MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL AVIATION UNIVERSITY
Faculty of Transport, Management and Logistics
Management of Foreign Economic Activity of Enterprises Department

AGREED
Dean of Faculty of
Transport, Management and Logistics

_____ Tetyana MOSTENSKA
«___»_____2024

APPROVED
Vice-Rector for Academics

_____ Anatolii POLUKHIN
«___»_____2024

Quality Management System

COURSE TRAINING PROGRAM
on
"Communication Management"

Educational Professional Programs: "Management of Foreign Economic Activity"
"Logistics"
"Aviation Logistics"
"Management of Airlines and Airports"

Field of study: 07 "Management and Administration"
Specialty: 073 "Management"

Form of study	Semester	Total (hours / ECTS credits)	Lectures	Practicals	Self-study	HW/ CGP/C	TP/CPr	Form of semester control
Full-time	6	105/3.5	34	17	54	1 HW – 6 s.	-	Examination – 6 s.
Extremual	6,7	105/3.5	8	4	93	1 HW – 7 s.		Examination – 7 s.

Index CB-7-073-2/21-2.1.19; CB-7-073-5/21-2.1.19; CB-7-073-3/21-2.1.19; CB-7-073-4/21-2.1.19
Index CB-7-073-2 pt/23-fs- 2.1.19

QMS NAU CTP 19.06-01-2024

The Course Training Program on "Communication Management" is developed on the basis of the Educational Professional Programs "Management of Foreign Economic Activity", "Logistics", "Aviation Logistics", "Management of Airlines and Airports", Bachelor Curriculums № CB-7-073-2/21, №CB-7-073-5/21, №CB-7-073-3/21, №CB-7-073-4/21, CB-7-073-2 pt/23-fs- 2.1.19 and Bachelor Extended Curriculums № ECB-7-073-2/23, № ECB-7-073-5/23, № ECB-7-073-3/23, № ECB-7-073-4/23, ECB-7-073-2 pt/23-fs for the Specialty 073 "Management", and corresponding normative documents.

Developed by:

Professor of the Management of Foreign Economic
Activity of Enterprises Department _____ Kateryna RAZUMOVA

The Course Training Program was discussed and approved by the Graduate Department for Educational Professional Programs "Management of Foreign Economic Activity", "Management of Airlines and Airports" Specialty 073 "Management" – Management of Foreign Economic Activity of Enterprises Department, Minutes № _____of "_____" _____2023.

Guarantor of the Educational Professional Program
"Management of Foreign Economic Activity"_____ Anna OREL

Guarantor of the Educational Professional Program
"Management of Airlines and Airports"_____ Larysa LYTVYNENKO

Head of the Department   _____ Oksana KYRYLENKO

The Course Training Program was discussed and approved by the Graduate Department for Educational Professional Programs "Logistics", "Aviation Logistics" Specialty 073 "Management" – Department of Logistics, Minutes № _____of "_____" _____2023.

Guarantor of the Educational and Professional Program"
Logistics" _____Volodymyr MARCHUK

Guarantor of the Educational and Professional Program "Aviation
Logistics"_____Oksana POZNIAK

Head of Graduate Logistics Department_____Svitlana SMERYCHVSKA

Vice Rector on International
Collaboration and Education

_____ Zarubinska I.
«___»_____2024.

Document level – 3b
The Planned term between revisions – 1 year
Master copy

CONTENTS

INTRODUCTION

The Course Training Program (CTP) on "Communication Management" is developed based on the "Methodical guidelines for the development and design of the course training program of the subject of full-time and part-time study", approved by the order of the rector № 249/од. of 29.04.2021 and corresponding regulatory documents.

1. EXPLANATORY NOTES

1.1. Place, objectives, tasks of the subject

The subject is a theoretical and practical basis for a set of knowledge and skills that form the profile of a specialist in the communication management.

The purpose of teaching the subject is formation in students a holistic view of the essence of communicative management as a universal activity for the study, design, formation and development of communication systems (organization, project, brand, personality), the concept of change management through communication models, tools, technologies, methodologies and methods of conducting research in the field of communications management.

