Team Management Tools
COURSE SYLLABUS

Code and name of specialty	**073 – Management**	**Institute**	**Institute of Education and Science in Economics, Management and International Business**
Program name	**Management of Organizations and Administration**	**Department**	**Management and taxation**
Type of program	**Educational and Professional**	**Language of instruction**	**English / Ukrainian**

LECTURER

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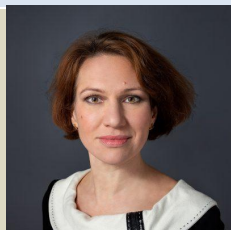
DSc (Economics), Professor of Management and Taxation Department (NTU "KhPI"). Authored and co-authored over 150 scientific publications. Courses: Management 5 (Performance management), Fundamentals of Project Management, Team Management Tools, Special Topics in Management

GENERAL DESCRIPTION OF THE COURSE

Summary	The course is devoted to mastering the basic methodological principles and tools for effective team management, clarifying the peculiarities of team formation and development.
Course objectives	● to form theoretical and analytical knowledge of team management; ● develop the ability to work in a team; ● mastering practical tools for organizing an effective team and sharing team roles; ● to develop leadership qualities in team management.
Types of classes and control	Lectures, workshops, consultations. The course ends with a final exam.
Term	7

Student workload (credits) / Type of course	4 / Elective	**Lectures (hours)**	16	**Workshops (hours)**	32	**Self-study (hours)**	72

Program competences	GC04. The ability to apply knowledge in practical situations. GC05. Knowledge and understanding the subject area and understanding the professional activity. GC06. The ability to communicate by the national language both orally and in writing. GC07. The ability to communicate in a foreign language. GC08. Skills of information and communication technology usage. GC13. The appreciation and respect for diversity and multiculturalism.

SC07. The ability to choose and to use modern tools of management. SC11. The ability to create and manage effective communication in the process of management. SC1.1. Ability to collect and process primary accounting and management information; understand and be able to apply accounting and auditing systems. SC1.3.Understand the principles of business ethics and use them in professional activities. SC2.2. Ability to formulate the main tasks related to teamwork in IT organizations.	

Learning outcomes	Teaching and learning methods	Forms of assessment (continuous assessment CAS, final assessment FAS)
LO 04. To show skills of identification of problems and justification of management decisions.	Interactive lectures with presentations, discussions, practical lessons, teamwork, case study, student feedback method, problem learning	Knowledge Assessment in Practical Classes (CAS), Problem Letters (CAS), Credits in the Form of Written Project Protection (FAS)
LO 08. To apply management methods to ensure the effectiveness of the organization.	Interactive lectures with presentations, discussions, practical classes, teamwork, case studies, project training	Written Task (CAS), Knowledge Assessment in Practical Training (CAS), Credits in the Form of Written Project Protection (FAS)
LO 09. To demonstrate skills of interaction, leadership, and teamwork.	Interactive lectures with presentations, discussions, practical classes, project training, teamwork	Written Task (CAS), Knowledge Assessment in Practical Training (CAS), Online Test (CAS), Test in the Form of Written Project Protection (FAS)
LO 10. To have the skills to substantiate effective tools for motivating the staff of the organization.	Research method ("field research"), practical lessons, case method, individual and teamwork	Written Assignment (CAS), Knowledge Assessment in Practical Training (CAS), Data Collection and Field Research Reporting (CAS credits in Written Project Protection (FAS) form
LO 11. To demonstrate the skills of analyzing the situation and communicating in various areas of the organization's activities.	Research method ("field research"), practical lessons, project training, individual and teamwork	Written Task (CAS), Knowledge Assessment in Practical Studies (CAS), Data Collection and Reporting on Field Research (CAS), Project Oral Presentation (FAS)
LO 12. To evaluate the legal, social, and economic implications of an organization's functioning.	Research method ("field research"), practical lessons, project training, individual and teamwork	Written Task (CAS), Field Research Reporting (CAS), Project Oral Presentation (FAS), Credited in Written Project Protection (FAS)
LO 13. To communicate in an oral and written form in the state and foreign languages.	Interactive lectures with presentations, discussions, practical lessons, teamwork, case study, student feedback method, problem learning	Knowledge Assessment in Practical Classes (CAS), Problem Letters (CAS), Credits in the Form of Written Project Protection (FAS)
LO 14. To identify the stress reasons, to adapt yourself and members of the team to a stressful situation, to find means to its neutralization.	Interactive lectures with presentations, discussions, practical classes, teamwork	Practical Lessons Assessment (CAS), Problem Letters (CAS), Written Assignment (CAS), Written Project Protection Exam (FAS)
LO 15. To show the ability to act socially responsible and socially consciously on the basis of ethical reasons (motives), respect for a variety and interlevel of culture.	Interactive lectures with presentations, discussions, practical classes, teamwork, case studies, project training	Practical Lessons Assessment (CAS), Problem Letters (CAS), Written Assignment (CAS), Written Project Protection Exam (FAS)

