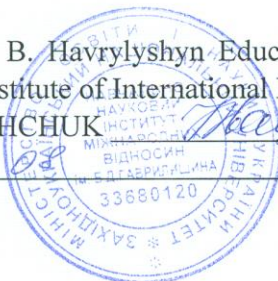


MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
WEST UKRAINIAN NATIONAL UNIVERSITY

APPROVED

Director of B. Havrylyshyn Education and  
Research Institute of International Relations  
Iryna IVASHCHUK

« 31 » 2023



APPROVED

Interim Vice Rector  
for Academic Affairs and Research  
Viktor OSTROVERKHOV

« 31 » 2023



**COURSE OUTLINE**

**«TEAM MANAGEMENT AND LEADERSHIP»**

Degree of higher education  
Field of knowledge  
Specialty  
Educational and Scientific Program

Master  
07 Management and Administration  
073 Management  
“International Management”

**Department of International Economic Relations**

Form of study	Study year	Semester	Lectures	Practicals	ISW (hours)	Training, CPIT (hours)	IWS (hours)	Totally (hours)	Form of control, exam
Full-time	1	1	30	15	5	6	94	150	1

**Ternopil - WUNU  
2023**

The course outline is compiled on the basis of the educational and scientific training program for Master's students in the specialty 073 Management of the field of knowledge 07 Management and administration, approved by the Academic Council of WUNU, minutes No. 10 dated June 23, 2023..

The course outline was compiled by Natalia BATRYN, PhD, Associate Professor of the Department of International Economic Relations.

The course outline was approved at the meeting of the Department of International Economic Relations, minutes No. 1 dated August 29, 2023.

Head of Department of International Economic Relations,  
Doctor of Economic Sciences, Professor  Roman ZVARYCH

The course outline was reviewed and approved by the support group for specialty 073 "Management", minutes No. 1 dated August 31, 2023.

Head of the specialty support group  
Doctor of Economic Sciences, Professor  Mykhailo SHKILNIAK

Guarantor of the educational program,  
PhD, Associate Professor  Tetiana DLUHOPOLSKA

## STRUCTURE OF THE COURSE "TEAM MANAGEMENT AND LEADERSHIP"

### 1. DESCRIPTION OF THE COURSE «TEAM MANAGEMENT AND LEADERSHIP »

Course Team management and leadership	Field of study, Specialty, Degree	Course description
ECTS Credits – 5	Field of study – 07 Management and administration	Standard course Working language - English
Test modules - 4	Specialty – 073 Management	Study Year– 1 Semester – 1
Content modules – 2		Lectures - 30 hours Practical classes– 15 hours
Total amount of hours – 150	Degree – Master’s	Independent work - 94 hours. Training, CPIT - 6 hours. Individual work - 5 hours.
Week hours 10 hours, class hours – 3 hours;		Type of final control - exam

### 2. LEARNING OBJECTIVES AND OUTCOMES

**2.1. The purpose of studying the course.** Effective management in modern conditions is closely related to the interaction of many people, which necessitates the planning and coordination of their joint activities. Managers face the problem of the influence of individuals, groups, and organizational systems on work efficiency and results. In the process of technological development, the need to combine the efforts of many people to achieve common goals is increasing. The modern manager no longer manages divisions and departments; the leaders of the new era coordinate the work of teams. Some personnel management theorists confidently claim that personnel management will give way to the modern discipline, team management.

**The purpose** of studying the discipline "Team Management and Leadership" is to develop students' theoretical knowledge and practical skills in the use of modern methodologies and tools for effective team formation and management.

#### 2.2. Learning objectives.

The learning objectives of studying the discipline "Team management and leadership" are the acquisition of knowledge and skills regarding:

- development of effective team development strategies;
- conceptual principles of team building;
- management of teams and conflicts in teams;
- the essence of group and intergroup dynamics;
- culture and team development management.

**2.3. Name and description of competences, the formation of which ensures the study of the discipline:**

- SC3. Ability to self-development, lifelong learning and effective self-management.  
SC6. Ability to form leadership qualities and demonstrate them in the process of managing people.  
SC8. . Ability to use psychological technologies to work with staff.

#### **2.4. Prerequisites for studying the discipline**

Acquisition of knowledge according to the unified entrance test in field of knowledge 07 *Management and Administration* and basic knowledge of the first (bachelor) level.

#### **2.5. Learning outcomes**

PLO 10. To demonstrate leadership skills and the ability to work in a team, interact with people, and influence their behaviour to solve professional problems.

PLO 11. To ensure personal professional development and planning of own time.

