



Syllabus Course Program



Leadership

Specialty

All specialties

Specialization

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Educational program

All programmes

Level of education

First (bachelor's level)

Semester

6

Institute

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

Department

Department of Management (204)

Course type

Elective

Form of study

Full-time,

Language of instruction

English

Lecturers and course developers

**Nataliia Solopun**

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PhD in Economics, Associate Professor of Department of Management
Authored and co-authored over 80 scientific and methodological
publications. Courses: Business Communications, Managerial Decisions,
Business Planning, Selfmanagement, Team management tools.

More about the lecturer on the department's website:
<https://web.kpi.kharkov.ua/mto/about/staff/solopun/>

General information

Summary

This course equips future managers with essential leadership competencies for motivating teams, driving organizational change, and navigating modern business challenges. Students will master theoretical frameworks and practical tools for effective leadership, including crisis management and digital transformation. By course end, participants will be capable of making informed leadership decisions grounded in theory and real-world application.

Course objectives and goals

Students acquire knowledge and skills in explaining key leadership theories and apply them to management contexts; analyzing leadership styles and selecting optimal approaches for specific business scenarios. Students acquire knowledge and skills in developing skills in team motivation, ethical decision-making, and emotional intelligence.

Format of classes

Lectures, workshops, consultations, self-study, individual task. Final control in the form of differentiated grading.

Competencies

GC04. The ability to apply knowledge in practical situations.

GC09. The ability to learn and to master modern knowledge.

GC10. The ability to conduct research at an appropriate level.

SC10. The ability to work in a team and to establish interpersonal interaction in solving professional tasks.

SC12. The ability to analyze and structure the problems of an organization, to form reasonable decisions.

Learning outcomes

LO 04. To show skills of identification of problems and justification of management decisions.

LO 05. To describe the content of the functional areas of the organization

LO 06. To show skills of search, collecting, and analysis of information, calculation of indicators to substantiate management decisions.

Student workload

The total volume of the course is 120 hours (4 ECTS credits): lectures – 24 hours, laboratory classes – 24 hours, self-study – 72 hours.

Course prerequisites

To successfully complete the course, you must have knowledge and practical skills from the following courses: "Fundamentals of Entrepreneurship", "Fundamentals of Management".

Features of the course, teaching and learning methods, and technologies

Lectures are conducted in an interactive form using multimedia technologies. Practical classes are conducted using a project approach and focus on using modern information technologies. Study materials are available to students through Microsoft Teams.

Program of the course

Academic classes

Lectures

Topics of the lectures	Hours
Topic 1. Introduction to Leadership: Evolution of Concepts. Leader Roles in Organizations	2
Topic 2. Responsible leadership, leadership models, leadership tools	2
Topic 3. History of the Study of Leadership. Methods of Identifying Leaders. Leadership in the organization. The role of the leader in the team. Communication technologies of the LEADER	2
Topic 4. Leadership and Diversity	2
Topic 5. Leadership and Gender	2
Topic 6. Interaction of team leader with management and team	4
Topic 7. Leader and group, team and team building	2
Topic 8. Emotional leadership. The concept of emotional intelligence. The main provisions of the theory of emotional leadership.	2
Topic 9. Leadership and corporate culture	2
Topic 10. Communicative leadership	2
Topic 11. Leadership in Crises & Digital Era (AI, Remote Teams)	2
Topic 12. Global Leadership: Cultural Differences	2
Total hours	24

Workshops

Topics for workshops/seminars	Hours	Weighting coefficients a
Topic 1. Are leaders born or made? The old and new paradigm of leadership	2	0,085
Topic 2. Leadership Models and leadership tools. Responsible leadership	2	0,065
Topic 3. Essay on the topic: "The Importance of Diverse Leadership"	2	0,085
Topic 4. Leadership styles. leadership and gender	2	0,085
Topic 5. The "leader-servant" paradigm	2	0,085
Topic 6. Work of the leader with the team	2	0,085
Topic 7. Team building methods. Roles in a team	2	0,085
Topic 8. Public speaking techniques	2	0,085
Topic 9. Emotional leadership. Fundamentals of stress management	2	0,085
Topic 10. Determining your personal leadership style using the I. Adizes methodology	2	0,085
Topic 11. Personal profile of a leader	2	0,085
Topic 12. Japanese and American approaches to the personnel management	2	0,085
Total hours	24	$\sum_{i=1}^n a_i$

Laboratory classes

no laboratory classes

Control works

Topics for control works	Weighting coefficients b
Test 1 Analytical and theoretical work on topics covered in lectures 1-6	0,5
Test 2. Analytical and theoretical work on topics covered in lectures 7-12	0,5
Total	$\sum_{i=1}^m b_i$

Self-study

Independent work includes independent study of theoretical material using recommended literature and completion of individual assignments.

