

Ministry of Education and Science of Ukraine  
National Aerospace University named  
"Kharkiv Aviation Institute"

Department of Management and Business Administration (№ 602)

APPROVE

Guarantor of the Educational Program



Andrii DORONIN

(підпис)

(ініціали та прізвище)

«29» August 2025 p.

**SYLLABUS OF COMPULSORY COURSE**

**Communication management**

((name of academic discipline))

**Fields of knowledge:** 07 Management and administration

**Specialty:** 073 Management

**Educational program:** Management

**Level of higher education:**

first (bachelor's)

**The syllabus has been put into effect since**

September 1, 2025

**Kharkiv – 2025.**

Developer: Valentyna Hatylo, Candidate economy of Science, Assoc. Prof.  
(surname and initials, position, degree and title)

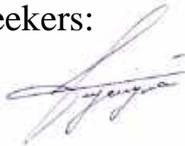


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The syllabus of the academic discipline was considered at the meeting of the Department of Management and Business Administration (№ 602)

Protocol № 1 dated August 29, 2025

Head of the department: \_\_\_\_\_  Candidate economy of Science,  
Assoc. Prof. Valentina Hatylo  
(initials and surname)

Agreed with the representative of the education seekers:  
second (master's) level higher education seeker  Kristyna Gordienko

## 1. General information about the teacher



Valentyna Hatylo, Candidate economy of Science, Assoc. Prof.

He has been teaching at the university since 2006.

Over the past year, he has taught the following subjects:

- Operations Management;
- Supply Chain Management;
- Enterprise Competitiveness Management;
- Logistics;
- Aviation Logistics
- Information Systems and Technologies in Management;
- Communication Management;
- Inventory Management and Warehouse Logistics;
- Economics and Business.

Areas of scientific research: management, human resource management, logistics, corporate image management.

Contact information: v.hatylo@khai.edu

## 2. Description of the academic discipline

Form of education	Full-time
Semester	3
Language of instruction	English
Type of discipline	Compulsory
Scope of discipline: ECTS credits/number of hours	full-time: 4 ECTS credits / 120 hours (classroom hours – 64 hours, of which: lectures – 32, practical classes – 32, independent study – 56 hours).
Types of educational activities	Lectures, practical classes, independent work by the applicant.
Types of control	Ongoing, modular, and final (semester) assessment (exam)
Prerequisites	Mathematics for economists, self-management, organizational theory, introduction to the profession
Co-requisites	Management, marketing
Post-requisites	Business analytics, managing the competitiveness of enterprises, qualification work

### 3. The purpose and tasks of the educational discipline

#### Goal

The aim of teaching the academic discipline “Communicative Management” is to provide higher education students with a system of theoretical knowledge and applied skills for managing communication processes in an organization to ensure its effective functioning and achievement of strategic goals. The discipline is aimed at developing the professional communication competence of managers, their ability to build effective internal and external communication systems, manage information flows, form a positive image of the organization, and establish effective interaction with stakeholders.

#### Task

The main objectives of the discipline are to master the theoretical and methodological foundations of communication process management, identify and overcome communication barriers, and gain a deep understanding of the psychology of business interaction and group dynamics. The discipline involves acquiring practical skills in building an effective system of internal and external communications, mastering the techniques of business correspondence, negotiation, public speaking, and conflict management. A separate set of tasks involves developing the ability to use modern digital communication tools, create a positive image of the organization, and establish constructive dialogue with stakeholders in a global business environment.

3 According to the terms of the educational and professional program of the first (bachelor) level, students of education through this educational component must acquire the following *competencies*:

#### General:

GC4 Ability to apply knowledge in practical situations.

GC8 Skills in using information and communication technologies.

GC9 Ability to learn and acquire modern knowledge.

GC11 Ability to adapt and act in new situations.

GC12 Ability to generate new ideas (creativity).

GC13 Appreciation and respect for diversity and multiculturalism.

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

Special (professional):

GC7 Ability to select and use modern management tools.

GC9 Ability to work in a team and establish interpersonal interaction when solving professional tasks.

#### Special (professional):

SC10 Ability to evaluate the work performed, ensure its quality, and motivate the organization's staff.

SC11 Ability to create and organize effective communication in the management process.

SC16 Ability to maintain a favorable socio-psychological climate in the team, establish effective teamwork, create favorable conditions for training and self-development of the enterprise's staff.

SC19 Ability to organize and conduct business meetings and negotiations with partners and other economic entities, maintain business contacts using modern technical means, means of communication, and information technologies.

As a result of studying the academic discipline, the student must obtain **program results**:

- PR8 – Apply management methods to ensure the effectiveness of the organization.  
PR9 – Demonstrate interpersonal, leadership, and teamwork skills.  
PR19 – Practice the use of modern information and communication technologies in enterprise management.