The tasks of studying the subject are:
- mastering the methods of information interaction management in various areas of subject activity;
- learning of the main tasks, functions and methods of communicative management;
- mastering the methods of organizing communication research;
- research of mechanisms of realization of communicative policy of the organization.

1.2. Learning outcomes the subject makes it possible to achieve:

As a result of mastering the "Communication Management " discipline, students should have the following learning outcomes:

For EPP «Management of Foreign Economic Activity»:

PLO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts leadership.

PLO 4. Demonstrate problem and solving skills and justification of management decisions.

PLO 6. To reveal the skills of searching, collecting and analysis of information, calculation of indicators for justification of management decisions.

PLO 11. Demonstrate situational analysis skills and implementation of communication in various spheres of activity organizations.

For EPP «Logistics»:

PLO 7. Organize and implement effective communication within the team, with representatives of various professional groups and international context.

PLO 12. Be able to delegate authority and management of the organization (unit).

PLO 13. Be able to plan and implement informational, methodical, material, financial and personnel support of the organization (unit).

For EPP «Aviation Logistics»:

PLO 6. To demonstrate the skills of searching, collecting and analysis of information, calculation of indicators for justification of management decisions.

PLO 9. Demonstrate interaction skills, leadership, teamwork.

PLO 11. To demonstrate situation analysis skills and implementation of communication in various spheres of activity organizations.

For EPP «Management of Airlines and Airports»:

PLO 11. Demonstrate situational analysis skills and implementation of communication in various spheres of activity organizations.

PLO 18. Apply business communications for support interactions of airlines and airports with their internal and external environment.

1.3. Competences the subject makes it possible to acquire:

As a result of mastering the "Communication Management " discipline, students should have the following competencies:

For EPP «Management of Foreign Economic Activity»:

IC 1.The ability to solve complex specialized problems and practical problems that are characterized by complexity and uncertainty of conditions, in the field of management or in the process training involving the application of theories and methods social and behavioral sciences.

GC 11. Ability to adapt and act in a new situation.

GC 12. The ability to generate new ideas (creativity)

GC 18. Ability to communicate effectively and to presentation of complex information in a concise form orally and in writing, using information and communication tools technologies and related technical terms.

PC 11. Ability to create and organize effective communication in the management process.

PC 12. Ability to analyze and structure problems organizations, form informed decisions.

For EPP «Management of Airlines and Airports»:

IC 1. The ability to solve complex specialized problems and practical problems that are characterized by complexity and uncertainty of conditions, in the field of management or in the process training involving the application of theories and methods social and behavioral sciences.

GC 18. Ability to communicate effectively and to presentation of complex information in a concise manner form orally and in writing, using information and communication technologies and the appropriate categorical apparatus.

GC 19. Adherence to ethical principles as a matter of view professional integrity, as well as from the point of view of understanding the possible the impact of achievements in airline management and airports to the social sphere.

PC 11. Ability to create and organize effective communication in the management process.

PC 29. The ability to search from different information sources, use this information for decision-making and develop their alternative options on based on the use of information systems and computer technologies.

For EPP «Logistics»:

IC 1. Ability to solve complex specialized problems tasks and practical problems that are characterized complexity and uncertainty of conditions in the field management and logistics or in the process of training, which involves the application of theories and methods social and behavioral sciences.

GC 6. Ability to generate new ideas (creativity).

GC 7. Ability to abstract thinking, analysis and synthesis.

PC 1. Ability to define and describe characteristics of the organization.

PC 2. Ability to analyze performance results organizations, compare them with influencing factors external and internal environment.

For EPP «Aviation Logistics»:

IC 1. The ability to solve complex specialized problems tasks and practical problems that are characterized complexity and uncertainty of conditions in the field management and logistics or in the process of training, which involves the application of theories and methods social and behavioral sciences.

IC 2. Operational and tactical logistics management business processes of airlines, organization

comprehensive logistics service of consumers of aviation industry products, organization operational logistics activities in the field of civil aviation.