Work on theoretical materials

Topics for self-study	Hours
Topic 1. Analysis of leadership behavior. What are the trends in leadership behavior? How does the online space influence leadership qualities? Essay "The leader who inspires me".	6

Topic 2. Leadership styles. Analysis of current trends in leadership styles	6
Topic 3. Leadership styles. Female and male leadership.	6
Topic 4. Leadership qualities. Concepts of leadership development.	6
Topic 5. Types of manipulation. Why do people resort to manipulation? How to recognize manipulation? Compile a list of manipulative phrases.	6
Topic 6. Ethics and charisma. Analysis of charismatic leaders.	6
Topic 7. Staff motivation. How does motivation change across generations? Give examples of different types of motivation. Assess your own motivation.	6
Topic 8. Communicative leadership. Features of public speaking	6
Topic 9. Verbal and nonverbal communication	6
Topic 10. The influence of a leader in an organization. The role of a leader in crisis situations.	6
Topic 11. Team building in an organization. Develop a team building scenario. What mistakes ruin team building? Factors for successful teamwork. The role of trust in a team. Analyze a case study of an ineffective team	6
Topic 12. Typical forms of behavior in conflict situations	6
Total hours	72

Individual assignment

Information about individual assignments (if any): individual assignment.

Topic for individual assignment

Topic 1. Leadership in the modern management paradigm. The essence and emergence of leadership

Topic 2. Leadership styles, leadership theories, classification of leadership styles, female and male leadership

Topic 3. Behavioral characteristics of individuals with different temperaments in an organization

Topic 4. Methods of psychological defense

Topic 5. Psychological methods of influencing employees

Topic 6. Functional and behavioral characteristics of roles (M. Belbin)

Topic 7. Strategies for expanding the boundaries of power

Topic 8. The nature of stress and its management in organizations

Topic 9. The role of leaders in shaping organizational culture.

Topic 10. Types of conflict personalities

Non-formal education

Non-formal education includes professional courses/training, civic education, online education, professional internships, etc. The elements of non-formal education recommended in the syllabus can be recognized through a simplified procedure without additional validation of the results (without creation of a subject committee).

Recommended training courses, internships

1. Leadership for Absolute Beginners
<https://www.udemy.com/course/leadership-for-absolute-beginners/>
2. People Management (Leadership Vs Management)
<https://www.udemy.com/course/people-management-leadership-vs-management/>
3. Leading A Brilliant Team
<https://www.udemy.com/course/leading-a-brilliant-team/>

Literature, training materials, and information resources

Main literature

1. Anderson R. M. (2023). Leadership Mindset 2.0: The Psychology and Neuroscience of Reaching your Full Potential. Executive Joy!. 288 p.
2. Northouse, P. G. (2025). **Introduction to Leadership: Concepts and Practice (latest ed.)**. SAGE
3. **Principles of Management and Leadership (Lynn University Digital Press, 2024)**.
4. Owen J. (2022). How to Lead. Pearson Business. 320 p.
5. Ripley A. (2021). High Conflict: Why We Get Trapped and How We Get Out. Simon & Schuster. 368 p.

Additional materials

1. Anderson, V., Caldwell, C., and Barfuss, B. (2019). Love: The Heart of Leadership, The Moral Obligation of Leaders. Graziadio Business Review, 22(2).
2. Caldwell, C., Atwijuka, S., & Okpala, C. O. (2018). "Compassionate Leadership in an Arms-Length World." Journal of Business and Management
3. Edmondson A. (2023). Right Kind of Wrong. The Science of Failing Well. Simon + Schuster LLC. 368 p.
4. Morris M. Tribal. (2024). How the Cultural Instincts That Divide Us Can Help Bring Us Together. Thesis. 336 p.
5. Scott A.J. (2024). The Longevity Imperative: How to Build a Healthier and More Productive Society to Support Our Longer Lives. Basic Books. 336 p.

Grading system

The final grade for the educational component is determined by the lecturer and is based on topics, types of activities, etc., in accordance with the syllabus. It is an integrated assessment of the results of all types of student learning activities. The final grade should reflect all the grades for the different parts of the educational process, taking into account their weighting coefficients k :

Continuous assessment (during workshops), k_1	Control works, k_2	Individual assignment, k_3	Final assessment, k_4
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0,3	0,2	0,5	0
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The sum of the coefficients must be equal to one: $k_1 + k_2 + k_3 + k_4 = 1$. The weighting coefficients for the final assessment are decided by the course developer.

The final grade is calculated using the following formula:

$$G = C \cdot k_1 + K \cdot k_2 + I \cdot k_3 + E \cdot k_4$$

where: C – weighted average score for the continuous assessment

I – individual assignment grade

K – weighted average score for the continuous assessment

E – final assessment (exam) grade

$$C = \frac{C_1 \cdot a_1 + C_2 \cdot a_2 + \dots + C_n \cdot a_n}{\sum_{i=1}^n a_i}$$

де: a_i – weighting coefficient for each workshop (seminar) or laboratory class.

$$K = \frac{K_1 \cdot b_1 + K_2 \cdot b_2 + \dots + K_m \cdot b_m}{\sum_{i=1}^m b_i}$$

де: b_i - weighting coefficient for each control work.

The assessments for each component (C, K, I, etc.) are based on a 100-point scale in line with the provisions of the “Criteria and System for Assessing Knowledge and Skills, and Rating of Higher Education Students” of the National Technical University “Kharkiv Polytechnic Institute.”

The final grade is finalized as the calculated value of G , rounded up to the nearest integer.

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

Students 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

30.08.2025



Head of the department

Natalia SHMATKO