

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**  
**NATIONAL AVIATION UNIVERSITY**  
 Faculty of Transport, Management and Logistics  
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 «\_\_\_» \_\_\_\_\_ 2021



Quality Management System

**COURSE TRAINING PROGRAM**

on

**“Leadership and Team Interaction Management”**


Educational Professional Program: "Management of Airlines and Airports"  
 "Aviation Logistics"  
 "Logistics"  
 "Management of Foreign Economic Activity"

Field of study: 07 “Management and Administration”  
 Specialty: 073 “Management”

Form of study	Semester	Total (hours / ECTS credits)	Lectures	Practicals	Self-study	HW/ CGP/C	TP/CPr	Form of semester control
Full-time	3	105/3,5	17	34	54		-----	Graded test – 3 s.

Index CB-7-073-2/21-2.1.12, CB-7-073-5/21-2.1.12, CB-7-073-3/21-2.1.12, CB-7-073-4/21-2.1.12.

**QMS NAU CTP 19.06-01-2021**

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The Course Training Program on “Leadership and Team Interaction Management” is developed on the basis of educational and professional programs "Management of foreign economic activity", "Logistics", "Aviation logistics", "Management of airlines and airports", Bachelor Curriculum №CB-7-073-2/21-2.1., №CB-7-073-5/21-2.1., №CB-7-073-3/21-2.1., №CB-7-073-4/21-2.1. and Bachelor Extended Curriculum №ECB-7-073-2/21-2.1., №ECB-7-073-5/21-2.1., №ECB-7-073-3/21-2.1., №ECB-7-073-4/21-2.1. for the Specialty 073 “Management” and corresponding normative documents.

Developed by:

Professor of the Management of Foreign Economic  
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The Course Tanning Program was discussed and approved by the Graduating Department for Educational Professional Programs "Management of Airlines and Airports" and "Management of Foreign Economic Activity", Specialty 073 "Management" – Management of Foreign Economic Activity Department, Minutes № \_\_\_ of "\_\_\_" \_\_\_\_\_ 2021.

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The Course Tanning Program was discussed and approved by the Graduating Department for Educational Professional Programs "Logistics" and "Aviation Logistics", Specialty 073 "Management" - Logistics Department, Minutes № \_\_\_\_\_ of "\_\_\_\_\_" \_\_\_\_\_ 2021.

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\_\_\_\_\_  
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« \_\_\_ » \_\_\_\_\_ 2021.

Document level – 3b


The Planned term between revisions – 1 year

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## INTRODUCTION

The Course Training Program (CTP) on “Leadership and Team Interaction Management” is developed based on the “Methodical guidelines for the development and design of the course training program of the subject of full-time and part-time study”, approved by the order of the rector № 249/ОД. of 29.04.2021 and corresponding regulatory documents.

### 1. EXPLANATORY NOTES

#### 1.1. Place, objectives, tasks of the subject.

This subject is given is the theoretical and practical basis of the set of knowledge and skills that form the profile of a management specialist.

**The purpose** of teaching the subject is the formation of students' professional competencies related to the effective construction of teamwork and communications, mastering the basics of effective work of the leader, conflict resolution, persuasion and negotiation.

Tasks the study of the discipline is:

- formation of students' theoretical training in relation to different types of leadership, teams in the organization, new ways of using teams;
- formation of skills to manage conflicts that arise in teams;
- study the advantages and disadvantages of teamwork;
- acquaintance with the main stages and styles of negotiations;
- mastering the methods of conflict resolution.

#### 1.2. Learning outcomes the subject makes it possible to achieve

As a result of studying the discipline the student must achieve the following learning outcomes:

- demonstrate skills in identifying problems and justifying management decisions;
- demonstrate skills of interaction, leadership, teamwork;
- demonstrate skills of situation analysis and communication in various areas of the organization;
- identify the causes of stress, adapt themselves and team members to the stressful situation, find ways to neutralize it.


