



## Syllabus Course Program



# Team management tools

**Specialty**

073 – Management

**Educational program**

Business administration

**Level of education**

Bachelor's level

**Semester**

7

**Institute**

Institute of Education and Science in Economics,  
Management and International Business

**Department**

Management (204)

**Course type**

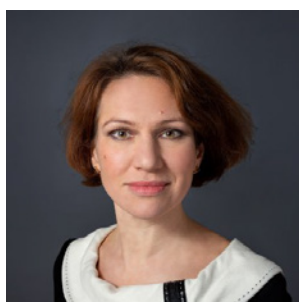
Elective

**Language of instruction**

English

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## Lecturers and course developers

**Oksana Makovoz**

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DSc in Economic Sciences, professor of Management department

Authored and co-authored over 200 scientific publications. Courses:  
Performance management, Leadership, Team Management Tools, Special  
Topics in Management

[More about the lecturer on the department's website](#)

## General information

**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 and goals**

- 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.

**Format of classes**

Lectures, workshops, consultations. Individual assignment (report). The course ends with a final test.

**Competencies**

GC04. The ability to apply knowledge in practical situations.

GC05. Knowledge and understanding of the subject area and understanding of the professional activity.

GC06. The ability to communicate in the official language of Ukraine both orally and in writing.

GC15. The ability to act on the basis of ethical considerations (motives).

SC02. The ability to analyze the results of an organization's activity, to compare them with the factors of the external and internal environment.

SC05. The ability to manage an organization and its units through performing management functions.

SC07. The ability to choose and use modern tools of management.

SC09. The ability to work in a team and to establish interpersonal interaction when solving professional tasks.

SC11. The ability to create and organize effective communication in the process of management.

SC13. To understand the principles and rules of law and to use them in the professional activity. SC14. To understand the principles of psychology and to use them in the professional activity. SC15. The ability to develop and demonstrate leadership qualities and behavioral skills.

## **Learning outcomes**

LO 03. To demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

LO 04. To demonstrate the ability to identify problems and justify managerial decisions.

LO 07. To demonstrate the skills of organizational planning.

LO 08. To apply management methods for ensuring the effectiveness of an organization.

LO 09. To demonstrate the skills of interaction, leadership, and teamwork.

LO 10. To possess the skills of justifying effective instruments for motivating the personnel of an organization.

LO 11. To demonstrate the skills of situation analysis and communications in various areas of an organization's activities.

LO 14. To identify the causes of stress, to adapt oneself and the team members to a stressful situation, to find means to its neutralization.

## **Student workload**

The total volume of the course is 150 hours (5 ECTS credits): lectures - 16 hours, workshops - 32 hours, self-study - 102 hours.

## **Course prerequisites**

To successfully complete the course, it is necessary to have knowledge and practical skills from the following courses: "Theory of Organization", "Self-management", "Business Communications", "Performance Management", "Fundamentals of Management", "Organizational Behavior", "Leadership".

## **Features of the course, teaching and learning methods, and technologies**

Lectures are delivered interactively with the use of multimedia technologies. Practical workshops use a project-based learning approach and focus on the use of the effectiveness of a leadership style that may vary according to the context in which the leader is operating. Learning materials are available to students via OneNote Class Notebook

## **Program of the course**

### **Topics of the lectures**

#### **Topic 1. Theoretical aspects of team management.**

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.

#### **Topic 2. Individual and group leadership.**

Management functions assigned to the team, team. Leadership qualities of the leader who creates and manages teams.

#### **Topic 3. Formation of an effective team.**

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.

#### **Topic 4. Team Lifecycle.**

Stages of team development under Bruce Tuckman.

### Topic 5. Managing interpersonal relationships in a team.

Features of group decision-making. Loss of process. The problem of group composition. The problem of participation. The problem of influence. Moderation method.

### Topic 6. Conflict Management and Team Development.

Methods to strengthen the team. Trust factor in the team. Conflict Management. Classification of conflicts. Variants of behavior in conflict.

### Topic 7. Effective team management.

Planning, organization, control and evaluation of the team. Conditions for effective organization of the team.

### Topic 8. Evaluation of team work.

Alternative teams and their purpose.

## Topics of the workshops

### Topic 1-2. Theoretical aspects of team management.

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.

