PJSC "Higher Educational Institution
"INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT"

МАУП

SYLLABUS
of the academic discipline

LEADERSHIP AND COMMUNICATIONS

Level of higher education: first (bachelor's) level

Field of knowledge: D Business, Administration and Law

Specialty: D3 Management

Study program: Management

IAPM 2025

General information about the academic discipline

Name of the academic discipline	Leadership and communications
Code and name of the specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Compulsory
Number of credits and hours	3 credits/90 hours Lectures: 14 hours Seminars/practical classes: 28 hours Students' independent work: 48 hours
Terms of study of the discipline	6 semester
Language of instruction	Ukrainian
Final control type	Exam

General information about the instructor. Contact information.

Full name of the instructor	Tamara Humennikova
Academic degree	Doctor of Pedagogical Sciences, Professor
Position	Director of the Danubian Branch of IAPM (Private Higher Educational Institution "Interregional Academy of Personnel Management")
Areas of scientific research	Theoretical and methodological foundations of modern management; management psychology and conflictology in organizations; development of leadership potential and communicative competence of a manager; technologies of self-management and personal effectiveness in the context of transformational changes.
Links to the registers of identifiers for scientists	Google Scholar: https://scholar.google.com.ua/citations?user=yUSPlwEAAAAJ&hl=uk ORCID: https://orcid.org/0000-0002-6223-7711 SCOPUS: https://surl.li/muokmn
Contact information	
E-mail:	Gumennikova100@gmail.com
Department phone	+380677445957

Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/gumennikova-portfolio-a.pdf

Discipline's description.

The study of the discipline "Leadership and communications" is aimed at developing in students a comprehensive understanding of the essence, principles, and mechanisms of effective leadership behaviour and communication processes within organizations and society. The discipline reveals theoretical foundations and conceptual approaches to the phenomenon of leadership, its relationship with power, influence, and management, as well as methods for analyzing contemporary theories and models of leadership.

Special attention is paid to verbal and nonverbal communication, group processes, the work of a leader in teams, motivational aspects of behaviour management, and overcoming conflicts and stress in managerial communication. The course involves acquiring practical skills in effective interpersonal interaction, developing leadership qualities, managing communication flows, establishing intra-group communication, and resolving conflict situations. This equips future managers and specialists with the ability to organize constructive communication processes, build effective teams, make well-grounded managerial decisions, and realize their leadership potential in the context of modern socio-economic transformations.

The subject of the discipline "Leadership and Communications" is the acquisition by students of knowledge and practical skills in the effective organization and management of communication processes, the development of leadership qualities, and the ability to influence the behaviour of individuals and groups during managerial decision-making and the implementation of an organization's strategic goals.

The aim of the discipline is to develop in students a systemic understanding of the nature of leadership and communication processes, to cultivate the ability to apply modern leadership concepts and tools for organizing effective interaction in teams, ensuring constructive communication, motivation, and team cohesion, and to acquire techniques for managing conflicts and stress.

The objectives of the discipline:
1. Reveal the essence, evolution, and contemporary concepts of leadership;
2. Study the role and significance of communication within an organization's management system;
3. Master verbal and nonverbal communication tools;
4. Develop skills of effective leadership in groups and teams;
5. Explore the relationship between power, influence, and leadership in management;
6. Develop the ability to organize intra-group communication and team

functioning;

7. Acquire methods of conflict management and stress management in professional activity;
8. Build the ability to apply leadership potential and communication technologies to achieve an organization's strategic goals.

Prerequisites **for the discipline:**

The study of the discipline "Leadership and communications" is based on knowledge and skills acquired in the following courses: Management, Theory of organizations, Fundamentals of business management, Management of foreign economic activity, Business planning and start-up development. These provide an understanding of business functioning, team management, managerial decision-making, and effective interaction within the internal and external environment of an organization.

Post-requisites **for the discipline:**

The knowledge and competencies gained in the course "Leadership and communications" support successful study of the following disciplines: Investing, Motivational management, Fundamentals of project management, Operations management. These competencies help students interact effectively within teams, present managerial decisions persuasively, organize communication between project participants, motivate personnel, and ensure effective coordination of activities within management processes.