#### 1.3. Competences the subject makes it possible to acquire

As a result of studying the discipline the student must acquire the following competencies:

- ability to apply knowledge in practical situations;
- ability to adapt and act in a new situation;
- ability to generate new ideas (creativity);
- knowledge of the principles of psychology, the ability to effectively organize group work based on the principles of team building, work in groups, teams, behavior research;
- ability to work in a team and establish interpersonal interaction in solving professional problems;
- ability to form and demonstrate leadership qualities and behavioral skills.

#### 1.4. Interdisciplinary connections

The subject “Leadership and Team Interaction Management ” is based on knowledge of such disciplines as: "Fundamentals of Management", "Information Systems and Technologies", "Academic skills of professional training" and is the basis for studying such disciplines as: "Personnel Management", " Communicative Management ", " Business Ethics and Corporate Social Responsibility ", " Crisis Management "and" Management Decision Making ".

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## 2. COURSE TRAINING PROGRAM ON THE SUBJECT

### 2.1. The subject content

The teaching material of the subject is structured according to the modular principle and consists of **two educational modules:**

- **module No. 1 "Leadership" and teaching,**
- **module No. 2 "Management of team interaction"**

each of which is logically complete, relatively self-contained, integral part of the academic subject, the acquisition of which requires the conduct of modular control work and analysis of the results of its implementation.

### 2.2. Modular structuring and integrated requirements for each module

#### Module № 1 "Leadership"

**Integrated requirements of the module № 1:** have an idea of the leadership; know different types of teams in organizations, theories of leadership, leadership and team, dynamics of group and team development.

#### Topic 1. The concept of "leadership" and the role of leaders in modern society.

Concepts, main categories of leadership. The essence of leadership and management, the main differences. Portrait of a modern leader. Leadership and decision making. Organizational leadership. Classification of leaders. Responsibilities of the manager and the leader, the difference between the leader and the leader. Psychotype of a leader. Personality types and leadership.

#### Topic 2. Theories of leadership.

Classical theories of leadership in foreign psychology. Modern theories of leadership. Leadership as a way of life. Theories of the origin of leadership. Behavioral and situational approach. M. Webber's theory of leadership.

#### Topic 3. Leadership and team.

The essence of the team - people united by a common goal. Advantages of teamwork. Highly efficient teams. The qualities needed to create an effective and coherent team. Leadership of the synergetic team. Decision-making conditions: certainty, uncertainty, risk and conflict. Decision making in conditions of risk. Decision tree. Methods of developing a group solution.

#### Topic 4. Dynamics of group and team development.


Group dynamics, the concept of "team", factors and stages of transformation of the group into a team. The main features of the team. Forming a team in the organization. Stages of team formation. Stages of team development.

#### Module No. 2 " Management of team interaction " :

**Integrated requirements of the module № 2:** have an idea of the conceptual foundations of organizational behavior; know different types of teams in organizations, technique of public speaking, leadership and team, dynamics of group and team development.

#### Topic 1. Organization and holding of meetings and working meetings.

Technology of preparation for meetings and gatherings. The concept of meetings, meetings and gatherings. Characteristics of business advice. Features of meetings of different types. Stages of a business meeting. Methods of effective meetings. Rules of the meeting.

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### Topic 2. Technique of public speaking.

Technique of effective public speaking. Schemes of performances. Time and rules of concentration of the audience. Effective methods of influencing mass psychology. Language strategies in public speeches. Suggestive techniques.

### Topic 3. Business negotiations.


Concepts and types of business negotiations. Negotiations in business communication. Negotiation process. Varieties of business negotiations. Stages of business negotiations. The optimal model of the negotiation process. Negotiation strategies. Negotiation styles.

### Topic 4. Conflicts: concepts, causes and strategies for resolving them in professional communications.

The essence and characteristics of the conflict. Types of conflicts. Conditions of conflict. Interpersonal and business conflicts. Conflict situation. Subjects of the conflict situation. Stages of conflict development. Conflict management in the business sphere. Conflict prediction. Conflict prevention, prevention, stimulation, diagnosis and regulation.

