

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

**"ЗАТВЕРДЖУЮ"**

Заступник керівника  
(проректор з науково-педагогічної роботи)

---

Микола АФАНАСЬСВ

**Fundamentals of leadership and organizational dynamics**

**syllabus of the educational discipline**

Field of knowledge	<i>all</i>
Specialty	<i>all</i>
Level of education	<i>first (bachelor)</i>
Educational programs	<i>all</i>

Discipline status	<i>selective</i>
Language of instruction, teaching and assessment	<i>English</i>

Head of Department  
*Management and Business Department*

*Tetyana LEPEYKO*

Kharkiv  
**2020**

APPROVED

at the meeting of the Management and Business department  
Protocol № 2 dated 27.08.2020.

Compiled by:

O. Myronova, PhD, Associate professor of Management and Business department,  
K. Barkova, Lecturer of Management and Business department

**Sheet of renewal and re-approval  
of the academic discipline syllabus**

Academic year	Date of the department meeting – developer of syllabus of the academic discipline	Protocol number	Sign of Head of the department

Abstract of the educational discipline:

The studying discipline “Fundamentals of leadership and organizational dynamics” will be useful to future managers, economists, marketers, those who are going to engage in entrepreneurship and have their own business.

Today effective manager should ensure effective interaction, teamwork and choose an effective leadership style; apply effective communication skills both within the organization and with the external environment

**Purpose of the discipline:** formation of a system of knowledge about modern concepts of leadership and skills about its implementation in the business life

### Characteristics of the academic discipline

Course	<b>3</b>
Semester	<b>5</b>
Quantity of credits ECTS	<b>5</b>
Final control	<b>Pass</b>

### Structural and logical scheme of studying the discipline

Prerequisites	Postrequisites
Management	Project management
Self-management	Communications and social responsibility
Basis of entrepreneurship	
Business ethics and business communications	

### Competence and learning outcomes of the discipline

Competence	Learning outcomes
Ability to identify the main features of managing the activities of an individual or group	knowledge of a holistic view of the essence of human-group interaction during management activities
Ability to apply one's own management style and create an effective managerial style for different groups	knowledge of a system of knowledge about leadership in organizations
Ability to diagnose and analyze conflict situations, prevent them from escalating into conflict	knowledge of a system of knowledge and practical skills for identifying, preventing and overcoming conflict situations in the group
Ability to apply your own management style and create an effective managerial style for different groups	of practical skills to create your own management style and maintain a positive image of the leader
Ability to provide the possibility of psychological exchange in groups	knowledge of the ability to carry out psychological exchange in groups
Ability to adapt leadership style in different social groups	knowledge of a system of knowledge and practical skills for the implementation of leadership in different types of groups

### Syllabus of the educational discipline

#### Content module 1. Theoretical basses of interaction of an individual (leader) and a group during managerial activity

Theme 1. Management of human and group activities

Formation of groups and teams in the organization. Features of groups and teams. Group dynamics and leadership in the management system. Ensuring the effective work of the group.

Sense of involvement. Mutual assistance. Human management and group management. Formal and informal groups. Features of informal groups that have an impact on the management of the organization. Management psychology. Interaction management.

Theme 2. The essence of leadership theories

Power. Leadership. Leadership. Types of leaders. Types of approaches to the study of leadership. Concepts of leadership: theories based on the analysis of leadership qualities; concepts of leadership behavior; concepts of situational leadership; the path-goal leadership model; the concept of attributive leadership; the concept of charismatic leadership; leadership concept for change.

Theme 3. Leadership style and image of the manager

Qualities of a leader and manager, their main features. Leadership styles. Approaches to requirements for managers: American, English, French, Japanese, Polish. Rules of motivation: self-regulation, verbal and nonverbal behavior. Powers, their types and limits. Delegation of powers. Principles of delegation. The relationship of powers of different levels of government. Concepts of the delegation process. Image of the manager. Basic requirements and rules for creating and maintaining a positive image of the leader.

