Syllabus
Course Program

Self-management and leadership

Specialty
D3 – Management

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

Specialization
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Department
Department of Management (204)

Educational program
Business administration (in English)
International business

Course type
Mandatory

Level of education
First (bachelor's level)

Form of study
Full-time

Semester
5

Language of instruction
English

Lecturers and course developers



Olena Prokhorenko

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PhD in Economic Sciences, Associate Professor, Professor of Department of Management

Authored and co-authored over 70 scientific and methodological publications. Senior lecturer of courses "Strategic Change Management", "Self-Management", "Operations management"

More about the lecturer on the department's website
https://web.kpi.kharkov.ua/mto/about/staff/prokhorenko-2/

General information

Summary

The course is based on mastering approaches to self-organizing (career management, time management, working conditions), and organizing of most inherent for managerial work events, such as holding meetings and conferences, business contacts..

Course objectives and goals

Mastering theoretical knowledge and practical skills in the personal development of the manager; formation of individual characteristics and behavioral skills required of the manager; developing the ability to organize personal work.

Format of classes

Lectures, practical classes (seminars), consultations, self-study. Final control in the form of an exam

Competencies

GC06.The ability to communicate by the national language both orally and in writing.
GC08. Skills of information and communication technology usage.
SC01. The ability to identify and describe the characteristics of organizations.
SC08. The ability to plan the organization activity and to manage time.
SC09. The ability to work in a team and to establish interpersonal interaction when solving professional tasks.
SC13. To understand the principles and rules of law and to use them in a professional activity

Learning outcomes

LO 04. To show skills of identification of problems and justification of management decisions.
LO 09. To plan and to organize an operational activities, to manage the business entity resources effectively.
LO 11. To demonstrate the skills of analyzing the situation and communicating in various areas of the organization's activities.
LO 13. To communicate in an oral and written form in the state and foreign languages.
LO 17. To conduct research individually and/or in a group under the supervision of a leader

Student workload

The total volume of the course is 120 hours (4 ECTS credits): Lectures - 32 hours, Workshops - 16 hours, self-study - 82 hours.

Course prerequisites

The prerequisites for this course are knowledge and practical skills, obtained on courses Fundamentals of Management, Human Resource Management

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

Presentations, discussions, workshops, case-based learning, individual and teamwork, research work, preparation the individual task on the base of independent research. Study materials are available to students through OneDrive, Teams

Program of the course

Academic classes

Lectures

Topics of the lectures	Hours
Topic 1. Lectures 1-2. The main provisions of managerial work 1Fundamentals. 2. Managerial functions. 3. Managerial roles. 4. Managerial skills	4
Topic 2. Lectures 3-5. Career management 1. Career development model. 2. Values identification. 3. Role identification. 4. Developing career plan. 5.Job search technology. 6. Networking	6
Topic 3. Lectures 6-7. Time-management fundamentals 1.The concept and basic problems of time management. 2. History of time-management. 3.B. Franklin system of values. 4. Principles of prioritization	4
Topic 4. Lectures 8-9. Timing in managerial work. Delegating in managerial activity 1.ABC-analysis, Eisenhower Covey matrix. 2.Matrix of responsibility. 3. The method "ALP" of planning an operable time. 4. Types of delegating. 5. Limits of delegating. 6.Matrix of delegation. 7. The Nine Stages of Effective Delegation.	4
Topic 5. Lecture 10. Stress-management 1Causes of stress. 2. Strategies. 3. Practice the 4 As of stress management. 5. Personal and employees resilience.	2

Topic 6. Lectures 11-12. Leadership 1. Leadership as managerial role. 2. Types of leadership. 3. Types of organizational culture. 4.Matching leadership and culture. 5.Situacional leadership	4
Topic 7. Lectures 13-14. Event-management (meetings carrying out) **1. Event as project. 2. Types of business meetings. 3. Meeting preparation. 4.Meeting carrying out. 5.Meeting summing up. 6.Meeting speech**	4
Topic 8. Lecture 15-16. Business-contacts in the managerial activity **1. The main types of business contacts. 2. Contacts to the top management. 3. Contacts to subordinates. Psychological games. 4. Contacts to colleagues. 5.Negotiations. Zone of possible agreement**	4
Total hours	**32**

