

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ЗАТВЕРДЖЕНО

на засіданні кафедри
менеджменту, логістики
та інновацій
Протокол № 2 від 31.08.2023 р.



ПОГОДЖЕНО

Проректор з навчально-методичної роботи

Каріна НЕМАШКАЛО

МЕНЕДЖМЕНТ КОМАНДНОЇ РОБОТИ

робоча програма навчальної дисципліни (РПНД)

Галузь знань 07 «Управління та адміністрування»
Спеціальність 073 «Менеджмент»
Освітній рівень перший (бакалаврський)
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Тетяна КОЛОДІЗЬВА

Харків
2023

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

APPROVED
at the meeting of the department
management, logistics and innovation
Protocol № 2 of 31.08.2023.



Karina NEMASHKALO

MANAGEMENT OF TEAMWORK
program of the course

Field of knowledge	07 Management and Administration
Speciality	073 Management
Study cycle	first (bachelor)
Study program	Logistics

Course status	Elective
Language	English

Developers: Doctor of Economics, professor	Digitally signed	Maryna MARTYNYENKO
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**Kharkiv
2023**

INTRODUCTION

The course «Management of Teamwork» is designed to provide students with higher education with fundamental knowledge and practical skills in team management.

Knowledge of the theory and practice of management makes it possible to master the art of team management, including the ability to set general and specific goals and objectives of the enterprise, to develop a strategy for managing the enterprise's personnel as a single team, taking into account public, collective and personal interests, to control the process of its implementation.

The purpose of the course «Management of Teamwork» is aimed at students mastering the skills of forming effective teams, as one of the promising models of corporate management, which ensures effective organizational development, studying the essence and features of the formation of a management team, complex and constructive use of team effects, disclosure and enrichment of opportunities students in teamwork, explaining the reasons and identifying conditions for positive team synergy.

The task of studying the coursee:

study of the theoretical foundations of the formation of groups and teams in production organizations, as well as the process of their interaction and management;

study of the conceptual apparatus based on the study of the discipline;

learning the techniques of effective team formation and interaction of all participants to solve applied practical tasks in the management of production organizations;

formation of general competencies regarding the use of leadership tools in professional activities;

mastering techniques and tools for organizing an effective team, assigning roles and managing the team as a whole system;

study of approaches and application of tools for the formation of a favourable social and psychological climate in the team.

The subject of the study of the coursee «Management of Teamwork» is the methods and processes of team interaction and their management in production organizations.

The object of the coursee is the company's employees, on whom the influence of team management functions is directed.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competences
1	2
LO1	GC1, GC2, GC13, SC6
LO3	GC9, GC12
LO9	SC5, SC9, SC15
LO11	GC8, SC11
LO14	GC11, GC15, SC9, SC14
LO15	GC13, SC6
LO16	GC9, GC11
LO17	GC9, SC9

Where:

GC1. The ability to realize one's rights and responsibilities as a member of society, to be aware of the values of civil (democratic) society and the need for its sustainable development, the rule of law, the rights and freedoms of a person and a citizen of Ukraine.

GC2. The ability to preserve and multiply moral, cultural, scientific values and multiply the achievements of society based on an understanding of the history and patterns of development of the subject area, its place in the general system of knowledge about nature and society and in the development of society, technology and technologies, to use different types and forms of motor activity for active recreation and leading a healthy lifestyle.

GC8. Skills in using information and communication technologies.

GC9. The ability to learn and master modern knowledge.

GC11. The ability to adapt and act in a new situation.

GC12. The ability to generate new ideas (creativity).

GC13. Appreciation and respect for diversity and multiculturalism.

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

SC5. The ability to manage the organization and its divisions through the implementation of management functions.

SC6. The ability to act socially responsibly and consciously.

SC9. The ability to work in a team and establish interpersonal interaction when solving professional tasks.

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

SC14. Understand the principles of psychology and use them in professional activities.

SC15. The ability to develop and demonstrate leadership qualities and behavioural skills.

LO1. Know your rights and responsibilities as a member of society, be aware of the values of civil society, the rule of law, the rights and freedoms of a person and a citizen in Ukraine.

LO3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

LO9. Demonstrate the skills of interaction, leadership, teamwork.

LO11. Demonstrate skills in situation analysis and communication in various areas of the organization.