GC 18. Ability to carry out communication activity and business communication: public speaking, negotiations, meetings, business correspondence, electronic communications, etc.

GC 19. The ability to work in a team and a team, willingness to cooperate with colleagues and information exchange in aviation chains supply and logistics aviation networks.

PC 11. Ability to create and organize effective communications in the management process.

PC 12. Ability to analyze and structure problems of the organization, form reasonable ones decision.

1.4. Interdisciplinary connections

The subject "Communication Management" is based on the knowledge of such subjects as: "Basics of Management", "Management", "Personnel Management" and is the basis for studying such subjects as: "Management Consulting", "Strategic Management", and others.

2. COURSE TRAINING PROGRAM ON THE SUBJECT

2.1. The subject content

Training material is structured according to the module principle and consists of **two educational modules:**

−**Module № 1 "Theoretical and methodological principles of communication management",**
−**Module № 2 "Prospects of communication management",**

that are logically complete, relatively independent, holistic part of the subject, learning of which provides module test and analysis of its performance.

2.2. Modular structuring and integrated requirements for each module

Module №1 "Theoretical and methodological principles of communication management"

Integrated requirements to the module № 1: work in a team and establish interpersonal interaction in solving professional problems; search with various information sources and computer technologies, use the whole set of information to develop alternatives and make decisions; determine the level of efficiency of the communication process at the enterprise; apply methods of disseminating information about the activities of organizations; analyze and structure the problems of the organization; manage conflict situations in the team; to organize practical work on the management of communication processes in the system of state authorities and local governments; to analyze the communicative management system.

Topic 1. The essence and concept of information and communication in management.

The concept of information, its essence and significance in the management process. Classification of information used in management. Information requirements. Features of the use of information at the upper, middle, lower levels of management.

Topic 2. Communication channels, means and barriers.

Formal and informal communications. The main tasks and shortcomings of formal communication. Horizontal communications. Diagonal communications. Types of communication chains used in informal communications.
.

Topic 3. Ensuring effective communications.

The main elements of effective communication: source, message, audience, communication channels. Methods of improving interpersonal communication. Improving organizational communications. Communication process planning. Development of a communication plan. Situational factors influencing the dissemination of information about the functioning and achievements of the organization. Communication goals. Audience. Analysis of the management situation. The sender of the message. Choice of means of transmission of the message. Creating a message.

.

Topic 4. Development of technical base of communications.

Groups of technical means of control: simple devices and tools, organizational equipment, computers. Creation of automated workplaces (CAW) of the head of the enterprise and various categories of specialists.

Module № 2. "Prospects of communication management".

Integrated requirements to the module № 2: create and organize effective communications in the management process; plan, organize and implement the communication policy of the enterprise; identify trends in the development of communicative processes in modern organizations; develop personal and organizational brand, corporate image, use image models of communication; assess the need to update communication mechanisms in specific situations, understand the content and importance of communications as an integral part of administrative activities; use communication mechanisms to facilitate the implementation of administrative initiatives both at the stage of development and at the stage of implementation of management decisions.

Topic 1. Communication management and business communications.

Business environment of organization and integration of business communications. Relations with partners, clients, competitors, investors, market infrastructure operators, consultants, authorities, media.

Key efficiency indicators (KEI) are indicators of a manager's communication performance.

Communication management and administration of integrated marketing communications, brand communications, advertising communications, PR communications.

.

Topic 2. Communication management and reputational communications.

Reputation as a key component of the image of a modern organization. The value of reputation for public organizations and communications.

Communication and conflict management. The essence of conflict communication. Conflict classifications. Functional and dysfunctional conflicts in the organization. Stages of conflict development. Conflict management methods. Consequences of conflicts and reputation of the organization.

.

Topic 3. Manager as a subject of management in the information and communication process.

Information role of the manager in information exchange. The subject, tools and product of the information manager.

Selection, evaluation and placement of information specialists in the organization. The main activities of the information manager: study and analysis of information needs of the organization, monitoring of information flows, organization of informing employees of the organization, preparation of information for management decisions.

.