Program competences

General competences	GC4. Ability to apply knowledge in practical situations GC11. Ability to adapt and act in new situations. GC12. Ability to generate new ideas (creativity).
Special competences	SC5. Ability to manage an organization and its divisions through the implementation of management functions. SC9. Ability to work in a team and establish interpersonal communication while solving professional tasks . SC10. Ability to evaluate the work performed, ensure its quality, and motivate the organization's personnel. SC11. Ability to create and organize effective communication in the management process. SC15. Ability to develop and demonstrate leadership qualities and behavioral skills.
Intended learning outcomes	ILO3. Demonstrate knowledge of theories, methods, and functions of management, as well as modern concepts of leadership. ILO4. Demonstrate the ability to identify problems and justify

	managerial decisions. ILO5. Describe the content of the functional areas of an organization's activities. ILO9. Demonstrate teamwork, leadership, and collaboration skills. ILO10. Possess skills in substantiating effective tools for motivating an organization's personnel. ILO11. Demonstrate the ability to analyze situations and communicate effectively across various areas of organizational activity. ILO14. Identify causes of stress, adapt oneself and team members to stressful situations, and find ways to neutralize them. ILO17. Conduct research individually and/or in a group under the supervision of a leader .

Content of the academic discipline

№	Topics	Number of hours, of which :			
		Lectures	Seminars	Independent work	Teaching methods /assessment methods

6th semester Content module 1. Basics of leadership and management influence					Teaching methods: lecture (verbal method); conversation (verbal method); discussion (interactive method); situation analysis (case-study, practical method); case method; problem task (problem presentation method); brainstorming; situational modelling; modelling of professional activity. Assessment methods: oral survey (oral control); test control; control work; report.
Topic 1.	The Essence of Leadership: Evolution of Views, Concepts, and Types of Leadership.	1	2	5	
Topic 2.	Leadership roles, functions and competencies of a modern manager.	1	2	5	
Topic 3.	Leadership styles and a situational approach to management.	2	4	5	
Topic 4.	Emotional intelligence of the leader and his influence on management efficiency.	2	4	5	
Topic 5.	Team leadership: principles of formation, development and support of effective teams.	2	4	6	
Content module 2. Communications in management and management interaction					
Topic 6.	Models and processes of communications in management. Barriers and ways to overcome them.	2	4	6	
Topic 7.	Verbal and non-verbal communication: techniques of effective interaction.	2	4	6	
Topic 8.	Business communication: negotiations, presentations, written and oral interaction.	1	2	5	
Topic 9.	Conflicts in the organization: causes, types and communication solutions strategies.	1	2	5	
Module Assessment Task					
	Total:	14	28	48	
Final assessment: exam					

Technical equipment and/or software – official website of IAPM: http://IAPM.com.ua The educational process involves the use of 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 internet resources, which is provided through a free Wi-Fi network.

Forms and methods of assessment.

Assessment of students' academic performance is divided into ongoing and final (semester) assessment.

Ongoing assessment is conducted during practical (seminar) classes and is aimed at systematically checking the understanding and assimilation of theoretical material, as well as the ability to apply theoretical knowledge when completing practical tasks. The possibilities of ongoing assessment are extensive: it can support

learning motivation, stimulate educational and cognitive activity, enable a differentiated approach to teaching, and ensure individualization of the learning process.

Forms of student participation in the educational process subject to ongoing assessment include:

- oral reports;
- comments and questions to the speaker;
- consistent performance in seminar classes and active participation in discussions;
- participation in debates and interactive learning activities;
- analysis of legislation and academic literature;
- written assignments (tests, quizzes, creative tasks, essays, etc.);
- preparation of theses and summaries of academic or scientific texts;
- independent study of course topics.

Methods of ongoing assessment include: oral assessment (interview, discussion, report, presentation, etc.); written assessment (tests, essays, written presentations on assigned topics, etc.); combined assessment; presentation of independent work; observation as a method of assessment;   testing; analysis of problem situations.

