Leadership and Conflict Management

Specialty 073 – Management	**Institute** Institute of Education and Science in Economics, Management and International Business
Educational program International Business	**Department** Management (204)
Level of education Master's level	**Course type** Mandatory
Semester 1	**Language of instruction** English

Lecturers and course developers

Oksana Makovoz

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. The main concepts are: leadership qualities, staff motivation, teamwork, assistance, coaching, changing thinking and communication, conflict.

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, conflictology, teamwork and communications

Format of classes

Lectures, workshops, consultations. Individual assignment - written task (project). The course ends with a final test.

Competencies

GC4. The ability to motivate people and to move towards a common goal.
GC5. The ability to act on the basis of ethical considerations (motives).
SC3. The ability for self-development, life-long learning and effective self-management.
SC4. The ability to efficiently use and develop organizational resources.
SC5. The ability to create and organize effective communications in the management process.
SC6. The ability to develop leadership qualities and demonstrate them in the process of managing people.
SC8. The ability to use psychological technologies for working with personnel.

Learning outcomes

PO03. To design effective management systems for organizations
PO04. To justify and manage projects, generate entrepreneurial ideas
PO05. To plan an organization's activities from both strategic and tactical perspectives
PO08. To use specialized software and information systems for solving problems related to management of organizations
PO10. To demonstrate leadership skills and the ability to work in a team, interact with people, influence their behavior for solving professional tasks
PO11. To ensure professional self-development and personal time planning
PO12. To be able to delegate authority in an organization (unit)

Student workload

The total volume of the course is 120 hours (4 ECTS credits): lectures - 32 hours, workshops - 16 hours, self-study - 72 hours.

Course prerequisites

To successfully complete the course, it is necessary to have knowledge and practical skills from the following courses: "Management of Organizations", "Project Management".

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 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 1-2. Theoretical aspects of Leadership in the modern management paradigm.
Essence and emergence of leadership. The types of leadership are autocratic, bureaucratic, transactional, democratic, laissez-faire, charismatic, transformational, and servant.

Topic 3-4. Charismatic Leadership Emotional Leadership Styles
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. Four of these styles (Visionary, Coaching, Affiliative, and Democratic) promote harmony and positive outcomes. However, the other two (Commanding and Pacesetting) may create tension and you should only use them in specific circumstance

Topic 5-6. Crisis leadership
Early recognition. Crises with a gradual progression can be challenging to recognize before they impact an organization. Bounded optimism. Transparent communication. Establishment of priorities. Willingness to seek additional support. Adaptability.

Topic 7-8. Communication skills of the leader. The art of persuasion. Work as a leader with a team

Persuasion is someone's ability or capacity to do something or think in a way that suits what you need to want. It's a fundamental skill in all areas of life, but especially important in business and leadership. Persuasion is the art of making others feel motivated and inspired to act in accordance with the leader's ideas.

Topic 9-10. Leadership Ethics. Methods of research and development of leadership potential of managers.

The actions and behaviour of leaders and the personality and character of leaders. Respond effectively to questions and challenges, and engage in the interactions that occur throughout the work day.

Topic 11-12 Basic structural characteristics conflict.

Is there overwhelming stress? Is the conflict simple or complex? How important is the topic to each person in the situation?

Topic13-14. Conflicts in organizations.

Organizational conflict is not based on personal values; it occurs due to dynamic changes within the structure of the organization. When these dynamics are neglected, they generate conflict within the organization. Any organization reunites groups of individuals with different personalities, job outlooks, education, systems of values and different behaviors.

Topic 15-16. Conflict management process.

managing institutional elements influencing organisational change and *conflict.* The maintenance of a perfect harmony is hard to be achieved, conflicts being inevitable.

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. Charismatic Leadership Emotional Leadership Styles
Defining the personal style of business leadership by Adizes's methodology. The essence of the concept of centric leadership (S.Kovy)
Topic 5-6. Crisis leadership
Mental States in a Crisis. Successful Crisis Leadership: Meeting the Challenge
Topic 7-8. Communication skills of the leader. The art of persuasion. Work as a leader with a team
Business game "One day from the life of the manager". Teamwork Methods.
Topic 9-10. Leadership Ethics. Methods of research and development of leadership potential of managers.
Discussion "Is Ethics in Business Possible"? Consideration of management situations. Training "Determination and development of personal leadership potential"
Topic 11-12 Basic structural characteristics conflict.
Effects of conflicts. Elements and stages in the conflict process..
Topic13-14. Conflicts in organizations.
Mediation as a form of conflict management
Topic 15-16. Conflict management process.
Conflict management skills

Topics of the laboratory classes

No laboratory classes are included in the plan.

Self-study

Writing essays "New Leadership Standards". Justification of leadership styles. Writing essays "Charismatic leader. Who is he? " The "C.R.I.S.I.S." Leadership Model (on the example of a specific enterprise). Analysis of D. Goulman's theory of leadership. Analysis of the modern market of team building services in Ukraine. Problems of informal leaders. Analysis of modern methods of diagnostics of leadership potential. Ways to deal with conflict situations: response styles and conflict resolution behaviour. Strategies for managing conflicts. Conflicts must be avoided at workplaces for a healthy and a

competitive environment. https://www.managementstudyguide.com/conflict-management-at-workplace.htm . Written task (project). Final online test.

Project Plan

Write The Project
Deadline of November 26

01 Goals

The report should note:
-theoretic material on this topic;
-practical use of the material;
- value of the submitted material for development of leadership and conflict management;
- own assessment, conclusions.

02 Sections

1. Positive leadership
2. Negative leadership
3. Negative conflicts
4. Positive conflicts

03 Agenda

04 Strategy

- Give specific historical examples of the manifestation of leadership and conflict.
- Analyze the causes and consequences.
- Draw conclusions

05 Important Details

Present the results in the form of a presentation of 5 - 7 slides

OR

You can create a project yourself (20 points)

Project can be developed jointly by a group of a maximum of 3 members (7 points each)

06 Notes

The project can be prepared on the example of states, business companies, famous people and facts of history.

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., & Kırca, 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.
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.

6. Schein, E. H. and Schein, P. A. (2018). Humble leadership: The power of relationships, openness, and trust. Berrett-Koehler Publishers.

7. Szalek, G. and Caldwell, C. (2020). Organizational Revolutionaries in a Transformative World. Corporate Social Responsibility and University Governance. New York: Springer Nature.

8. Теорія і практика формування лідера: навчальний посібник / О.Г. Романовський, Т.В. Гура, А.Є. Книш, В.В. Бондаренко, 2017. 100 с.

9. Нестуля О. О., Нестуля С. І., Кононец Н.В. Основи лідерства: електронний посібник для самостійної роботи студентів. Полтава : ПУЕТ, 2018. 241 с.

10. 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: Final online test (reporting on the individual assignment, answering open-ended questions) (30%)
Continuous assessment: Written task (project) (30%); 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 Pavlo BRIN