (based on English-language mass media discourse). Scientific developments of European countries in the area of philological research: Collective monograph. Riga, 2020. Part 2. pp. 543-560.

#### ***Electronic resources:***

1. Modelling and forecasting economic processes: Materials of the XV All-Ukrainian Scientific and Practical Conference. Kyiv: Igor Sikorsky Kyiv Polytechnic Institute, 2021. URL: <https://ecocyber.fmm.kpi.ua/wp-content/uploads/2022/06/mpep2021.pdf>
2. Electronic bookstore. URL: <https://textbook.com.ua/rps>
3. V. I. Vernadsky National Library. URL: <http://www.nbuv.gov.ua/>
4. V. Stefanyk Lviv Scientific Library. URL: <https://www.lsl.lviv.ua/index.php/uk/golovna2/>
5. Scientific journal "Economic Analysis". URL: <https://www.econa.org.ua/index.php/econa>
6. Journal "Economics and Society". URL: <http://economyandsociety.in.ua>
7. Information and analytical scientometric journal "Economics. Finance. Law." URL:

<http://efp.in.ua/uk>

8. State Statistics Service of Ukraine. URL: <https://www.ukrstat.gov.ua/>