### Topic 3-4. Individual and group leadership.

Studying materials for the case: "Leader and leadership in the team." Preparation for discussion based on the study of the book "5 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.

### Topic 5-6. Formation of an effective team.

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.

### Topic 7-8. Team Lifecycle.

Group properties. Negative effects in the group. Methods of group solution development. Delphi method. Analogy method. Morphological method "635." "Brainstorming" and its modifications.

### Topic 9-10. Managing interpersonal relationships in a team.

Control and coordination of team activities. Study materials for the business game "Attitude to team risk."

### Topic 11-12. Conflict Management and Team Development.

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."

### Topic 13-14. Effective team management.

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.

### Topic 15-16. Evaluation of team work

Study of materials for the case: "Competitive teams." Creative task "Reengineering Teams."

## Topics of the laboratory classes

No laboratory classes are included in the plan.

## Self-study

The course involves learning additional materials regarding the topics of the lectures.

Study of materials in the case "Successful Manager, Managing Teams." Explain the concept of "team management activities." Advantages and disadvantages of team management approaches.

Also, the course includes performing an individual assignment (report) with elements of literature review and, and practical problem-solving related to Managing Teams. 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.. The result is presented in a written report. Students are also provided with additional materials (videos, articles) for independent study and analysis.

## Course materials and recommended reading

1. El-Saharty, S., Kheyfets, I., & Herbst, C. H. M. I. (2020). The human capital project. Manila, Philippines: World Bank. 460 p.
2. Account Management Strategies in B2B Sales: Generating Customer Value and Building Sustainable Business Relationships - Methodology, Processes, Tools. (2023), Tools, pp. 1-139.
3. Reiß, H. (2022). Onboarding for managers: How to get off to the best possible start in a new leadership role. Springer Nature.
4. FLAK, O. (2022). IMPACT OF ARTIFICIAL MANAGEMENT ON THE WORK OF A TEAM OF HUMANS. RESULT OF RESEARCH. Scientific Papers of Silesian University of Technology. Organization & Management/Zeszyty Naukowe Politechniki Slaskiej. Seria Organizacji i Zarzadzanie, (162).
5. Morrison-Smith, S., & Ruiz, J. (2020). Challenges and barriers in virtual teams: a literature review. SN Applied Sciences, 2, 1-33.
6. Garro-Abarca, V., Palos-Sanchez, P., & Aguayo-Camacho, M. (2021). Virtual teams in times of pandemic: Factors that influence performance. Frontiers in Psychology, 12.  
<https://www.frontiersin.org/articles/10.3389/fpsyg.2021.624637/full>
7. Bodepudi M. Roles and Responsibilities of Project Manager & Project Management Team, 2018. URL: <https://www.greycampus.com/blog/project-management/roles-and-responsibilities-of-project-manager-and-project-management-team>
8. The leading global digital coaching platform, URL: <https://coachhub.io/en/>
9. Психологія тимбілдингу: навчальний посібник / Романовський О.Г., Шаполова В.В., Квасник О.В., Гура Т.В. ; за заг. ред. Романовського О.Г., Калашникової С.В. Харків : «Друкарня Мадрид», 2017. 92 с.
10. Дяків О. П., Островерхов В. М. Управління персоналом : навчально-методичний посібник (видання друге, переробл. і доповнено). Тернопіль : THEU, 2018. 288 с.

## Assessment and grading

### Criteria for assessment of student performance, and the final score structure

100% final grade is the result of the final assessment (30%) and continuous assessment (70%).

**Final assessment:** exam (reporting on the individual assignment, answering open-ended questions) (30%)

**Continuous assessment:** mid-term test (15%); end-of-term test (15%); problem-solving during the workshops (40%)

### Grading scale

Total points	National	ECTS
90–100	Excellent	A
82–89	Good	B
75–81	Good	C
64–74	Satisfactory	D
60–63	Satisfactory	E
35–59	Unsatisfactory (requires additional learning)	FX
1–34	Unsatisfactory (requires repetition of the course)	F

## Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.

Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: <http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/>

## Approval

Approved by

Date, signature

**Head of the department**  
Olena PROKHORENKO

Date, signature

**Guarantor of the educational  
program**  
Olena PROKHORENKO