Theme 4. Types of group dynamics. Implementation of leadership in social groups

The essence of group dynamics. Specific factors of group functioning. A small group. Characteristic features of the group. Types of groups. Structural and situational characteristics of the group. Behavior changes. Models of organizational human behavior. Management information. Communications, their types. Communication functions. Communication process. Elements of information exchange. Principles of effective communication. Communication barriers. Model of leader's interaction with informal Homans groups. Factors influencing the effectiveness of informal groups.

## **Content module 2. Mechanisms of organizational dynamics**

Theme 5. The nature and essence of organizational conflict

Conflict. Objective and subjective causes of conflicts. Types of conflicting personalities. Typologies of conflicts in the organization. Functions of conflicts in the organization. Prerequisites and sources of conflict in the organization. Internal organizational conflicts and conflicts with the external environment of the organization. Labor conflicts in the organization as a kind of social conflicts. Labor relations as an object of labor conflicts in the organization. Features of labor conflicts in modern organizations. Individual and collective labor conflicts. Forms of organized struggle of workers to protect their rights and interests.

Theme 6. Resolution of internal contradictions

Basic ways of conflict management in the organization. Information model of the conflict situation. Communication styles. Behavioral styles in a conflict situation. Difficult leaders. General recommendations for resolving conflicts between the leader and subordinates. Resolution as a form of complete end to the conflict. Prerequisites for resolving the conflict. Possible forms of ending the conflict. Conditions and factors of constructive conflict resolution. Compromise and consensus. Factors for choosing a win-win strategy. End the conflict with a third party. The role of the leader in the conflict management process. Methods used by the manager in managing and ending the conflict. Possible consequences of the conflict. Stress as a result of conflict. Emotion management techniques.

Theme 7. Psychological exchange

Psychological exchange as a mechanism of group dynamics. Group processes. The phenomenon of group development. Conditions for creating effective groups. Group cohesion. Socio-psychological climate in the team. Socio-psychological processes in the group and group roles. Mass socio-psychological phenomena.

The list of practical (seminar) classes, as well as questions and tasks for independent training is given in the table "Rating-plan of the discipline".

## Teaching and learning methods

Achieving the expected learning outcomes is facilitated by the use of the following teaching and learning methods: problem lectures, discussions, work in small groups, individual research work; presentation of research results.

## Assessment system of learning outcomes

The system of assessment of the developed competencies takes into account the types of lessons, which, according to the syllabus, include lectures, seminars, practical classes, and independent training. Assessment of the developed competencies is carried out using a 100-point accumulation system.

Control measures include:

**current control**, during the semester during lectures, practical, seminar classes and is estimated by the amount of points scored (maximal – 88 points);

**final control**, conducted in the form of a test as the total number of points in the discipline (maximum – 100 points), is defined as the sum of points for student performance in the current control, including written tests (final (maximal score – 12 points)). Scores obtained for written tests are added to the scores for current performance. The test is set based on the results of the student's work throughout the semester.

Current control includes assessment of student knowledge during lectures, practical classes and individual tasks and is carried out according to the following criteria:

**lectures** – understanding, degree of mastering the theory and methodology of the problems considered during the discussion of topical issues, the level of activity in discussions (maximal score – 1 points depending on the level of student activity (15 lectures during the semester));

**practical (seminar) classes** – the degree of mastering the actual material of the discipline; acquaintance with the recommended literature, and also with the modern literature on the considered questions (it is estimated to 1 points for each practical class depending on level of activity of the student (15 practical classes during a semester));

**defense of tasks on the theme** – the ability to combine theory with practice when considering situations; logic, structure, style of presentation of the material in the audience, the ability to justify their position (maximum score – 5 points (performance of two creative tasks during the semester)),

**presentation on the given topic** – the ability to generalize information and draw conclusions; ability to conduct critical and independent assessment of certain problematic issues; the ability to explain alternative views and the presence of their own point of view, position on a particular issue; logic, structuring and validity of conclusions on a specific problem (maximum score – 10 points (performance of one presentation during the semester));