LO 17. To conduct research individually and/or in a group under the leadership of the leader.	Research method, practical lessons, project training, individual and teamwork	Written Assignment (CAS), Knowledge Assessment in Practical Training (CAS), Data Collection and Reporting on Field Research (CAS), Exam in the Form of Written Project Protection (FAS)

ASSESSMENT AND GRADING

Ranges of points corresponding to grades	Total score (points) for all types of learning activities	ECTS grading scale	The national grading scale	Allocation of grade points	100% final evaluation in the form of exam (40%) and current evaluation (60%). 40% exam: answer to ticket question. 60% current evaluation: • 20% evaluation of tasks in practical classes (including reporting on field research and situational tasks); • 20% written task (project); • 20% intermediate control (2 online tests)
	90-100	A	excellent		
	82-89	B	good		
	74-81	C			
	64-73	D	satisfactory		
	60-63	E			
	35-59	FX	Unsatisfactory (with the exam retake option)		
	0-34	F	Unsatisfactory (with mandatory repetition of the course)		

Course policy	Students are required to attend classes according to the schedule and adhere to ethics of conduct. In case of absence, students will need to complete all tasks to compensate for missed classes. Participation in practical classes requires preliminary preparation and advance processing of all necessary materials for productive discussions during the lesson. Written tasks must be submitted before the deadlines.

COURSE STRUCTURE AND CONTENT

Lecture 1	Theoretical aspects of team management	Workshop 1-2	Characteristic of conditions that contribute to the formation of teams, the stages of maturity that stand out for the team, the team, characteristic features of the team. Psychological climate and its practical role. Methods of team management. Distinctive features of the team, its structure, stages of creation of the team.	S e l f - s t u d	Study of materials in the case "Successful Manager, Managing Teams." Explain the concept of "team management activities." Advantages and disadvantages of team management approaches. Purpose, functions and methods of team management. Principles of organization of the team (give examples for each principle). The main factors affecting the work of the team.
Lecture 2	Individual and group leadership	Workshop 3-4	Management functions assigned to the team, team. Leadership qualities of the leader who	d	Studying materials for the case: "Leader and leadership in the team." Preparation for discussion based on the study of the book "5

					y	levels of leadership" by John Maxwell. Test by S. Ritchie and P. Martin "Motivational Profile." Kettel's 16-factor personal questionnaire. Creativity and leadership in the team, their relationship.

Lecture 3	Formation of an effective team	**Workshop 5-6**	Two main roles in the team. Principles of distribution of roles in the team. Roles in the team under Richard Daft. Factors determining the roles in the team. Psychological types. Raymond Belbin's theory of command roles.			Study materials for the business game "Distribution of roles in the team." Matrix of division of works and responsibility (MRV). Construction of the matrix of responsibility distribution.
Lecture 4	Team Lifecycle	**Workshop 7-8**	Stages of team development under Bruce Tukman.			Group properties. Negative effects in the group. Methods of group solution development. Delphi method. Analogy method. Morphological method "635." "Brainstorming" and its modifications.
Lecture 5	Managing interpersonal relationships in a team	**Workshop 9-10**	Features of group decision-making. Loss of process. The problem of group composition. The problem of participation. The problem of influence. Moderation method.			Control and coordination of team activities. Study materials for the business game "Attitude to team risk."
Lecture 6	Conflict Management and Team Development	**Workshop 11-12**	Methods to strengthen the team. Trust factor in the team. Conflict Management. Classification of conflicts. Variants of behavior in conflict.			Study of materials for the case: "Disadvantages and advantages of conflicts in teams." Negotiations as a tool for resolving the conflict. The main factors of errors that lead to interference in understanding messages in projects by senders and recipients of this information. Means of communication. Elimination of the communicative barrier. Coaching as an element of project team development. Written work: "The role of coaching in teamwork."
Lecture 7	Effective team management	**Workshop 13-14**	Planning, organization, control and evaluation of the team. Conditions for effective organization of the team.			Studying materials for the business game: "Facilitation of the team." Law of effect. Waiting theory. Forms of team management. Obstacles to effective communication. Monitoring team effectiveness.

