

## Leadership

### COURSE SYLLABUS

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

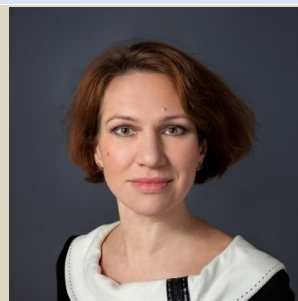
### LECTURERS

**Olha Yatsenko**, [Olha.Yatsenko@khpi.edu.ua](mailto:Olha.Yatsenko@khpi.edu.ua)



PhD in Pedagogic Sciences, Associate Professor, Department of Management and Taxation, NTU "KhPI". Experience is 13 years. Authored and co-authored over 40 scientific and methodological publications. Senior lecturer of courses "Organizational behavior", "Management fundamentals", "Management 4 (Self-Management)".

**Oksana Makovoz**, [oksana.makovoz@khpi.edu.ua](mailto:oksana.makovoz@khpi.edu.ua)



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

<b>Summary</b>	The course is aimed at learning approaches to understanding the psychological foundations of leadership, practical skills of leadership behavior of professional activity, making adequate management decisions
<b>Course objectives</b>	Formation of a complex of theoretical knowledge and their practical application on the issues of leadership theories, leadership psychology, theories of personality development, knowledge on the structure of charismatic leadership, theoretical approaches and methodologies for the study of leadership potential of managers; development of students "ability to critical thinking, teamwork and communications
<b>Types of classes and control</b>	Lectures, workshops, consultations. The course ends with a final test.
<b>Term</b>	6

<b>Student workload (credits) / Type of course</b>	5 / Elective	<b>Lectures (hours)</b>	24	<b>Workshops (hours)</b>	24	<b>Self-study (hours)</b>	102
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<b>Program competences</b>	<p>GC04. The ability to apply knowledge in practical situations.</p> <p>SC01. The ability to identify and describe the characteristics of organizations.</p> <p>SC05. The ability to manage the organization and its units through the management functions realization</p> <p>SC07. The ability to choose and to use modern tools of management.</p> <p>SC11. The ability to create and manage effective communication in the process of management.</p> <p>SC15. The ability to form and demonstrate leadership and behavioral skills.</p> <p>SC1.1. Ability to collect and process primary accounting and management information; understand and be able to apply accounting and auditing systems</p> <p>SC1.2. Ability to formulate the main tasks associated with the implementation of risk management in the organization</p>
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Learning outcomes	Teaching and learning methods	Forms of assessment (continuous assessment CAS, final assessment FAS)
LO 02. To keep moral, cultural, scientific values and to increase achievements of society, to use different types and forms of effective activity for maintaining a healthy lifestyle.	Interactive lectures with presentations, discussions, practical lessons, teamwork, game method, project training, essay writing	Assessment of knowledge in practical classes, online tests, the final online test
LO 03. To demonstrate knowledge of theories, methods, and functions of management, modern concepts of leadership.	Interactive lectures with presentations, discussions, practical lessons, teamwork, game method, essay writing	Assessment of knowledge in practical classes, online tests, the final online test
LO 04. To show skills of identification of problems and justification of management decisions.	Discussions, practical lessons, teamwork, game method, method of feedback from students	Written essay, assessment of knowledge in practical classes, online tests, final online test
LO 07. To show skills of organizational planning.	Practical lessons, teamwork, brainstorming, game method.	Assessment of knowledge in practical classes, online tests, the final online test
LO 11. To demonstrate the skills of analyzing the situation and communicating in various areas of the organization's activities.	Discussions, practical classes, project training, individual and teamwork, essay writing	Written essay, assessment of knowledge in practical classes, online tests, final online test
LO 12. To evaluate the legal, social, and economic implications of an organization's functioning.	Interactive lectures with presentations, discussions, practical classes, teamwork.	Written essay, assessment of knowledge in practical classes, online tests, final online test
LO 13. To communicate in an oral and written form in the state and foreign languages.	Discussions, practical lessons, teamwork, game method, method of feedback from students	Written essay, assessment of knowledge in practical classes, online tests, final online test
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, brainstorming, game method.	Assessment of knowledge in practical classes, online tests, the final online test
LO 17. To conduct research individually and/or in a group under the leadership of the leader.	Practical lessons, teamwork, brainstorming, game method.	Assessment of knowledge in practical classes, online tests, the final online test