**essay defense** – the ability to generalize information and draw conclusions; ability to conduct critical and independent assessment of certain problematic issues; the ability to explain alternative views and the presence of their own point of view, position on a particular issue; logic, structuring and validity of conclusions on a specific problem; literacy of material submission (maximum score – 8 points);

**express tests** – application of analytical approaches; quality and clarity of reasoning; style of presentation of material in written works; independence of work performance; use of methods of comparison, generalization of concepts and phenomena; registration of work (estimated at 6 points (two express tests during the semester));

**written tests** – the degree of mastering the actual material of the content module; logic, structure of material presentation; the presence of their own point of view, position on a particular issue. ability to substantiate it; quality and clarity of reasoning (maximum score that a student can receive – 12 points (two written tests (modular and final) during the semester)).

**Independent training includes:**

1) study of theoretical material from the previous lecture before each further lecture. It is estimated at 3 points for each lesson (15 during the semester) according to the following criteria:

depth and strength of knowledge; level of thinking; ability to systematize knowledge on individual topics; ability to draw sound conclusions; possession of a categorical apparatus;

2) collection, generalization, processing of information necessary for active work in practical classes. It is estimated at 3 points for each lesson (15 during the semester) according to the following criteria: skills and techniques of practical tasks; ability to find the necessary information; to carry out its systematization and processing; self-realization in practical and seminar classes.

**Final control** (written final test) of students' knowledge and competencies in the discipline – is a test of student understanding of the program as a whole, the relationship between individual sections, the ability to use accumulated knowledge, the ability to formulate their attitude to the problems of the discipline. It covers the program of the discipline and involves determining the degree of mastery of competencies by students, diagnosis of the level of their theoretical training. The maximum grade that a student can receive is 12 points (one final written test during the semester).

The pass is based on the results of the student's work during the semester as a general assessment of the discipline, as the accumulation of points, in particular, for active participation in lectures, practical tasks, homework, points for tests, as well as for independent work of the student.

The final score in the discipline is calculated on the basis of the points obtained during the exam and the points obtained during the current control over the accumulation system. The total score in the points for the semester is: "60 and more points are passed", "59 and less points are not passed", and entered in the record "Record of success" of the discipline.

The final grade is set according to the scale given in the table "Grade scale: national and ECTS".

Forms of assessment and distribution of points are given in the table "Rating-plan of the educational discipline".

### The assessment scale: national and ECTS

The total score	The ECTS assessment scale	The national assessment scale
90 – 100	A	excellent
82 – 89	B	good
74 – 81	C	
64 – 73	D	satisfactory
60 – 63	E	
35 – 59	FX	unsatisfactory
1 – 34	F	

### Rating-plan of the academic discipline

Topic	Forms and types of learning		Forms of assessment	Max points
Management of human and	<i>Classroom work</i>			
	Lecture	Lectures 1-2. Management of human and group	Work on lecture	2
	Seminar	Seminar №1. Features of managerial work	Active work on the seminar	1
		Seminar №2. Technique of manager	Active work on	1