Lecture 8	Evaluation of team work	Workshop 15-16	Alternative teams and their purpose.		Study of materials for the case: "Competitive teams." Creative task "Reengineering Teams."

RECOMMENDED READING

| Compulsory | 1. El-Saharty, S., Kheyfets, I., & Herbst, C. H. M. I. (2020). The human capital project. Manila, Philippines: World Bank.
2. Bishop, J., Scott, K.D., Maynard-Patrick, S., & Wang, L. (2014). Teams, Team Process, and Team Building.
3. De Meuse, K. P., Tang, K. Y., & Dai, G. (2009). Construct validation of Lominger T7 Model of team effectiveness. Minneapolis, MN: Lominger International: A Korn/Ferry Company.
4. Hackman, J. R. (2002). Leading teams: Setting the stage for great performances. Boston: Harvard Business School Press.
5. DeVaro, J., & Kurtulus, F.A. (2011). What types of organizations benefit from teams, and how do they benefit?
6. Parsloe, M. (2009). WrayCoaching and Mentoring. Practical Methods to Improve Learning. London: Kogan Page.
7. Bodepudi M. Roles and Responsibilities of Project Manager & Project Management Team (2018). Retrieved from https://www.greycampus.com/blog/project-management/roles-and-responsibilities-of-project-manager-and-project-management-team
8. The leading global digital coaching platform. Retrieved from https://coachhub.io/en/
9. Gratton, L., Erickson, T. J. (2007). Eight ways to build collaborative teams. Harvard Bus. Rev. | Recommended | 1. Романовський, О.Г., Шаполова, В.В., Квасник, О.В., Гура, Т.В. (2017). Психологія тимбілдингу. Харків : Друкарня Мадрид.
2. Дяків, О. П., Островерхов, В. М. (2018). Управління персоналом. (вид. друге, перероб. і доповнено). Тернопіль : ТНЕУ.
3. Комарова, Е.В., Редина, Н.И. (2014). Управление командами. Днепропетровск: Днепропетровская государственная финансовая академия.
4. Морозов, В. В., Чередниченко, А. М., Шпильва, Т. І. (2009). Формування управління та розвиток команди проектую Київ: Ун-т економіки і права «КРОК».
5. Морозов, В. В., Чередніченко, А. М., Шпильова, Т. І. (2009). Формування, управління та розвиток команди проекту (поведінкові компетенції). Київ : Таксон.
6. Нежинська, О. О., Тименко, В. М. (2017). Основи коучингу. Київ ; Харків : ТОВ «ДІСА ПЛЮС».
7. Сергеєва, Л. М., Кондратьєва, В. П., Хромей, М. Я. (2015). Лідерство. Івано-Франківськ : «Лілея-НВ».
8. Гавриш, О. А., Довгань, Л. Є., Крейдич ,І. М., Семенченко, Н. В. (2017). Технології управління персоналом: монографія. Київ: НТУУ « КПІ імені Ігоря Сікорського».
9. Сергеєва, Т.В., Дорін Фестеу, Гейл Роунтрі. (2014). Лідерство і командна робота. Харків: ХНУБА.
10. Доценко, Н. В., Сабадош, Л.Ю., Чумаченко, І.В.(2015). Методи управління людськими ресурсами при формуванні команд мультипроектів та програм. Харків : Нац. ун-т міськ. госп-ва ім. О.М. Бекетова. |

Academic integrity

Graduate students are expected to adhere to the Code of Ethics of Academic Relations and Integrity" of NTU "KhPI".

The content of this syllabus is consistent with the course program.