#### ASSESSMENT AND GRADING

Ranges of points corresp	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 test (40%) and current evaluation (60%). 40% test: answer to ticket question.
	90-100	A	excellent		

<b>Grading to grades</b>	82-89	B	good	<b>60% current evaluation:</b> <ul style="list-style-type: none"> <li>• 20% evaluation of tasks in practical classes (including reporting on field research and situational tasks);</li> <li>• 20% written task (project);</li> <li>• 20% intermediate control (2 online tests)</li> </ul>
	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

<b>Lecture 1</b>	Theoretical Aspects of Leadership in the Modern Management Paradigm	<b>Workshop 1</b>	Discussion "Modern leader. Who is he? "	<b>S e l f - s t u d y</b>	Writing essays "New Leadership Standards"
<b>Lecture 2</b>	Styles and typology of leadership	<b>Workshop 2</b>	Registration of "I-concept"		Justification of leadership styles
<b>Lecture 3</b>	Charismatic Leadership	<b>Workshop 3</b>	Defining the personal style of business leadership by Adizes's methodology.		Writing essays "Charismatic leader. Who is he? "
<b>Lecture 4</b>	Emotional Leadership Styles	<b>Workshop 4</b>	The essence of the concept of centric leadership (S.Kovy)		Analysis of D. Goulman's theory of leadership
<b>Lecture 5-6</b>	Leadership Ethics	<b>Workshop 5-6</b>	Discussion "Is Ethics in Business Possible"? Consideration of management situations		Problems of informal leaders.
<b>Lecture 7-8</b>	Communication skills of the leader. The art of persuasion.	<b>Workshop 7-8</b>	Business game "One day from the life of the manager"		Analysis of the modern market of team building services in Ukraine
<b>Lecture 9-10</b>	Work as a leader with a team	<b>Workshop 9-10</b>	Teamwork Methods		Analysis of modern methods of diagnostics of leadership potential.
<b>Lecture 11-12</b>	Methods of research and development of leadership potential of managers	<b>Workshop 11-12</b>	Training "Determination and development of personal leadership potential"		Final online test.

### RECOMMENDED READING

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1. Anderson, V., Caldwell, C., Barfuss, B. (2019). Love: The Heart of Leadership. The Moral Obligation of Leaders. Graziadio Business Review, 22(2).
2. Bartz, D. E., Karnes, C. (2018). Leaders Accomplishing Results. International Journal of Education and Human Developments, 4(2), 1-8.
3. DePree, M. (2004). Leadership is an Art. New York: Crown Publishing.
4. Goleman, D., (2005). Emotional Intelligence: Why It Can Matter More than IQ. New York: Bantam Books.
5. Haskins, G., Thomas, M., Johri, L. (2018). Kindness in Leadership. Routledge.
6. Kouzes, J. M., Posner, B. Z. (2017). The Leadership Challenge: How to Get Extraordinary Things Done in Organizations (6th Ed.). San Francisco, CA: Jossey-Bass.
7. Pava, M. (2003). Leading with Meaning: Using Covenantal Leadership to Build a Better Organization. New York : St. Martin’s Press.
8. Schein, E. H., Schein, P. A. (2018). Humble leadership: The power of relationships, openness, and trust. Berrett-Koehler Publishers.
9. Szalek, G., Caldwell, C. (2020). Organizational Revolutionaries in a Transformative World. Corporate Social Responsibility and University Governance. New York : Springer Nature.

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1. Сергеева, Л. М., Кондратьева, В. П., Хромей, М. Я. (2015). Лідерство.
2. Романовський, О. Г., Гура, Т. В., Книш, А. Є., Бондаренко, В. В. (2017). Теорія і практика формування лідера.
3. Ходаківський, Є. І., Богоявленська, Ю. В., Грабар, Т. П. (2011). Психологія управління.
4. Васянович, Г. П. (2012). Основи психології.
5. Варій, М. Й. (2009). Загальна психологія.

**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 Leadership course program.