Topic 4. Prospects of communication management in the information society.

Problems of modernization of interaction between society and the state, theoretical and applied development of e-government programs in the modern world - "Bund Online 2005" (Germany), "e-Govemment" (UK), "Federal Enterprise" (USA) and others. Possibilities of new principles of interaction.

.

2.3. Training schedule of the subject

№	Topic (thematic section)	Total, hours							
		Full-time				Extramural			
		Total	Lectures	Practicals	Self-study	Total	Lectures	Practicals	Self-study
1	2	3	4	5	6	7	8	9	10
	6 semester								
Module №1 Module № 1 "Theoretical and methodological principles of communication management"									
1.1.	The essence and concept of information and communication in management.	12	2 2 2	2	4	7	2	-	5
1.2.	Communication channels, means and barriers.	14	2 2 2	2	6	7	2	-	5
1.3.	Ensuring effective communications.	12	2 2	2	6	5	-	-	5
1.4.	Development of technical base of communications	6	-	2	4	5	-	-	5
1.5.	Module test № 1	3	2	-	1	-	-	-	-
	Total for the module № 1	**47**	**18**	**8**	**21**	**24**	**4**	**-**	**20**
Module № 2 "Prospects of communication management"									
		6 semester				**7 semester**			
2.1.	Communication management and business communications.	12	2 2	2	6	22	2	2	18
2.2.	Communication management and reputational communications.	12	2 2	2	6	19	-	1	18
2.3.	Manager as a subject of management in the information and communication process.	12	2 2	2	6	17	2	-	15
2.4.	Prospects of communication management in the information society.	12	2 2	2	6	18	-	-	18
2.5.	Performing homework and control work (extramural)	8	-	-	8	-	-	-	-
2.6.	Final semester control work	-	-	-	-	5	-	1	4
2.7.	Module test № 2	2	-	1	1	-	-	-	-
	Total for the module № 2	**58**	**16**	**9**	**33**	**81**	**4**	**4**	**73**
Total for 6 semester		**105**	**34**	**17**	**54**	**24**	**4**	**-**	**20**
Total for 7 semester		**-**	**-**	**-**	**-**	**81**	**4**	**4**	**73**
Total for the subject		**105**	**34**	**17**	**54**	**105**	**8**	**4**	**93**

2.4. Homework and home control work (extramural form of study)

Homework and home control work (extramural form of study) is performed in the fourth semester, in accordance with the approved methodical guidelines, in order to consolidate and deepen the theoretical knowledge and skills of the student in the studying the subject.

Homework and home control work (extramural form of study) is performed by the student individually in accordance with the topics offered by the teachers of the department. The time required to complete homework is 8 hours.

2.5. Questions list for the examination

The list of questions and content of tasks for preparation for the examination are developed by the leading teachers of the department in accordance with the course training program, approved at the meeting of the department and distributed among students.

3. BASIC CONSEPTS OF GUIDANCE ON THE SUBJECT

3.1. Teaching methods

It is recommended to use the following teaching methods during mastering the subject:
- explanatory and illustrative method;
- method of problem presentation;
- reproductive method;
- research method.

The implementation of these methods are carried out during lectures, practicals, independent problem solving, work with educational literature, etc.

3.2. List of references

Basic literature

3.2.1. Robbins S.P., DeCenzo D.A., Coulter M. Fundamentals of management: essential concepts and applications. 11th edition. London: Pearson, 2019. 560 p.

3.2.2. Cohen S. Management Fundamentals / Steven Cohen ,William B. Eimicke. Columbia University Press. 2020. 224 p.

3.2.3. Daft R.L. Management. 14th edition. Boston: Cengage Learning, 2021. 784 p.

Additional literature

3.2.4. Baldwin J.P. The Evolution of the Airline Industry: Regulation, Events and Influencing Factors. Washington: Kindle Direct Publishing, 2019. 209 p.

3.2.5. Rossiter T. Management Basics in easy steps. Kindle Scribe. 2019. 291 p.

3.2.6. Морган Д. Лідер майбутнього. 9 навичок та ідей, що зроблять вас успішними в наступні 10 років. К.: Vivat. 2022. 320с.