Grading system and requirements.
Table of distribution of points received by students

	Ongoing knowledge assessment									Modular assessment task	Exam	Total points
Topics	Topic 1	Topic 2	Topic 3	Topic 4	Topic 5	Topic 6	Topic 7	Topic 8	Topic 9	20	40	100
Work in a seminar class	3	3	4	3	4	3	4	3	4			
Independent work	1	1	1	1	1	1	1	1	1			

The table contains information about the maximum points for each type of assignment.

When assessing the mastery of each topic within ongoing educational activities, students receive marks in accordance with the approved assessment criteria for the respective discipline.

The criteria for evaluating learning outcomes and the distribution of points are regulated by the Regulations on the Assessment of Students' Academic Achievements at PJSC "HEI IAPM".

Modular assessment. Modular assessment in the discipline "Leadership and Communications" is conducted in written form as testing using closed-type test items, including alternative and matching formats.

Criteria for evaluating the modular test in the academic discipline "Leadership and Communications":
When evaluating the modular test, the volume and correctness of the completed 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);
- the grade "good" (B) is given for the completion of 80% of all tasks;
- the grade "good" (C) is given for the completion of 70% of all tasks;
- the grade "satisfactory" (D) is given if 60% of the proposed tasks are completed correctly;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;
- the grade "unsatisfactory" (FX) is given if less than 50% of the tasks are completed.
Absence from the modular test work - 0 points.

The above grades are transformed 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 academic discipline "Leadership and Communications" is a mandatory form of evaluating student learning outcomes. It is conducted within the period established by the academic schedule and covers the volume of material defined in the course syllabus.
The final assessment is administered in the form of an exam. A student is admitted to the exam only if all required coursework specified in the syllabus has been completed.
The final (semester) grade for a discipline assessed by examination consists of two components: the results of ongoing assessment and the exam grade.
The maximum number of points for ongoing assessment is 60, and the maximum for the exam is 40.
The minimum number of points required to pass the exam is 25.

The grade for ongoing assessment is formed as the sum of rating points earned by the student during seminar/practical classes and any incentive (bonus) points, if applicable.

After evaluating a student's exam responses, the instructor adds the exam score to the points earned for ongoing assessment to determine the final grade for the course.

Scale for the assessment of exam tasks

Scale	Total points	Criteria
Excellent level	30–40	The task is completed with high quality; the student has achieved the maximum score in the assessment of theoretical knowledge.
Good level	20–29	The task is completed with high quality and a sufficiently high proportion of correct answers.
Satisfactory level	10–19	The task is completed with an average number of correct answers; the student has demonstrated theoretical knowledge with significant errors.
Unsatisfactory level	0–9	The task is not completed; the student has demonstrated theoretical knowledge with major errors.

Assessment of additional (individual) types of educational activities. Additional (individual) types of educational activity include student participation in scientific conferences, research societies and problem groups, preparation of publications, and other activities beyond the tasks defined in the syllabus of the academic discipline.

By decision of the department, students who engage in research work or complete certain types of additional (individual) educational activities may receive incentive (bonus) points for a specific educational component.

Incentive points are not mandatory and are not included in the standard point distribution table or the main assessment scale.

A single event may serve as the basis for awarding incentive points for only one educational component – the one to which it is most relevant.

Assessment of independent work

The total number of points earned by a student for completing independent work is one of the components of academic performance in the discipline. Independent work for each topic, in accordance with the course program, is evaluated within the range of 0 to 1 points using standardized and generalized knowledge assessment criteria.

Scale for evaluating the performance of independent work (individual tasks)

The maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
1	1	0,75	0,5	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; preparation of summaries on independently studied topics; testing or written examinations; preparation of draft articles, conference abstracts, and other publications; other forms that ensure comprehensive assimilation of the study program 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 student during the semester, a 100-point, national and ECTS assessment scale is used

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment for exam, course project (work), internship	
		National scale assessment for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail unsatisfactory with mandatory re-study of the discipline

Discipline's Policy.

- regularly attend lectures and practical classes;
- work systematically and actively in lectures and practical classes;
- catch-up on missed classes;
- perform the tasks required by the syllabus in full and with appropriate quality;
- perform control and other independent work;
- adhere to the norms of academic behaviour and ethics.