### **3. COUSE OUTLINE**

#### ***Content module 1. Theoretical aspects of team management and team formation***

**Theme 1.** Team management. Development of teamwork skills. Team building: essence, types and stages of development.

Modern concept of group and team. The essence of the team form of work organization. Team signs. Conceptual principles of team building. The team as a system. Analysis of the team from the point of view of the individual, the group and the organization as a whole. Teams in the prism of scientific research. The process of team formation, its purpose and tasks.

#### **Theme 2. Life cycle of the team. Team structure. Team roles. Team norms.**

Individual success in team activities: the problem of predictability of criteria. Prerequisites of individual success in team activities. Dynamics of team development. Formative stage. Stage of successful development. Disintegration of the team.

**Theme 3. The nature of a leader's work in a team: roles, functions, necessary skills and competence.**

The role of a leader in managing a team: building relationships, transferring information, making decisions. Definition of team roles. Formation of team spirit. Formation of loyalty to the company. The leader as a team member and his role in the team building process. Personality of the leader. Types of leaders and leadership. Modern approaches to leadership.

**Theme 4.** Communications in a team: procedures, techniques of problem analysis and decision-making in a team.

Communications in the team. Types of communications. Rules of communication. Group communications. Interpersonal communication skills in teamwork. Feedback techniques. Feedback based on the results of the interaction. Manipulation in communication. Technologies of psychological influence. Communication barriers. Barriers to interaction. Barriers of perception and understanding.

#### ***Content module 2. Methods and strategies of effective team management***

**Theme 5.** Team management methods: essence, varieties, relationship of functions and methods.

The essence of management methods. Methods of collective problem solving. Talks. Brainstorming as a team work method. Methods of activating and supporting team members in making decisions. Methods of team cohesion. The role of corporate culture in ensuring team unity. Methods of forming trust in the group and unity in the team. Corporate culture. Formation of values in the team.

**Theme 6.** Motivation and responsibility in the team.

Meaningful theories of motivation based on the identification of internal factors (needs). Modern processional theories of motivation, based on the behavior of people, taking into account their perception and cognition. Application of theories of motivation in the practice of team management. Motivation and responsibility in the team. Increasing the level of motivation in the team.

**Theme 7.** Conflict management in the team

Causes and types of conflicts in the team. The structure of the conflict. Constructive and destructive behavior of opponents in the conflict and factors influencing it. Methods of control and management of emotions during conflict. Regularity of conflict dynamics. Technique of conflict management. Resolving conflicts in the team. Stages and levels of conflict. Strategies of behavior in a conflict situation.

**Theme 8.** Monitoring team performance

Theoretical aspects of performance monitoring The essence of performance monitoring. Types of performance monitoring. Monitoring personal effectiveness in teamwork Personal effectiveness. Socio-psychological study of communicative competence, professionalism, responsibility, creativity, conflict. Monitoring team performance. Socio-psychological study of team effectiveness of interpersonal interaction. Studying the consistency of actions in work on the overall result, effectiveness and productivity.

**4. Credit structure Credit structure**

Themes	Hours					
	Lectures	Practical classes	Independent work	Individual work	Training CPIT	Forms of control
<b>Content module 1. Team building: essence, types and stages of development</b>						
Topic 1. Team management. Development of teamwork skills. Team building: essence, types and stages of development.	4	2	1	15	6	Tests, group discussion, situational tasks, case studies.
Topic 2. Life cycle of the team. Team structure. Team roles. Team norms.	4	2	1	15		Tests, group discussion, situational tasks, case studies.
Topic 3. The nature of a leader's work in a team: roles, functions, necessary skills and competence.	4	2	1	15		Tests, group discussion, situational tasks, case studies.
Topic 4. Communications in a team: procedures, techniques of problem analysis and decision-making in a team.	4	2		15		Tests, group discussion, situational tasks, case studies.
<b>Content module 2. Team management and leadership, conflicts, stress and culture</b>						
Topic 5. Team management methods: essence, varieties, relationship of functions and methods.	4	2	1	10		Tests, group discussion, situational tasks, case studies.
Topic 6. Motivation and responsibility in the team.	4	2		10		Tests, group discussion, situational tasks, case studies.

Topic 7. Conflict management in the team	4	2	1	10		Tests, group discussion, situational tasks, case studies.
Topic 8. Monitoring team performance	2	1		4		Tests, group discussion, situational tasks, case studies.
<b>Totally</b>	<b>30</b>	<b>15</b>	<b>5</b>	<b>94</b>	<b>6</b>	

## 5. CONTENT OF PRACTICAL CLASSES

### Practical lesson 1

**Topic:** Team management. Development of teamwork skills. Team building: essence, types and stages of development.

**Purpose:** mastering the main theoretical concepts and practical issues of team management and team building

**Questions for discussion:**

1. Advantages and disadvantages of the team form of work organization.
2. Advantages of organizing teamwork.
3. Limitations (disadvantages) of teamwork.
4. Classification of teams. Types of teams in modern management.
5. Criteria for team differentiation. Work teams. Cross-functional teams. Project and creative teams. Virtual teams. Cross-cultural teams. Management teams. Rookie teams. Trainee teams. Assistant teams. Master teams.