#### **4. Content of the academic discipline**

##### ***Content module 1. Communication management as a business process***

##### **Topic 1. Basic concepts and tools of communication management.**

The essence, object, subject, and tasks of communication management. The role of communication in modern management. Classification of communication. Communication management tools: verbal, nonverbal, and paralinguistic means. Modern digital tools and channels of information transfer. Communication competence of a manager.

*Practical lesson topic:* Analysis of communication management tools in the activities of a modern manager.

*Independent work of the applicant:* Compile a “portrait” of the communication competencies of a successful manager and analyze your own communication skills (SWOT analysis of personality).

##### **Topic 2. Basic models of communication management.**

The concept of a communication model. The evolution of models: from linear to transactional. Aristotle's model. Shannon-Weaver's model. G. Lasswell's model. Osgood-Schramm's circular model. Features of the application of different models in a business environment. The influence of context on the choice of communication model.

*Practical training topic:* Modeling communication processes in typical management situations.

*Independent work of the applicant:* Conduct a comparative analysis of linear and nonlinear communication models, identify their advantages and disadvantages for solving business tasks.

##### **Topic 3. Means and barriers of communication in management.**

Communication channels: selection criteria and the concept of channel “richness.” Communication noise and interference. Classification of communication barriers: technical, psychological, semantic, organizational, sociocultural. Micro- and macrobarriers. Methods of diagnosis and ways to overcome barriers in interpersonal and organizational communications.

*Practical class topic:* Identification of communication barriers and development of algorithms to overcome them.

*Independent work of the applicant:* Prepare a case study (practical example) of a semantic or organizational barrier and propose an action plan to overcome it.

##### **Topic 4. Communication as the basis of communication.**

Psychological aspects of business communication. Communication styles. Active listening and feedback techniques. Empathy and emotional intelligence in communication. Nonverbal signals: kinesics, proxemics, tacemics. Organizing and conducting business conversations, negotiations, and meetings. Ethics of business communication.

*Practical training topic:* Training in active listening techniques and interpretation of nonverbal behavior.

*Independent work:* Study methods of influence and persuasion in business communication, prepare an essay on “The role of emotional intelligence in negotiations.”

## **Modular control 1**

### **Content module 2. The system of internal and external communications of an organization**

#### **Topic 5. Features of communications management at different levels of the organizational environment.**

Levels of communication: interpersonal, group, organizational. Vertical (ascending and descending) and horizontal communication flows. Formal and informal communication networks. Rumor management. Communication in teams. Features of “manager-subordinate” and “subordinate-manager” communication.

*Practical session topic:* Building and analyzing a communication network for an organizational unit (business game).

*Independent work:* Research the phenomenon of informal communication in an organization and develop recommendations for managing it.

#### **Topic 6. Areas of applied communication management.**

External communications of an organization. Public relations (PR) as a management function. Interaction with the media (Media Relations). Internal PR and HR branding. Crisis communications management. Marketing communications. GR management (interaction with government authorities).

*Practical class topic:* Developing elements of a PR campaign to promote a new product or service.

*Independent work:* Analyze a case study of crisis communication by a well-known company and determine the effectiveness of the tools used.

#### **Topic 7. Organizing effective communication processes in organizations.**

Strategic communication planning. Developing communication policies and strategies for enterprises. Communication audits: objectives and methods. Evaluating the effectiveness of communication management. Creating a unified information space for organizations. The role of corporate media.

*Practical class topic:* Developing a communication plan for implementing change strategies in an organization.

*Independent work:* Create a questionnaire for conducting an internal communications audit at the enterprise.

#### **Topic 8. Communications in international projects.**

Specifics of communications in an international business environment. Intercultural differences and their impact on project interaction (G. Hofstede's model). Managing virtual and multicultural teams. Features of business correspondence and negotiations in international projects. Language barriers and the role of “global English.”

*Practical class topic:* Solving cases of intercultural interaction and communication in international teams.

*Independent work of the applicant:* Prepare a presentation on the peculiarities of business etiquette and communication in one of Ukraine's partner countries (at the student's choice).

## **Modular control 2**

### **5. Individual tasks**

The curriculum provides for the completion of computational and graphic work in the discipline. Computational work is an independent type of task preparation. Individual assignment on the topic “Developing a budget for a social media communication campaign (Instagram/Facebook/TikTok) for a company.” A typical assignment is provided to the student in several options.

### **6. Teaching methods**

The course involves the use of active and interactive teaching methods, such as problem-based learning and mini-lectures, practical classes in an active form, testing, solving situational and practical tasks, case studies, and business games.

The main differences between active and interactive teaching methods and traditional ones are determined not only by teaching methods and techniques, but also by the high efficiency of the learning process, which is manifested in: high motivation of students; consolidation of theoretical knowledge in practice; increased self-awareness of students; the development of the ability to make independent decisions and collective decisions; the development of the ability to integrate socially; the acquisition of conflict resolution skills; the development of the ability to compromise.