LO14. Identify the causes of stress, adapt yourself and team members to a stressful situation, find means to neutralize it.

LO15. Demonstrate the ability to act socially responsibly and socially conscious on the basis of ethical considerations (motives), respect for diversity and interculturality.

LO16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.

LO17. Conduct research individually and/or in a group under the guidance of a leader.

COURSE CONTENT

Topic 1. The essence and differences of the concepts: «collective», «group», «team»

The collective as a social group. Definition and classification of groups. Team and group: commonalities and differences.

Topic 2. Modern approaches to team building

The concept and meaning of team forms of work. Typology of teams. Management of the quantitative composition of the team. Disadvantages and advantages of teamwork.

Topic 3. Methodical approaches to team formation

Stages and stages of development of the labour team. Prerequisites for the formation of management teams. Rules for creating a team. Principles of formation and functioning of management teams. Stages of team building. The life cycle of the management team.

Topic 4. Team activity planning

Unity of goals as a key planning factor. Organizational planning. Responsibility, its impact on planning. Principles of team building planning. Step-by-step team planning. Recommendations for planning team building.

Topic 5. Distribution of roles in the team

Roles of the manager-manager. Distribution of functional and team roles.

Topic 6. Team leadership

The manager's ability to interact with the team. A model of interaction between a leader and an executor: the importance of a team. The role of the leader in team education. The role of the leader in the formation of group culture. Ethical problems of leaders of creative teams.

Topic 7. Communications and operating environment

Communication process. Interpersonal and organizational communications. Management of communication processes. Management of intergroup relations. External conditions affecting the team.

Topic 8. Team decision-making

Properties of teams and negative effects of team decision-making. Delphi methods. Japanese (ring) decision-making system. Discussion methods, analogies, morphological method and synectics. Method «635» and the method of moderation. The method of «brainstorming» and its modifications. Organization and effectiveness of the use of expert assessments.

Topic 9. Evaluation of the effectiveness of teamwork

Criteria and integrated model of effectiveness of group work. Key factors of effective group work. Factors of effective team activity. Characteristics of an effective team. Diversity as a factor in group and team effectiveness. Practical problems of organising group and team work.

Topic 10. Socio-psychological climate in the team

Socio-psychological features of the team as an object of management. Team management styles. Culture as an integral regulator of group life.

The list of practical (seminar) and laboratory studies in the course is given in the table 2.

Table 2

The list of practical task and laboratory studies

Name of the theme and / or task	Content
1	2
Topic 1. Practical work 1	1. The concept of «group» and the interaction of elements. 2. Definition and classification of organizations and groups. 3. Group size. 4. Group resources. 5. Status of group members. 6. Group structure. 7. Formal and informal groups
Topic 2. Laboratory work 1	1. General rules for managing group behaviour. 2. Duties of a team member. 3. Rights of a team member. 4. Responsibilities in teamwork. 5. Key success factors for effective teamwork. 6. Management of the quantitative composition of teams. 7. Management of functional responsibilities. 8. Basic typologies of teams
Topic 3. Practical work 2	Prepare essays on the following themes: Dynamics of group and team development. Entrepreneurial (team) structures. Rules for creating a team. Stages of the life cycle of the organization, team and team. Testing
Topic 4. Laboratory work 2	The essence of planning as a management function. Goals of management planning. Classification of organization goals. The process of management by objectives. The sequence of execution of the main stages of planning. Types of plans. Synergy and strategies. The influence of the main situational factors on the choice of the type of plans. Strategic planning. Defining and performing team tasks. Strengths and weaknesses of the organization. Testing

Table 2 (the end)

