



## Syllabus Course Program



# Selfmanagement, Leadership and Conflict Management

### Specialty

073 – Management

### Institute

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

### Educational program

Business administration (in English)

### Department

Management (204)

### Level of education

Master's level

### Course type

Mandatory, professional training

### Semester

1

### Language of instruction

English

## Lecturers and course developers



### Nataliia Solopun

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Ph.D. (C.Sc.) in Economic Sciences, associate professor of Management department

Authored and co-authored over 75 scientific and methodological publications. Senior lecturer of courses "Business Communications", "Managerial Psychology", "Academic writing in international business".

General information, number of publications, main courses, etc.

<https://web.kpi.kharkov.ua/mto/about/staff/solopun/>

## General information

### Summary

The purpose of teaching the discipline is to form a holistic system for organizing the personal life of a manager and effective leadership and to develop students' skills in developing conflictological competence based on knowledge in the field of theory and practice of conflicts, ways and means of their resolution, and the negotiation process.

### Course objectives and goals

Objectives of studying the discipline:

- consideration of the general model of managerial qualities and the place of self-management in this system;
- mastering the technology of managing life activities and personal career;
- consideration of the conditions and methods of labor intensification;
- study of the main features and types of leadership;
- consideration of leadership as a factor in conflict resolution;
- study of traditional and modern theories of leadership;
- teaching students the theoretical foundations of conflictology.
- developing skills for a systematic approach to the analysis of conflict processes.
- mastering methods for preventing crisis phenomena and managing conflict situations in production and other activities.

## Format of classes

Lectures, practical studies (workshops), self study, control work (individual assignment), final control is differentiated grading

## Competencies

GC2. The ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity);  
GC4. The ability to motivate people and move towards a common goal;  
SC3. The ability to self-development, lifelong learning and effective self-management;  
SC5. The ability to create and organize effective communications in the management process;  
SC6. The ability to form leadership qualities and demonstrate them in the process of managing people;  
SC8. The ability to use psychological technologies for working with personnel;  
SC10. The ability to manage the organization and its development.

## Learning outcomes

LO03. To design effective management systems for organizations;  
LO07. To organize and carry out effective communications within the team, with representatives of various professional groups and in the international context;  
LO10. To demonstrate leadership skills and the ability to work in a team, interact with people, influence their behavior for solving professional tasks;  
LO11. To ensure professional self-development and personal time planning;  
LO12. To be able to delegate authority and management of 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

The prerequisites for this course are knowledge and practical skills demonstrated by successfully passing the unified professional entrance exam in management and administration (order of the Ministry of Education and Science of Ukraine, # 157, dated February 11, 2022).

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

Lectures are delivered interactively with the use of multimedia technologies. Learning materials are available to students via Microsoft Teams.

## Program of the course

### Topics of the lectures

Topic 1. Introduction to Self-Management, Leadership, and Conflict Management (Lecture 1-2).

Topic 2. The theory of Self-Management.

Self-management technology. Self-management functions (Lecture 3-4).

Topic 3. Efficiency and psychological preparation for management activities.

Factors Affecting Personal Performance. Hygiene of mental work (Lecture 5-6).

Topic 4. Leadership.

Responsible leadership, leadership models, leadership tools (Lecture 7-8).

Topic 5 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 (Lecture 9-10).

Topic 6. Conflicts

History of the development of conflictological ideas. Intrapersonal conflicts. Methods of analysis and diagnostics of conflicts (Lecture 11-12).

Topic 7. Non-conflict management activity.

Preparation of a non-conflict management decision. Features of communication with conflict people (Lecture 13-14).

Topic 8. Technologies of effective communication and rational behavior in conflict.

The concept of effective communication technologies and their main content. Technologies of rational behavior in conflict (Lecture 15-16).

### **Topics of the workshops**

Topic 1. Goal setting. Personal career management.

Defining personal goals for acquiring skills in work with planning one's own activities

Topic 2. Activity planning. Decision making, features and types. Self-control.

Stages of activity planning, stages of decision making, methods of self-control

Topic 3. Time management. Personal work planning. Effective use of time.

Methods of time-management. Methods of effective use of time.

Topic 4. The leader.

The role of the leader in the team. Communication technologies of the leader.

Topic 5. Leadership.

Leadership. models and leadership tools. Responsible leadership.

Topic 6. Conflict management theory basics.

Discussion of the theoretical foundations of conflict management.

Topic 7. Self-assessment of conflict.

Tests for self-diagnostic.

Topic 8. Express diagnostics of resistance to conflict. Methodology for assessing behavior in conflict.

Tests for self-diagnostic.

### **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.

Also, the course includes performing an individual assignment control work related to processing of theoretical information.

Students are also recommended additional materials (videos, articles) for independent study and analysis.

## **Course materials and recommended reading**

### Basic literature

1. Owen J. (2022). How to Lead. Pearson Business. 320 p.

2. Wiest B. (2020). The Mountain Is You: Transforming Self-Sabotage Into Self-Mastery. Thought Catalog Books. First Edition. 248 p.

3. Hasson G. (2020). Mental Health and Wellbeing in the Workplace: A Practical Guide for Employers and Employees: A Practical Guide for Employers and Employees. Capstone. 256 p.

4. Dienstmann G. (2021). Mindful Self-Discipline: Living with Purpose and Achieving Your Goals in a World of Distractions. LiveAndDare Publications. 456 p.

5. Maor D., Kaas H.W., Strovink K., Srinivasan R. (2024). The Journey of Leadership: How CEOs Learn to Lead from the Inside Out. John Murray Business. 288 p.

6. Anderson R. M. (2023). Leadership Mindset 2.0: The Psychology and Neuroscience of Reaching your Full Potential. Executive Joy!. 288 p.

7. Ripley A. (2021). High Conflict: Why We Get Trapped and How We Get Out. Simon & Schuster. 368 p.

8. James Clear. (2018). Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones. Avery. 320 p.

### Additional literature

1. Self-management. Study guide for students of higher education of the first (bachelor) level of full-time and correspondence forms of study in the specialty 073 "Management", OP "Management of organizations and administration" / Compiler: Z.M. Shilnikova; "Taras Shevchenko LNU" Starobilsk: Publishing House "Taras Shevchenko LNU", 2022. 224 p.

2. Stogdill R. (1974). Handbook of Leadership. N.Y.

3. Hollander E. (1961). Emergent Leadership and Social Influence // Leadership and Interpersonal Behavior. N.Y. P. 34.
4. Edmondson A. (2023). Right Kind of Wrong. The Science of Failing Well. Simon + Schuster LLC. 368 p.
- 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.
6. Kay J. (2024). The Corporation in the Twenty-First Century: Why (almost) everything we are told about business is wrong. Profile Books. 448 p.
7. Freudenberger H.J. Staff burnout. (1974). J Soc Issues / Freudenberger H.J. 30: 159-166.

## Assessment and grading

### Criteria for assessment of student performance, and the final score structure

100% of the final grade consists of the final assessment (50%) and the continuous assessment (50%).

**Final assessment:** report on the individual assignment (50%)

**Continuous assessment:** testing (two online tests) (40%); completion of tasks during workshops (10%)

### 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-dobrochnest/>

## Approval

Approved by



August 28, 2024

Head of the department  
Olena PROKHORENKO

Guarantor of the educational  
program



August 28, 2024

Pavlo BRIN