3.3. Internet information resources

3.3.1. Кейси з дисципліни комунікації в менеджменті – [Електронний ресурс]. Режим доступу: http://forbes.net.ua/opinions.

3.3.2. Кейси з дисципліни комунікації в бізнесі – [Електронний ресурс]. Режим доступу: http://forbes.net.ua/opinions.

3.3.3. Інтернет-портал для управлінців. – Режим доступу : www.management.com.ua.

4. RATING SYSTEM OF KNOWLEDGE AND SKILLS ASSESSMENT

4.1. Grading of different kinds of academic activities performed by a student and obtained knowledge and skills are realized in values in line with Table 4.1.

Table 4.1

Kind of Academic Work	Maximum Grade Values	
	Full-time	Extramural
	Module № 1	
	6 semester	

Kind of academic work	Grade values	
Carrying out case studies on practicals	5 points × 6 = 30	-
Carrying out test tasks	10 points × 1 = 10	-
For admission to complete module test № 1, a student must receive not less than	*24 points*	-
Carrying out Module Test № 1	10	-
Total by the Module № 1	**50**	**-**
Kind of Academic Work	**Module № 2**	
	6 semester	**7 semester**
Kind of academic work	Grade values	
Carrying out case studies on practicals	5 points × 7 = 35	10 points × 2 = 20
Carrying out test tasks	5 points x 1 = 5	10 points × 2 = 20
Carrying out the Homework and Control work (extramural form of study)	-	30
For admission to complete module test № 2, a student must receive not less than	*24 points*	-
Carrying out Module Test № 2	10	-
Total by the Module № 2	**50**	**70**
Final control work	**-**	**30**
Total by the subject	**100**	**100**

4.2. The completed curricular activity is accounted enrolled student if the student received for them a positive rating.

4.3. The sum of grades received by the student for certain types of completed educational work is the Current Module Grade, which is entered into the Module Register.

4.4. Total Semester Grade equals to the sum of the Semester Module Grade and the Examination Grade, which is transferred in grades of National Scale and ECTS grades.

4.5. The Total Semester Grade is entered into the Examination Register, educational cards and into a student's record book in values, National Scale grades, and ECTS Scale grades, for example: *92/Excellent/A*, *87/Good/B*, *79/Good/C*, *68/Sat./D*, *65/Sat./E*, etc.

4.6. The Total Grade is equaled the Total Semester Grade. The Total Semester Grade is entered into the Diploma Supplement.

Appendix 1

Correspondence of scores in points to scores on a national scale

(recommended values)

Score in points												Assessment on a national scale
3	4	5	6	7	8	9	10	11	13	14	15	
3	4	5	6	7	8	9	9-10	10-11	12-13	13-14	14-15	Perfectly
2.5	3	4	5	6	6-7	7-8	8	9	10-11	11-12	12-13	Fine
2	2.5	3	4	4-5	5	6	6-7	7-8	8-9	9-10	9-11	Satisfactorily

Score in points												Assessment on a national scale
16	17	18	19	20	21	22	23	24	25	26	27	
15-16	16-17	17-18	17-19	18-20	19-21	20-22	21-23	22-24	23-25	24-26	25-27	Perfectly
12-14	13-15	14-16	15-16	15-17	16-18	17-19	18-20	18-21	19-22	20-23	20-24	Fine
10-11	10-12	11-13	12-14	12-14	13-15	13-16	14-17	15-17	15-18	16-19	16-19	Satisfactorily

Score in points												Assessment on a national scale
28	29	30	31	32	33	34	35	36	37	38	39	
26-28	26-29	27-30	28-31	29-32	30-33	31-34	32-35	33-36	34-37	34-38	35-39	Perfectly
21-25	22-25	23-26	23-27	24-28	25-29	26-30	27-31	27-32	28-33	29-33	29-34	Fine
17-20	18-21	18-22	19-22	19-23	20-24	20-25	21-26	22-26	22-27	23-28	24-28	Satisfactorily