## 2.3. Training schedule of the subject

№	Topic (thematic section)	Total, hours			
		Total	Lectures	Practicals	Self-study
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>3 semester</b>					
<b>Module № 1 “Leadership”</b>					
1.1.	The concept of "leadership" and the role of leaders in modern society.	12	2 2	2 2	4
1.2.	Theories of leadership.	12	2	2 2	6
1.3.	Leadership and team.	12	2	2 2	6
1.4.	Dynamics of group and team development.	12	2	2 2	6
1.5.	Modular control work № 1	2		1	1
1.6.	<b>Total modal control</b>	50	10	17	23
<b>Module № 2 “Management of team interaction”</b>					
1.5.	Organization and holding of meetings and working meetings.	12	2	2 2	6
1.6.	Technique of public speaking.	12	2	2 2	6
1.7.	Business negotiations	12	2	2 2	6
1.8.	Conflicts: concepts, causes and strategies for resolving them in professional communications.	9	1	2 2	4
1.9.	Carrying out the homework	8	-		8
1.10.	<b>Modular control work № 2</b>	2	-	1	1
<b>Total for the module № 2</b>		<b>55</b>	<b>7</b>	<b>17</b>	<b>31</b>
<b>Total for the subject</b>		<b>105</b>	<b>17</b>	<b>34</b>	<b>54</b>

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### 3. BASIC CONCEPTS OF GUIDANCE ON THE SUBJECT

#### 3.1. Teaching methods

It is recommended to use the following teaching methods during mastering the subject:

- explanatory and illustrative method;
- method of problem presentation;
- reproductive method;
- research method.

The implementation of these methods are carried out during lectures, practicals, independent problem solving, work with educational literature, etc.

#### 3.2. List of references

##### Basic literature

- 3.2.1. Lussier R. Management Fundamentals: Concepts, Applications, and Skill Development. SAGE Publications. 2020. 774 p.
- 3.2.2. Cohen S. Management Fundamentals / Steven Cohen, William B. Eimicke. Columbia University Press. 2020. 224 p.
- 3.2.3. Leadership and management of teamwork: Textbook / I. Arakelova, V. Khoroshykh, L. Lytvynenko, N. Biletska, Y. Popova, S. Lytvynenko. Kyiv: Publishing House “Condor”, 2021. 268 p.
- 3.2.5. Wild J., Wild K. International Business: The Challenges of Globalization (What's New in Management). 9th edition. New York: Pearson, 2021. 448 p.
- 3.2.6. Leadership and personal growth trainings: a course of lectures for students of the first education (bachelor's) level of full-time higher education and correspondence form of education specialty 054 Sociology / DBTU; structure. I.O. Danchenko, N.I. Moiseeva. - Kharkiv, 2023. - 130 p.

##### Additional literature

- 3.2.7. Alon I., Jaffe E., Prange C., Vianelli D. Global Marketing: Contemporary Theory, Practice, and Cases. 2nd edition. Milton Park: Routledge, 2020. 666 p.
- 3.2.8. COVID-19 and International Business: Change of Era. Routledge Frontiers in the Development of International Business, Management and Marketing) / Ed. by M.A. Marinov, S.T. Marinova. Milton Park: Routledge, 2020. 418 p.
- 3.2.9. Luthans F., Doh J.P. International Management: Culture, Strategy, and Behavior. 11th edition. New York: McGraw-Hill Education, 2021. 672 p.
- 3.2.10. Chychun V., Petrunenko I., Shuprudko N. Trends in the management of global economic development in the post-pandemic period. Faculty of Business Economics and Entrepreneurship International Review. 2021. №1-2. p. 76-86.
- 3.2.11. Leadership and personal growth trainings: methodological instructions for conducting seminars classes in the discipline for first-graders (bachelor's) level of full-time (part-time) higher education forms of study of specialty 054 Sociology / DBTU; structure. I.O. Danchenko, N.I. Moiseeva. - Kharkiv, 2023. – 36 p.
- 3.2.12. Goncharuk N., Orhiiets O. & Prokopenko L. (2021). Formation and development of the system of professional training of public servants in Ukraine: organizational, legal, and economic aspects. Baltic Journal of Economic Studies, vol. 7, no. 1 (January). - P. 39-46.

