



## Syllabus Course Program



# Leadership

**Specialty**

073 – Management

**Educational program**

Business administration

**Level of education**

Bachelor's level

**Semester**

6

**Institute**

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

**Department**

Management (204)

**Course type**

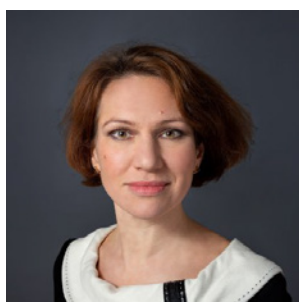
Elective

**Language of instruction**

English

---

## Lecturers and course developers

**Oksana Makovoz**

[oksana.makovoz@khpi.edu.ua](mailto:oksana.makovoz@khpi.edu.ua)

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 aimed at learning approaches to understanding the psychological foundations of leadership, practical skills of leadership behavior of professional activity, making adequate management decisions

**Course objectives and goals**

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

**Format of classes**

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

**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.

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

SC06. The ability to act in a socially responsible and conscientious manner.

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.  
SSC1.1. Understanding of modern concepts of leadership and business communications

### **Learning outcomes**

LO 03. To demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.  
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 14. To identify the causes of stress, to adapt oneself and the team members to a stressful situation, to find means to its neutralization.  
LO 16. To demonstrate skills of independent work, flexible thinking, openness to new knowledge, to be critical and self-critical.  
LO1.1. To possess the skills of negotiating with business partners

### **Student workload**

The total volume of the course is 90 hours (3 ECTS credits): lectures - 12 hours, workshops - 24 hours, self-study - 54 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".

### **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 Leadership in the modern management paradigm.**

Essence and emergence of leadership.

**Topic 2. Styles and typology of leadership.**

The types of leadership are autocratic, bureaucratic, transactional, democratic, laissez-faire, charismatic, transformational, and servant.

**Topic 3. Charismatic leadership.**

The form of professional guidance or management built on a foundation of strong communication skills, persuasiveness, and maybe even a little bit of charm to help them get the most out of everyone that works for them.

**Topic 4. Emotional Leadership Styles.**

Four of these styles (Visionary, Coaching, Affiliative, and Democratic) promote harmony and positive outcomes. However, the other two (Commanding and Pacesetter) may create tension and you should only use them in specific circumstances.

**Topic 5. Leadership ethics.**

The actions and behaviour of leaders and the personality and character of leaders.

**Topic 6. Communication skills of the leader. The art of persuasion.**

Respond effectively to questions and challenges, and engage in the interactions that occur throughout the work day.

## Topics of the workshops

**Topic 1-2. Theoretical aspects of Leadership in the modern management paradigm.**

Discussion "Modern leader. Who is he? " Registration of "I-concept"

**Topic 3-4. Styles and typology of leadership.**

Defining the personal style of business leadership by Adizes's methodology.

The essence of the concept of centric leadership (S.Kovy).

**Topic 5-6. Charismatic leadership.**

Discussion "Is Ethics in Business Possible"? Consideration of management situations

**Topic 7-8. Emotional Leadership Styles.**

Business game "One day from the life of the manager". Analysis of the modern market of team building services in Ukraine

**Topic 9-10. Leadership ethics.**

Teamwork Methods. Analysis of modern methods of diagnostics of leadership potential

**Topic 11-12. Communication skills of the leader. The art of persuasion**

Training "Determination and development of personal leadership potential".

## 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.

Writing essays "New Leadership Standards." Justification of leadership styles. Writing essays

"Charismatic leader. Who is he? " Analysis of D. Goulman's theory of leadership.

Also, the course includes performing an individual assignment (report) with elements of literature review and, and practical problem-solving related to leadership activities. 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. Franco, M. (Ed.). (2020). Digital Leadership - A New Leadership Style for the 21st Century. IntechOpen. doi: 10.5772/intechopen.77615
2. Çelik Durmuş, S., & Kirca, K. (2020). Leadership Styles in Nursing. IntechOpen. doi: 10.5772/intechopen.89679 <https://open.umn.edu/opentextbooks/textbooks/nursing-management-and-professional-concepts>
3. Anderson, V., Caldwell, C., and Barfuss, B. (2019). Love: The Heart of Leadership, The Moral Obligation of Leaders. Graziadio Business Review, 22(2).
4. Bartz, D. E. and Karnes, C. (2018). Leaders Accomplishing Results. International Journal of Education and Human Developments, 4(2), 1-8.
5. Haskins, G., Thomas, M., and Johri, L. (Eds.) (2018). Kindness in Leadership. Routledge.
6. Kouzes, J. M. and Posner, B. Z. (2017). The Leadership Challenge: How to Get Extraordinary Things Done in Organizations (6th Ed.). San Francisco, CA: Jossey-Bass.
7. Schein, E. H. and Schein, P. A. (2018). Humble leadership: The power of relationships, openness, and trust. Berrett-Koehler Publishers.
8. Szalek, G. and Caldwell, C. (2020). Organizational Revolutionaries in a Transformative World. Corporate Social Responsibility and University Governance. New York: Springer Nature.
9. Теорія і практика формування лідера: навчальний посібник / О.Г. Романовський, Т.В. Гура, А.Є. Книш, В.В. Бондаренко, 2017. 100 с.
10. Нестуля О. О., Нестуля С. І., Кононець Н.В. Основи лідерства: електронний посібник для самостійної роботи студентів. Полтава : ПУЕТ, 2018. 241 с.
11. Яхно Т. П. Конфліктологія та теорія переговорів : навч. посіб. / Т. П. Яхно, І. О. Куревіна. – К. : Центр учбової літератури, 2021. 168 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