The academic discipline "Leadership and Communications" requires adherence to the principles of ethics and academic integrity, with particular emphasis on preventing plagiarism in all its forms. All written assignments, reports, essays, abstracts, and presentations must be original, authored by the student, and not overloaded with quotations, which must be accompanied by references to primary sources. Violations of academic integrity include academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, and biased evaluation.

Student assessment is based on participation and activity in seminar/practical classes, completion of independent work tasks, and performance of assignments aimed at developing practical skills and competencies. Additional (bonus) points may be awarded for activities such as participation in round-table discussions, scientific conferences, or student research competitions.

Methodological support of the academic discipline
Teaching and methodological support for the discipline includes lecture notes, methodological guidelines for conducting practical (seminar) classes, and methodological recommendations for students' independent work in the academic discipline "Leadership and Communications".

Recommended sources of information:
Basic literature:
1. Bondarchuk O. O. Leadership in management: challenges and opportunities = Leadership in management: challenges and opportunities : master's thesis. Odesa, 2024. 91 p.
2. Communicative management : a manual for students of the Institute of Economics and Business Education / MES of Ukraine, Uman State Pedagogical University named after Pavlo Tychyna ; compiled by N. M. Savchuk. Uman : Vizavi, 2021. 259 p.
3. Leadership : a manual for students of economics. special higher education institutions / MES of Ukraine, Uman State Pedagogical University named after Pavlo Tychyna ; compiled by G. M. Chirva. Uman, 2022. 200 p.
4. Leadership and communications in organizations : a manual / compiled by N. Ya. Mykhalytska, M. R. Yatsyk. Lviv: Lviv State University of Internal Affairs, 2024. 512 p.
5. Materynska O. A. Communication in Management: Teaching and Methodological Manual. Vinnytsia: M. Kotsyubynskyi VDPU, 2024. 112 p.

DOI: https://doi.org/10.31652/005.1:316.77(075.8)-1-112.

6. Theory and Practice of Socio-Pedagogical Communication: Teaching Manual / Ministry of Education and Science of Ukraine, Pavlo Tychyna Uman State Pedagogical University; Compiled by V. P. Isachenko. Uman: Vizavi, 2024. 225 p.

7. Chubina T. D., Dmytrenko M. Y. Psychology of management and personnel management. 2nd ed., revised and supplemented. Cherkasy: CHIPB named after. Heroes of Chernobyl National University of Health Sciences of Ukraine, 2023.

8. Shavkun I. G., Dybchynska Ya. S. Fundamentals of business communication: a textbook for applicants for a bachelor's degree in the specialty "Management" of educational and professional programs "International Business Management", "Organizational Management and Administration". Zaporizhzhia: ZNU, 2025. 159 p.

9. Motivation: The Ultimate Guide to Leading Your Team / Catherine Stothart. — London: Routledge, 2023. URL: https://www.routledge.com/Motivation-The-Ultimate-Guide-to-Leading-Your-Team/Stothart/p/book/9781032261300 routledge.com+1

10. Work Motivation: The Roles of Individual Needs and Social Conditions / T. T. D. Vo, K. V. Tuliao, C. W. Chen. — Behavioral Sciences, Vol.12, No.2, 2022. https://doi.org/10.3390/bs12020049 URL:https://www.ncbi.nlm.nih.gov/articles/PMC8869198/ PMC+1

11. The impact of self-determination theory on work motivation / L. Guo et al. Global Business and Management Research: An International Journal, Vol.16, No.4s, 2024. URL: https://www.gbmrjournal.com/pdf/v16n4s/V16N4s-118.pdf gbmrjournal.com

12. Effect of work motivation and job satisfaction on employee performance / S. Riyanto. PPM Review, 2021 URL:https://www.businessperspectives.org/images/pdf/applications/publishing/templates/article/assets/15415/PPM_2021_03_Riyanto.pdf businessperspectives.org

13. The theories of motivation: A comprehensive analysis of classic and modern models / D. Bandhu. Personality and Individual Differences, 2024.

14. Human resources management and motivation: A literature review / D. F. Vakouftsis. KNOWLEDGE – International Journal, Vol.65(1), 2024.