##### Internet information resources

- 3.3.1. Craig CS, Douglas SP International Marketing Research. URL: <https://books.mec.biz/tmp/books/NHMUCV8NQ8YY1S57H82J.pdf>
- 3.3.2. Koen CI Comparative International Management. URL: <https://cdn.website-editor.net/25dd89c80efb48d88c2c233155dfc479/files/uploaded/Comparative%2520International%2520Management%2520Book.pdf>

#### 4. RATING SYSTEM OF KNOWLEDGE AND SKILLS ASSESSMENT

4.1. Grading of different kinds of academic activities performed by a student and obtained knowledge and skills are realized in values in line with Table 4.1.

Table 4.1

Kind of Academic Work	Maximum Grade Values	Kind of Academic Work	Maximum Grade Values
<b>3 semester</b>			
<b>Module № 1</b>		<b>Module № 2</b>	
Kind of academic work	Grade values	Kind of academic work	Grade values
Carrying out tasks on practicals	5 points × 2 = 10	Carrying out tasks on practicals	5 points × 2 = 10
Carrying out test tasks	10 points × 2 = 20	Carrying out test tasks	5 points × 2 = 10
		Carrying out the Homework	10 points
<i>For admission to complete module test №1, a student must receive not less than</i>	<i>18 points</i>	<i>For admission to complete module test №2, a student must receive not less than</i>	<i>18 points</i>
Carrying out Module Test №1	10	Carrying out Module Test №2	10
<b>Total by the Module №1</b>	<b>40</b>	<b>Total by the Module №2</b>	<b>40</b>
<b>Total by the Modules №1, №2</b>			<b>80</b>
<b>Semester examination</b>			<b>20</b>
<b>Total by the subject</b>			<b>100</b>

The credit rating is determined (in points and on a national scale) based on the results of all types of educational work during the year.

4.2. The completed curricular activity is accounted enrolled student if the student received for them a positive rating.

4.3. The sum of grades received by the student for certain types of completed educational work is the Current Module Grade, which is entered into the Module Register.

4.4. The Total Semester Grade is entered into the Examination Register, educational cards and into a student's record book in values, National Scale grades, and ECTS Scale grades, for example: *92/Ex/A, 87/Good/B, 79/Good/C, 68/Sat/D, 65/Sat/E*, etc.

4.5. The Total Grade is equaled the Total Semester Grade. The Total Semester Grade is entered into the Diploma Supplement.





(Ф 03.02–01)

### АРКУШ ПОШИРЕННЯ ДОКУМЕНТА

№ прим.	Куди передано (підрозділ)	Дата видачі	П.І.Б. отримувача	Підпис отримувача	Примітки

(Ф 03.02–02)

### АРКУШ ОЗНАЙОМЛЕННЯ З ДОКУМЕНТОМ

№ пор.	Прізвище ім'я по-батькові	Підпис ознайомленої особи	Дата ознайомлення	Примітки

(Ф 03.02–04)

### АРКУШ РЕЄСТРАЦІЇ РЕВІЗІЇ

№ пор.	Прізвище ім'я по-батькові	Дата ревізії	Підпис	Висновок щодо адекватності

(Ф 03.02–03)

### АРКУШ ОБЛІКУ ЗМІН

№ зміни	№ листа (сторінки)				Підпис особи, яка внесла зміну	Дата внесення зміни	Дата введення зміни
	Зміненого	Заміненого	Нового	Анульованого			

(Ф 03.02–32)

### УЗГОДЖЕННЯ ЗМІН

	Підпис	Ініціали, прізвище	Посада	Дата
Розробник				
Узгоджено				
Узгоджено				
Узгоджено				