### Practical lesson 2

**Topic:** Team life cycle. Team structure. Team roles. Team norms.

**Purpose:** study of the theoretical foundations of the team structure, roles in the team and team norms.

**Questions for discussion:**

3. Principles of team work.
4. Requirements for team members.
5. Methods of selecting employees for the team.
6. Peculiarities of individual development of team members.
7. The level of adaptation to changes in working and living conditions.

### Practical lesson 3

**Topic:** The nature of a leader's work in a team: roles, functions, necessary skills and competence.

**Purpose:** to study and define the role of a leader in a team: roles, functions, necessary skills and competencies.

**Questions for discussion:**

The leader as a team member and his role in the team building process.

The essence of the concepts "leader" and "leadership".

Personality of the leader. The main qualities for the performance of professional duties.

Types of leaders and leadership. Modern approaches to leadership

### Practical lesson 4

**Topic:** Communication in a team: procedures, techniques of problem analysis and decision-making in a team.

**Purpose:** to study the theoretical foundations of successful communication in a team: procedures, techniques of problem analysis and decision-making in a team.

**Questions for discussion:**

1. Types of communications.

2. Rules of communication.
3. Group communications.
4. Interpersonal communication skills in teamwork.
5. Feedback techniques.
6. Manipulations in communication.
7. Communication barriers. Barriers to interaction. Barriers of perception and understanding

### **Practical lesson 5**

**Topic:** Team management methods: essence, varieties, relationship of functions and methods.

**Purpose:** to teach students to apply team management methods: essence, varieties, relationship of functions and methods.

**Questions for discussion:**

1. Methods of team cohesion.
2. The role of corporate culture in ensuring team unity.
3. Methods of forming trust in the group and unity in the team.
4. Corporate culture.
5. Formation of values in the team.
6. Training the team in work technologies.

### **Practical lesson 6**

**Topic:** Motivation and responsibility in the team.

**Purpose:** to teach students to apply methods of increasing motivation in the team: essence, varieties, relationship of functions and methods.

**Questions for discussion:**

1. Meaningful theories of motivation based on the identification of internal factors (needs). Modern processional theories of motivation, based on the behavior of people, taking into account their perception and cognition.
2. Application of motivation theories in the practice of team management.
3. Motivation and responsibility in the team.
4. Increasing the level of motivation in the team.

### **Practical lesson 7**

**Topic:** Conflict management in the team

**Purpose:** to teach students to apply methods of conflict management in a team: essence, varieties, relationship of functions and methods.

**Questions for discussion:**

1. Conflicts as a manifestation of contradictions and a source of development.
2. Stages and levels of conflict.
3. Strategies of behavior in a conflict situation.
4. Peculiarities of conflicts in the team.
5. Stress management in the team.

### **Practical lesson 8**

**Topic:** Monitoring team performance

**Purpose:** to teach students to use methods of monitoring team performance

**Questions for discussion:**

1. The essence of performance monitoring.
2. Types of performance monitoring.
3. Monitoring personal efficiency in teamwork
4. Monitoring team performance.
5. Studying the consistency of actions in work on the overall result, effectiveness and productivity.

## **6. COMPLEX PRACTICAL INDIVIDUAL TASK**

CPIT in the discipline has the form of educational situational situations (case-studies), which cover all topics. The purpose of performing CPIT is to demonstrate the ability to conduct a proper search, the ability to critically evaluate and interpret complex patterns of human behavior in organizational settings, as well as convincingly prove one's arguments to the listener (reader). CPIT is performed in accordance with the requirements and rules brought to the students in advance and is one of the mandatory components of credit. CPIT is issued to the student in the first two weeks of study and is completed during the semester in accordance with the established schedule, compliance with which is a necessary prerequisite for admission to passing the modules. Students prepare a portfolio of analyzed cases and a ppt presentation.

Presentations consist of the following parts:

1. Case description
2. Case analysis
3. Definition of the theory for solving the case
4. Conclusions
5. Recommendations

## 7. CONTENT AND TASKS FOR STUDENTS' INDEPENDENT WORK

The organization of students' independent work requires special attention, as a part of the questions of each Theme is given for independent study by students.

Educational material intended for self-learning is presented for final control along with educational material that is worked out in practical classes.