Lectures, practical classes, independent work with educational and reference literature, independent completion of tests (for part-time study), consultations. For a number of topics in the lecture material, the use of multimedia equipment in the form of thematic videos is provided, which reveal the essence of individual topics of this discipline.

Knowledge is assessed according to the principles of the credit-modular system and consists of current, modular, and final assessments. The final assessment is based on tests for each content module and the results of the comprehensive test. The modular assessment is based on the results of a comprehensive test.

### **7. Control methods**

Ongoing assessment (theoretical questioning and practical problem solving), modular assessment (testing by course sections), and final (semester) assessment (exam).

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Student knowledge is assessed and tested in the following ways:

1. Student attendance is monitored at each class.
2. Verification and assessment of student knowledge during practical classes.
3. Assessment of the completion of independent work assignments.
4. Conducting current control works (testing, theoretical and situational tasks).
5. Conducting current modular control.
6. Conducting an exam.

The purpose of testing and assessing students' knowledge during practical classes is to check their level of theoretical knowledge on the topic of the practical class and their ability to apply it when solving practical problems. Assessment is carried out on a 100-point scale according to the following criteria:

- 1) the degree of mastery of the theoretical material covered in class and its understanding;
- 2) the degree of ability to acquire the competencies acquired in practical classes;
- 3) the level of study of the main and additional recommended literature, as well as contemporary literature on specific topics of the academic discipline;
- 4) ability to combine theory with practice in solving problems, ability to justify decisions made;
- 5) logic, style, and structure of answers to questions in the student's written work and in oral answers in the classroom;
- 6) the student's ability to justify their position, summarize information, and draw conclusions.

Ongoing assessments (tests, theoretical and situational tasks) are conducted for each topic (sometimes topics may be combined). This makes it possible to continuously assess students' knowledge of theoretical issues in the academic discipline.

### **8. Evaluation criteria and distribution of points awarded to winners**

Components of educational work	Points for one class (task)	Number of classes (tasks)	Total number of points
<b>Content module 1</b>			
Completion and defense of practical assignments	0...3	5	0...15
Modular assessment	0...25	1	0...25
<b>Content module 2</b>			
Completion and defense of practical assignments	0...3	5	0...15
Modular assessment	0...25	1	0...25
Completion and defense of Individual tasks	0...20	1	0...20
<b>In just one semester</b>			<b>0...100</b>

Additional elements of academic work are assessed and taken into account only if the student receives at least 60% of the maximum points for each element included in Content Modules 1 and 2. A student who has passed all modular and continuous assessments (i.e., successfully certified with a final modular grade of 60 points or higher) is considered to have passed the semester control and, with their consent, may be certified using the final modular grade as the semester grade.

A student whose results in modular and continuous assessments are marked as "unsatisfactory" is required to take a semester control (exam). A student is admitted to the semester control only if they have completed all practical assignments and the calculation task.

The semester control may also be taken by students who wish to improve their final modular grade. In this case, the higher of the two results shall be recorded.

#### **Accepted rating scale**

Sum of points for all types of educational activities	Assessment for the exam, course project (work), practice	
	Exam, differentiated graded test	Pass/Fail test
90 – 100	Excellent	Passed Pass/Fail test
75 – 89	Good	
60 – 74	Satisfactory	
0 – 59	Unsatisfactory	Passed

Semester control (exam) is conducted in case of a student's refusal of current testing (modular control) scores and if the student is admitted to the exam. Admission to the exam is based on the completion and defense of the RGR and the completion and defense of practical work (minimum 10 points). During the semester exam, the student has the opportunity to receive a maximum of 100 points.

#### **Criteria for evaluating the applicant's work during the semester**

**Satisfactory (60-74).** Have a minimum of knowledge and skills. Complete and defend all practical work. Be able to independently determine rational supply routes.

**Good (75-89).** Have a solid grasp of the minimum knowledge, complete all tasks. Demonstrate the ability to complete and defend all practical assignments within the time frame specified by the instructor, justifying the decisions and measures proposed in the assignments. Be able to independently determine rational supply routes. Know how to search for cargo for drivers and the stages of cargo coordination.

**Excellent (90-100).** Pass all checkpoints with an “excellent” grade. Thoroughly know all topics and be able to apply the knowledge gained.

### **9. Policy of the educational course**

**Attendance at classes.** Regulation of absences. The interactive nature of the course requires mandatory attendance at practical classes. Students who, under certain circumstances, cannot attend practical classes regularly must agree with the teacher during the week on a schedule for individual work-through of missed classes. Individual missed classes must be worked out at the nearest consultation within a week after their absence. Work-through of classes is carried out orally in the form of an interview on questions specified in the class plan. In some cases, written work-through of missed classes is allowed by completing an individual written assignment.