Score in points												Assessment on a national scale
40	41	42	43	44	45	46	47	48	49	50	51	
36-40	37-41	38-42	39-43	40-44	41-45	42-46	43-47	43-48	44-49	45-50	46-51	Perfectly
30-35	31-36	32-37	32-38	33-39	34-40	35-41	35-42	36-42	37-43	38-44	38-45	Fine
24-29	25-30	25-31	26-31	27-32	27-33	28-34	28-34	29-35	30-36	30-37	31-37	Satisfactorily

Score in points												Assessment on a national scale
52	53	54	55	56	57	58	59	60	61	62	63	
47-52	48-53	49-54	50-55	51-56	51-57	52-58	53-59	54-60	55-61	56-62	57-63	Perfectly
39-46	40-47	41-48	41-49	42-50	43-50	44-51	44-52	45-53	46-54	47-55	47-56	Fine
31-38	32-39	32-40	33-40	34-41	34-42	35-43	36-43	36-44	37-45	37-46	38-46	Satisfactorily

Score in points												Assessment on a national scale
64	65	66	67	68	69	70	71	72	73	74	75	
58-64	59-65	60-66	60-67	61-68	62-69	63-70	64-71	65-72	66-73	67-74	68-75	Perfectly
48-57	49-58	50-59	50-59	51-60	52-61	53-62	53-63	54-64	55-65	56-66	56-67	Fine
38-47	39-48	40-49	40-49	41-50	41-51	42-52	43-52	43-53	44-54	44-55	45-55	Satisfactorily
Score in points												Assessment on a national scale
76	77	78	79	80	81	82	83	84	85	86	87	
68-76	69-77	70-78	71-79	72-80	73-81	74-82	75-83	76-84	77-85	77-86	78-87	Perfectly
57-67	58-68	59-69	59-70	60-71	61-72	62-73	62-74	63-75	64-76	65-76	65-77	Fine
46-56	46-57	47-58	47-58	48-59	49-60	49-61	50-61	50-62	51-63	52-64	52-64	Satisfactorily

Appendix 2

Correspondence of the Total Semester Grade in points to the assessment on the national scale and the ECTS scale

Score in points	Assessment on the national scale	Assessment on the ECTS scale	
		Rating	Explanation
90-100	Perfectly	A	**Perfectly** (excellent performance with only minor number of errors)
82-89	Fine	B	**Very good** (above average with a few errors)
75-81		C	**Fine** (generally correct performance with a certain number of significant errors)
67-74	Satisfactorily	D	**Satisfactorily** (not bad, but with a significant number of errors)
60-66		E	**Enough** (performance meets minimum criteria)
35-59	Unsatisfactorily	FX	**Unsatisfactorily** (with the possibility of reassembly)
1-34		F	**Unsatisfactorily** (with a mandatory repeat course)

(Ф 03.02–01)

АРКУШ ПОШИРЕННЯ ДОКУМЕНТА

№ прим.	Куди передано (підрозділ)	Дата видачі	П.І.Б. отримувача	Підпис отримувача	Примітки

(Ф 03.02–02)

АРКУШ ОЗНАЙОМЛЕННЯ З ДОКУМЕНТОМ

№ пор.	Прізвище ім'я по-батькові	Підпис ознайомленої особи	Дата ознайомлення	Примітки

(Ф 03.02–04)

АРКУШ РЕЄСТРАЦІЇ РЕВІЗІЇ

№ пор.	Прізвище ім'я по-батькові	Дата ревізії	Підпис	Висновок щодо адекватності

(Ф 03.02–03)

АРКУШ ОБЛІКУ ЗМІН

№ зміни	№ листа (сторінки)				Підпис особи, яка внесла зміну	Дата внесення зміни	Дата введення зміни
	Зміненого	Заміненого	Нового	Анульованого			

(Ф 03.02–32)

УЗГОДЖЕННЯ ЗМІН

	Підпис	Ініціали, прізвище	Посада	Дата
Розробник				
Узгоджено				
Узгоджено				
Узгоджено				