	Themes
1	The structure of organizational behavior in team work.
2	Behavior as a series of actions, decision-making in a team.
3	Behavior styles of a team leader
4	The influence of the leader on the behavior of subordinates in the team.
5	Differences in behavior between group and team members.
6	Differences in behavior between group and team members.
7	Peculiarities of the manager-leader's behavior
8	Use of power in a team.
9	Crowd behavior.
10	Regulation of group behavior by communication

### 8. Main topics and questions of the training

Team management and leadership of the manager: in the conditions of modern economic processes

The nature of organizations: the new work environment and talents

Key values of a modern organization

Basic models of organizational behavior

High-performance organization: managing individual, group and organizational effectiveness

Workforce diversity and individual differences

Organizational culture, power and leadership in team management

Mechanisms of development and support of organizational culture in accordance with business strategy and stage of the life cycle

Sources of power, organizational policy and management style in the team

Subordinate power and manager manipulation strategies

Development of emergent leadership



Leadership for the formation of innovative and customer-oriented aspects of organizational culture.

The goal of the training:

- Practical development of one's understanding of the topic Team management and leadership of the manager: in modern economic conditions

Training format:

- Interactive, which includes structured presentations, video illustrations, discussions, individual and group exercises.

## 9. EVALUATION TOOLS AND LEARNING RESULTS DEMONSTRATING METHODS

In the process of studying the discipline, the following methods of evaluating the student's academic work on a 100-point scale are used:

- current testing and survey;
- final testing for each content module;
- modular works;
- evaluation of the implementation of KPIZ;
- exam.

## 10. CRITERIA FOR IN-CLASS AND FINAL ASSESSMENT

The final score (based on a 100-point scale) is a grade point average based on specific credit components:

Module 1	Module 2	Module 3	Module 4
20 %	20 %	20 %	40 %
1. Grades in classes: 4 Themes of 10 points each - max. 40 points. Written work - max. 60 points.	1. Grades in classes: 4 Themes of 10 points each - max. 40 points. 2. Written work - max. 60 points.	1. Participation in trainings - max. 10 points. 2. Preparation of CPIT - max. 60 points. 3. Defense of CPIT - max. 30 points.	1. Tests (5 tests - max. 25 points) 2. Theoretical question - max. 25 points. 3. Problem (case) - max. 50 points.

### Evaluation scale

University's scale	National scale	ECTS scale
90 – 100	«Excellent»	A
85 – 89	«Good»	B
75 – 84	«Good»	C
65 – 74	«Satisfactory»	D
60 – 64	«Satisfactory»	E
35 – 59	«Unsatisfactory with an opportunity to retest»	FX
1 – 34	«Unsatisfactory with a mandatory course repeat»	F

## 11. Equipment and software for the course

№	Equipment	Themes
1	Notebook	1 - 8

## References

1. Batryn N., Verhun L. Use of online role-play/case-study method in students' leadership skills development. Collection of scientific works "Pedagogical Sciences". Kherson: Kherson State University. 2021, No. 96. – P 98-105. <http://www.ps.journal.kspu.edu/index.php/ps/article/view/4469/3943>
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3. Adzic, S., Kostic, R., Milunovic, M., Tot, T. S., Jeremic, D., & Stanojevic, S. (2022). Role of Team Management in Modern Business Conditions. *ODITOR - Journal for Management, Finance and Law*, 2022(1), 63–84.
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5. Edmondson, A., Bohmer, R., & Pisano, G. (2019). Speeding Up Team Learning. *Harvard Business Review*, 46–53.
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10. Rishi Kapal. (2020). *Managing Large Teams: Overcoming Skip-Level Frictions & Executive Isolation*. Sage Publications Pvt. Ltd.
11. Schaubroeck, J., Carmeli, A., Bhatia, S., Paz, E. (2018). Enabling team learning when members are prone to contentious communication: The role of team leader coaching. *Human Relations*, 69, 1709-1727.
12. Šramková, M., Janičková, J., & Zimermanová, K. (2022). Innovative Approaches to the Formation of a Social Atmosphere in the Context of Work Team Management. *Regional Formation & Development Studies*, 37(2), 206–217. <https://doi.org/10.15181/rfds.v37i2.2435>
13. Stewart, S. D., Piros, C. D., & Heisler, J. (2019). *Portfolio management: theory and practice (Second edition.)*. Wiley.

## Internet resources

1. National Library of Ukraine named after V.I. Vernadskyi. URL: <http://www.nbuv.gov.ua> Library named after L. Kanishchenko of the West Ukrainian National University. URL: <http://library.wunu.edu.ua/index.php/uk/>
2. Library named after L. Kanishchenko of the West Ukrainian National University. URL: <http://library.wunu.edu.ua/index.php/uk/>
3. Library named after V.G. Korolenko. URL: <http://korolenko.kharkov.com/>
4. Student electronic library. URL: <http://www.lib.ua-ru.net/>
5. Ternopil Regional Universal Scientific Library. URL: <https://library.te.ua/>