1	2
Topic 5. Practical work 3	Group roles. Functional roles. Social roles. Manager role groups. Testing as defining the role of a team member. Using the Belbin test: advantages and disadvantages. Testing
Topic 6. Laboratory work 3	Concept and nature of leadership. Authority, influence, opportunities. Elementary unit of power. The main forms of power. The theory of personal qualities of a leader. Approach from the position of personal qualities of the manager. The concept of leadership behaviour. Concepts of situational leadership. Management style. Tannenbaum-Schmidt Range of Management Styles. Testing
Topic 7. Practical work 4	How to become managers. Qualification requirements for the manager. A model of the communication process. Communication process. Interpersonal and organizational communications. Management of communication processes. Coding and decoding in the process of communications. Feedback and its importance in communications. Communication barriers. Classification of non-verbal means of communication. Testing
Topic 8. Laboratory work 4	1. Management principles. 2. Management models. 3. Foundations of decision-making theory. 4. Factors of management decision-making. 5. Decision-making process. 6. Methods of justifying management decisions. Testing
Topic 9. Practical work 5	1. J. Homans' model of group behaviour. 2. Types of groups in the organization. 3. Determination of suitability for managerial activities. 4. World experience of training managers. 5. Managers' qualification improvement system. 6. Competence of the manager and the ability to manage. 7. Rational use of time by the manager. 8. Development of management skills and work skills. 9. Planning and development of the working time budget. 10. Organization of work with subordinates.
Topic 10. Laboratory work 5	1. Qualification requirements for the manager. 2. Business negotiations as a means of solving emerging problems. 3. Business criticism in the work of teams. 4. Concepts and causes of conflicts.

The list of self-studies in the course is given in table. 3

List of self-studies

Name of the theme and / or task	Content
Topic 1 – 10	Search, selection and review of literary sources and information from the Internet on a given theme
Topic 2 – 10	Performing a practical task and laboratory works and formulating conclusions

The number of hours of lectures, practical (seminar) classes, laboratory works and hours of self-study work are given in the technological map for the academic discipline.

TEACHING METHODS

In the process of teaching an educational discipline, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such learning methods as:

Verbal (lecture (Topic 1–10), lecture-dialogue (Topic 2, 4)).

In person (demonstration (presentations) (Topic 1–10), video (Topic 1–10)).

Practical (practical work (Topic 1,3,5,7,9), seminar (Topic 1, 3, 10), laboratory works (Topic 2, 4, 6, 8, 10)).

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures, practical, laboratory and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

– for courses with a form of semester control as an exam: maximum amount is 60 points; minimum amount required is 35 points.

The final control includes current control and an exam.

Semester control is carried out in the form of a semester exam.

The final grade in the course is determined:

– for disciplines with a form of exam, the final grade is the amount of all points received during the current control and the exam grade.

During the teaching of the course, the following control measures are used:

Current control: competence-oriented tasks on topics (maximum score – 35 points); individual tasks (maximum score – 15 points); control work (maximum score – 10 points).

Semester control: Grading including Exam (40 points).

More detailed information on the assessment system is provided in technological card of the course.

An example of an exam card and assessment criteria.

An example of an examination paper

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

Simon Kuznets Kharkiv National University of Economics
First (bachelor) level of higher education
"Management" specialty
Study programme "Logistics".
Course «Management of Teamwork»

Tests (20 points)

1. The process of transforming the concept of communication into a message using words, voice intonations, drawings, gestures, facial expressions is:

- a) coding of information;
- b) communicative process;
- c) information decoding;
- d) feedback;
- e) interpretation.

2. The means by which the message is transferred from the sender to the recipient:

- a) communication barrier;
- b) noise;
- c) communication channel;
- d) coding;
- e) there is no correct answer.

3. Communication network «chain»:

- a) there are two people close to the leader who can act as advisors;
- b) uniform flow of information between all team members;
- c) all information flows pass through one central person;
- d) one-way flow, information comes only from people who are nearby;
- e) direct access to information of all team members.

4. Orientation towards equal communication and cooperation characterizes:

- a) dialogic orientation of the personality;
- b) conformist personality orientation;
- c) manipulative personality orientation;
- d) authoritarian personality orientation;
- e) democratic orientation of the individual.

5. Argued active influence using logical methods, based on the transfer of the point of view of the person who influences, using the power of an example and the power of an expert in which the performer understands what he is doing and why, is called:

- a) influence through involvement in participation;
- b) influence through persuasion;
- c) influence through suggestion;
- d) influence through coercion;
- e) influence through example.

6. The ability to really influence the behaviour of other people is:

- a) management;
- b) power;
- c) leadership;
- d) control;
- e) delegation of powers.

7. The authorities are:

- a) instruments of influence;
- b) a means of achieving goals;
- c) a method of solving problems;
- d) an ordered set of management bodies;
- e) manifestation of authority.