**Compliance with the requirements of academic integrity** by students during the study of the academic discipline. While studying the academic discipline, students must adhere to generally accepted moral and ethical norms and rules of conduct, and the requirements of academic integrity stipulated by the Regulations on Academic Integrity of the National Aerospace University "Kharkiv Aviation Institute" (<https://khai.edu/assets/files/polozhennya/polozhennya-pro-akademichnu-dobrochesnist.pdf>). It is expected that the works of students will be their original research or reasoning. The absence of references to the sources used, fabrication of sources, plagiarism, interference in the work of other students are, but are not limited

to, examples of possible academic dishonesty. Identifying signs of academic dishonesty in the written work of a student is grounds for its non-enrollment by the teacher, regardless of the extent of plagiarism or deception. In the case of individual independent work, essays containing at least 60% of the original text during plagiarism check are allowed for defense, essays - 70%.

Conflict resolution. The order and procedures for resolving conflicts related to corrupt actions, conflicts of interest, various forms of discrimination, sexual harassment, interpersonal relationships and other situations that may arise during training, as well as the rules of ethical behavior are regulated by the Code of Ethical Behavior at the National Aerospace University "Kharkiv Aviation Institute" (<https://khai.edu.ua/university/normativna-baza/ustanovchi-dokumenti/kodeks-etichnoi-povedinki/>).

## 10. Methodological support and information resources

The discipline page is located at the following link: <https://mentor.khai.edu/course/view.php?id=8714>

## 11. Recommended Books

### Core Reading (Basic)

1. Panchenko, S. V., Dykan, O. V., Hromova, O. V., & Sementsova, O. V. (2024). *Communicative Management* [Electronic resource]: study guide. Kharkiv: Ukrainian State University of Railway Transport. — 184 p.
2. Sedikova, I. O., Korsikova, N. M., Korenman, Ye. M. et al. (2024). *Management: Theory, Practice and the Art of Administration* [Text]: study guide. Odesa: Odesa National University of Technology. — 452 p.
3. Zaushnikova, M. Yu., Kalenychenko, R. A., & Kokhanets, A. S. (2024). *Business Negotiations and Mediation: Psychological Aspect* [Electronic resource]: study guide. Irpin: State Tax University. — 196 p.
4. Kisil, Z. R., & Shvets, D. V. (2023). *Management Psychology* [Electronic resource]: study guide in diagrams, tables, and comments. Odesa: Odesa State University of Internal Affairs. — 208 p.
5. Bakalenko, Olena A. (2020). *Management Psychology* [Electronic resource]: study guide. Kharkiv: Kharkiv National University of Radio Electronics (NURE). — 120 p.

### Supplementary Reading (Additional)

1. Hrabovska, L. M. (2020). *International Communications in Management*. Kyiv: Publishing House "KM Academy". — 208 p.
2. Kyrychenko, S. O., & Tsviakh, P. V. (2020). Problems of communication formation at the enterprise. *Agrosvit*, (12), 79–86. URL: [http://www.agrosvit.info/pdf/12\\_2020/13.pdf](http://www.agrosvit.info/pdf/12_2020/13.pdf)
3. Lysenko, M. Yu. (2019). *Communications in Management*: textbook. Kyiv: Kondor. — 304 p.
4. Metil, T. K. (2020). The concept and significance of information and communication management of the organization in modern conditions. *The 1st International scientific and practical conference «Topical aspects of modern science and practice»* (September 21-24, 2020). Frankfurt am Main, Germany. — No. 1, pp. 166–172.
5. Havkhalova, N. L., & Hryshyna, V. V. (2021). *Organizational and communication support – the basis of management efficiency of enterprise personnel*:

monograph. Kharkiv: Simon Kuznets Kharkiv National University of Economics. — 191 p. URL: <http://repository.hneu.edu.ua/handle/123456789/28180>

### Online Resources

1. Management.com.ua — Internet portal for managers: <https://www.management.com.ua>
2. YouControl — Online system for business analytics: <https://youcontrol.com.ua>
3. Center for International Private Enterprise: <https://www.cipe.org>
4. European Business Association (EBA): <https://eba.com.ua/about-us/>
5. Ukrainian Chamber of Commerce and Industry: <https://ucci.org.ua/about>
6. Kyiv Chamber of Commerce and Industry: <https://kiev-chamber.org.ua/uk/133/>
7. Academic Repositories (Google Scholar, ResearchGate) for searching current scientific research and publications.
8. National Platform for Small and Medium Business: <https://platforma-msb.org>
9. International Organization for Standardization (ISO): <https://www.iso.org>
10. Prometheus — Online learning platform: <https://prometheus.org.ua>
11. Journal of Economic Reforms — Official page of the professional scientific and production journal: <http://nti.khai.edu/ojs/index.php/cher/index>