		work	the seminar		
	<b><i>Independent training</i></b>				
	Questions and tasks for the Independent training	Preparation to seminars	Homework checking		
		Search, selection and review of literary sources on a given topic	Homework checking		
<b>Theme 2. The essence of leadership theories</b>	<b><i>Classroom work</i></b>				
	Lecture	Lectures 3-4. The essence of leadership theories	Work on lecture	2	
	Practical class	Seminar №3. The personality of the leader and the personality of the performer: similarities and differences	Active work on the seminar	1	
		Practical class №4. Features of the different leadership styles implementation	Active work on the practical class	1	
	<b><i>Independent training</i></b>				
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking		
		Performing tasks for identifying leadership styles	Homework checking		
		Preparation to seminar	Homework checking		
	<b>Theme 3. Leadership style and image of the manager</b>	<b><i>Classroom work</i></b>			
		Lecture	Lecture 5-6. Leadership style and image of the manager	Work on lecture	2
Express test				6	
Practical class		Practical class №5. Ethics of the manager	Active work on the practical class	1	
		Practical class №6. Creating a manager's image	Active work on the practical class	1	
<b><i>Independent training</i></b>					
Questions and tasks for the Independent training		Search, selection and review of literary sources on a given topic	Homework checking		
		Performing practical tasks for creating manager's image	Homework checking		
<b>Theme 4. Types of group dynamics. Implementation of leadership in social groups</b>	<b><i>Classroom work</i></b>				
	Lecture	Lecture 7-8. Types of group dynamics. Implementation of leadership in social groups	Work on lecture	2	
			Express test	6	
	Practical class	Practical class №7. Identifying effective group	Active work on the practical class	1	
			Defense of tasks on the theme	5	
		Practical class №8. Defining an informal leader in the group.	Active work on the practical class	4	

			Written test	12
	<b><i>Independent training</i></b>			
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
		Preparation to express test	Homework checking	
		Preparation to written test	Homework checking	
Theme 5. The nature and essence of organizational conflict	<b><i>Classroom work</i></b>			
	Lecture	Lecture 9-10. The nature and essence of organizational conflict	Work on lecture	2
	Practical class	Practical class №9. Analysis of the causes of business conflicts at the workforce	Active work on the practical class	1
		Practical class №10. Application of methods of managing purposeful and non-purposeful conflicts of business level	Active work on the practical class Essay defense	1 8
	<b><i>Independent training</i></b>			
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
		Preparation the essay on the topic: "Creating a speech on a free topic"	Homework checking	
Theme 6. Resolution of internal contradictions	<b><i>Classroom work</i></b>			
	Lecture	Lecture 11-12. Resolution of internal contradictions	Work on lecture	2
	Practical class	Practical class №11. Application of measures of overcoming misunderstandings, disagreements and objective causes of conflicts between the manager and the employee	Active work on the practical class	1
		Practical class №12. Analysis of the psychological fitness of the employee for the position he holds	Active work on the practical class	1
	<b><i>Independent training</i></b>			
Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking		
Theme 7. Psychological exchange	<b><i>Classroom work</i></b>			
	Lecture	Lecture 13-15. Psychological exchange	Work on lecture	3
			Express test	6
	Practical class	Practical class №13. Identifying career opportunities for employees	Active work on the practical class	1
			Defense of tasks on the theme	5
Practical class №14-15. Construction	Active work on	2		



		of the scheme of psychological structure of the employee's personality	the practical class	
			Presentation on the given topic	10
			Written test	12
	<b><i>Independent training</i></b>			
	Questions and tasks for the Independent training	Search, selection and review of literary sources on a given topic	Homework checking	
		Preparation to the final test	Homework checking	
		Preparation presentation on the topic: "Creating a personal image of the manager"	Homework checking	

### **Recommended References**

#### **Additional**

1. Лепейко Т. І. Організаційна поведінка: навч. посібник / Т. І. Лепейко, С. В. Лукашев, О. М. Миронова. – Харків: Вид. ХНЕУ, 2013. – 154 с.
2. Лепейко Т. І. Управління персоналом підприємства в умовах невизначеності (поведінковий підхід): монографія / Т. І. Лепейко, О. М. Миронова. – Х.: Вид. ХНЕУ, 2010. – 234 с.
3. Миронова О. М. Конфліктологія: навч. посібник / О. М. Миронова, О. В. Мазоренко. – Харків: Вид. ХНЕУ, 2011. – 167 с.
4. Gavkalova, N. Personnel Management: summary of lectures / N. Gavkalova. . – Х. : ХНЕУ, 2013. – 171 p.

#### **Informational resources**

4. Fundamentals of leadership and organizational dynamics/Основи лідерства та організаційної динаміки (073), Barkova K.O./Баркова К.О. [Electronic resource] / Сайт ПНС. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=5365>.