8. The formally sanctioned right to influence the behaviour of subordinates is:

- a) authority;
- b) power;
- c) leadership;
- d) control;
- e) management.

9. The main qualities of a leader should include:

- a) honesty;
- b) sociability;
- c) activity;
- d) modesty in everyday life;
- e) all answers are correct.

10. The type of authority based on the behaviour of subordinates, which reflects compliance with established standards:

- a) disciplinary;
- b) standard;
- c) expert;
- d) traditional;
- e) legal.

Task 1 (10 points)

Using the model for choosing a leadership style and information about the situation, recommend and justify the leadership style to the manager:

1. Grid of R. Blake and J. Mouton. Management of the accounting department, in which employees of older pre-retirement age prevail.

2. Lattice of R. Blake and J. Mouton. Management of the advertising and sales department, where managers with traveling nature of work.
3. Model by P. Horsey and K. Blanchard. Management of a chemical research laboratory, where university graduates predominate.
4. Model by P. Horsey and K. Blanchard. Management of a team created by the director to change the organization's development strategy.
5. F. Fiedler's model. Management of an informal group that functions in the control and quality department and promotes employee cohesion.
6. F. Fiedler's model. Management of a special committee to resolve issues of reduction, in which disputes often arise, although the manager successfully uses the leverage of his position.

Task 2 (5 points)

After completing the planning period, the marketing department reported to the top management the following indicators: a) the company's annual sales volume increased by 0.8 %; b) in the new segment of the market, products worth UAH 198,000 were sold during the year; c) the annual budget of the advertising campaign was exceeded by UAH 10,000 due to unforeseen costs in the new market segment; d) during the year there were only two consumer complaints about the quality of service.

Tasks:

1. Calculate the weighted average integral indicator of the performance of the managers of the marketing department.
2. How can performance indicators of each manager be taken into account when certifying department employees?

Task 3 (5 points)

The organizational structure of the company's management includes 25 divisions with a total number of employees of 1250 people. Of them, 17 units with a total number of 980 people - direct subordinates - are managed from one center. Calculate the quantitative coefficient of centralization.

Evaluation criteria

The final marks for the exam consist of the sum of the marks for the completion of all tasks, rounded to a whole number according to the rules of mathematics.

The algorithm for solving each task includes separate stages that differ in complexity, time-consumingness, and importance for solving the task. Therefore, individual tasks and stages of their solution are evaluated separately from each other as follows:

TESTS (20 points)

For each correct test - 2 points.

Task 1 (diagnostic) (10 points)

10 points - Correct answer received. All the key points of the solution are substantiated

9-7 points - The logically correct sequence of solving is given. Some of the key points of the resolution may not be sufficiently substantiated. Mistakes in calculations or conversions that do not affect the correctness of the answer are possible. The received answer must be correct or incomplete.

8-6 points - A logically correct solution sequence is provided. Some of the key points are insufficiently substantiated or not substantiated. 1-2 errors or typos in calculations or transformations are possible, which slightly affect the correctness of further solving. The answer received may be incorrect, or incomplete, or only a part of the task is solved correctly.

5-4 points - In the correct sequence of solving, some steps are omitted. The key points of the solution are not substantiated. Possible errors in calculations or transformations that affect further solving. The answer received is incomplete or incorrect.

3-2 points -There are only a few solving steps in the solving sequence. The key points of the solution are not substantiated. The answer received is incorrect or the task is not completely solved.

0 points - the winner did not start solving the task, or the entries do not meet the above criteria

Tasks 2-3 (heuristic) (10 points, 5 points each)

5 points - the winner solved the problem correctly, is able to explain the method of solving and the content of the applied conceptual apparatus and formulas. He knows how to argue his thoughts.

4 points - the winner shows knowledge of the method of solving the problem and the content of the applied conceptual apparatus and formulas. However, some minor errors were made in the solution.

3 points - the winner shows knowledge of the method of solving the problem and the content of the applied conceptual apparatus and formulas. However, errors made in the solution do not make it possible to draw correct conclusions.

1-2 points - the winner partially solved the problem, but did not manage to justify his answer, made a mistake in using the conceptual apparatus and method of solving the problem.

0 points - the applicant solved the problem incorrectly, showed unsatisfactory knowledge of the conceptual apparatus, or did not answer anything at all.

RECOMMENDED LITERATURE

Main

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