Additional literature:

1. Bilai D., Zhdanova-Nedilko O. Leadership as a means of creating psycho-emotional comfort in pedagogical interaction. Collection of Scientific Papers «Λóγος». Zurich, Switzerland, 2024. S. 385–387. DOI: https://doi.org/10.36074/logos-13.12.2024.081.

2. Bogoyavlenska Yu. IN. Innovative entrepreneurship and startup leadership at DeepTech (under the DEEP InnoVation and Entrepreneurship in HEIs project of the European Institute of Innovation and Technology, European Commission): monograph. Electronic data. Zhytomyr: Zhytomyr Polytechnic, 2024. 274 p.

3. Hura T. V., Ignatyuk O., Reznik S. Peculiarities of the structural approach in the

formation of effective management leadership. Theory and practice of management of social systems: philosophy, psychology, pedagogy, sociology. 2024. № 3. S. 72–88.

4. Yu. Karpenko. V., Zhivotenko V. O., Chupryniuk B. V., Bohdan Ya. S. The role of the leader in the formation of the corporate culture of the organization in the conditions of war. National interests of Ukraine. 2025. № 3(8). S. 802–812. DOI: https://doi.org/10.52058/3041-1793-2025-3(8)-802-812

5. Lepyokhin O. V., Cherep O. G. Communications in management: lecture notes for students of the master's degree in higher education, specialty «Management» of the educational and professional program «Management of financial and economic security». Zaporizhzhia: ZNU, 2024. 71 p.

6. Lyman R. Innovative experience in the development of leadership competence of British officers on the example of the Military Leadership Center. Comparative Professional Pedagogy. 2025. T. 15, № 1. S. 107–122. DOI: https://doi.org/10.31891/2308-4081/2025-15(1)-12.

7. Maznyk L., Dragan O., Turchyna M. Communicative risk management of social transparency of information systems. Market economy: modern theory and practice of management. 2023. № 21(3(52)). S. 390–402. DOI: https://doi.org/10.18524/2413-9998.2022.3(52).275821.

8. Pyshchyk O. Strengthening leadership through self-management and development of a communicative culture in the management of an educational institution. Ukrainian Pedagogical Journal. 2024. № 2. S. 224–231. DOI: https://doi.org/10.32405/2411-1317-2024-2-224-231.

9. Pochtovyuk A., Bilyk M. Study of psychological aspects of management: support of subordinates as a key factor in leadership. Herald of Khmelnytskyi National University. Economic Sciences. 2025. T. 340, № 2. S. 176–181. DOI: https://doi.org/10.31891/2307-5740-2025-340-27.

10. Khlebnikova T. M., Strelchenko K. V., Khludeeva K. IN. Leadership Models in Organizational Management: Formation of Corporate Identity and Staff Motivation. Scientific Notes of Lviv University of Business and Law. 2025. № 45. S. 165–176. URL: https://nzlubp.org.ua/index.php/journal/article/view/1670

11. Yu. Mazur. Theoretical aspects of personnel motivation management in the innovative education system. № 4 (2025): investments: practice and experience https://doi.org/10.32702/2306-6814.2025.4.73 9

12. Bratus, G., Romanova, L., & Mazur, Yu. (2025). Personnel management in the digital era as a vector of innovative tools in higher education institutions. Modeling the development of the economic systems, (3), 335–339. https://doi.org/10.31891/mdes/2025-17-45

13. Yu. V. Mazur. Model of personnel motivation management in the concept of innovative development of higher education institutions. Effective economy. 2025. No 2. https://doi.org/10.32702/2307-2105.2025.2.53

Information resources:

1. State Statistics Service of Ukraine: www.ukrstat.gov.ua
2. Internet portal for managers: Management.com.ua:

https://www.management.com.ua

3. Online system for business analytics «You control»: https://youcontrol.com.ua
4. European Business Association: https://eba.com.ua/about-us/
5. Ukrainian Logistics Alliance: https://ula-online.com
6. European Logistics Association: https://www.elalog.eu/
7. Information and analytical resource (logistics and supply chain management): https://logist.fm
8. UAprom business portal: https://uaprom.info
9. National SME Platform: https://platforma-msb.org