Workshops

Topics for workshops/seminars	Hours	Weighting coefficients *a*
Workshop 1. Distribution of roles, functions and skills between management levels. Discussion	1	0,0625
Workshop 2. Self-identification by Belbin-test, PAEI test.	1	0,0625
Workshop 3. Creation a perfect team according to results of Belbin test.	1	0,0625
Workshop 4. Determination the personal life values.	1	0,0625
Workshop 5. Career management. Description a "dream job" on the base of personal skills and values.	1	0,0625
Workshop 6. Developing the personal career plan	1	0,0625
Workshop 7. Job search resources.	1	0,0625
Workshop 8. Completion of CV	1	0,0625
Workshop 9. Pitching and self-presentation	1	0,0625
Workshop 10. Presentation of the attended career development event	1	0,0625
Workshop 11. Time-management. Prioritization of affairs. Case-study. Discussions.	1	0,0625
Workshop 12. Business game "Delegation".	1	0,0625
Workshop 13. Stress management. Keeping a stress journal.Job description.	1	0,0625
Workshop 14. Business game "Leader's choice"	1	0,0625
Workshop 15. Business-game “Negotiation”	1	0,0625
Workshop 16. Summing up.	1	0,0625
Total hours	**16**	$\sum_{i=1}^{n} a_i = 1$

Laboratory classes

no laboratory classes

Control works

Students are offered 2 questionnaires of 20 test questions per each, randomly generated from the proposed list. Each question contains only one correct answer.

Topics for control works	Weighting coefficients *b*
Quiz 1	0,5
Quiz 2	0,5
Total	$\sum_{i=1}^{m} b_i = 1$

Self-study

Self-study includes
- processing of materials provided in lectures (32 hours),
- preparation for practical classes (16 hours),
- completion of an individual task (18 hours)
- preparation and completion of tests (8 hours)
- preparation for the final assessment (8 hours)

Individual assignment

1 Belbin test
2 Values identification
3 Long-term career plan
4 Short-term career plan
5 CVs completion
6 Career event visiting
7 Job description completion
8 Meeting problem solving
9 Business contact problem solving
10 Negotiation conducting

Non-formal education

Non-formal education includes professional courses/training, civic education, online education, professional internships, etc. The recognition of learning outcomes acquired in non-formal education applies to both mandatory and elective academic courses/educational components. 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. *Self-identification + Career management*. https://www.open.edu/openlearn/education-development/succeed-the-workplace/content-section-overview?utm_source
To receive a final score, an individual assignment and Control works are required
2. Professional Skills: Managing Stress and Time. https://www.coursera.org/learn/managing-stress-and-time?utm_source
To receive a final score, an individual assignment and Control works are required
3. Negotiation Fundamentals https://www.coursera.org/learn/negotiation-fundamentals?utm_source
To receive a final score, an individual assignment and Control works are required

Literature, training materials, and information resources

Main literature

1. Black, J. S., Bright, D. S., Gardner, D. G., et al. (2022). *Organizational Behavior*. OpenStax..

2. Schoop, M. (2021). Negotiation communication revisited. *Central European Journal of Operations Research, 29*, 163–176.
3. Quinlan, K. M., & Renninger, K. A. (2022). Rethinking employability: how students build on interest in a subject to plan a career. *Higher Education, 84*, 863–883.
4. Hirschi, A., & Koen, J. (2021). Contemporary career orientations and career self-management: A review and integration. *Journal of Vocational Behavior, 126*, 103505
5. Sonnentag, S. (2023). A review on health and well-being at work: More than stressors and strains. *Personnel Psychology*.
6.Lipshits-Braziler, Y., Arieli, S., & Daniel, E. (2024). Personal values and career-related preferences among young adults. Journal of Personality.
7.Neck, C. P., Houghton, J. D., & Manz, C. C. (2024). Self-leadership: The definitive guide to personal excellence. Sage Publications.

Information resources

1. https://www.management.com.ua/
3. https://www.liveplan.com/
4. https://kpidepot.com/

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
0,3	0,3	0,3	0,1

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 control works
E – final assessment (exam) grade

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

where: a_i - weighting coefficient for each workshop.

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

where: 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

Grading scale

Total points	National	ECTS
90–100	Excellent	A
82–89	Good	B

the National Technical University “Kharkiv Polytechnic Institute.”

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

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	31.08.2026		**Head of the department** Nataliia SHMATKO
	31.08.2026		**Guarantor of the educational program** Olena PROKHORENKO
	31.08.2026		**Guarantor of the educational program** Olena Chaikova