

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ЗАТВЕРДЖЕНО

на засіданні кафедри
менеджменту та бізнесу
Протокол № 1 від 25.08.2023 р.

ПОГОДЖЕНО

Проректор з навчально-методичної роботи



ОСНОВИ ЛІДЕРСТВА ТА ОРГАНІЗАЦІЙНОЇ ДИНАМІКИ
робоча програма навчальної дисципліни (РПНД)

Галузь знань **07 Управління та адміністрування**
Спеціальність **073 Менеджмент**
Освітній рівень **перший (бакалаврський)**
Освітня програма **Бізнес-адміністрування**

Статус дисципліни **обов'язкова**
Мова викладання, навчання та оцінювання **англійська**

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Харків
2023

INTRODUCTION

The program of the course “Fundamentals of leadership and organizational dynamics” is compiled according to the study programme of preparation of bachelors. The course “Fundamentals of leadership and organizational dynamics” belongs to the professional cycle of mandatory courses of the first (bachelor) level of Specialty 073 “Management”, Study programme “Business administration”.

In the process of learning, students acquire the necessary knowledge during lectures, perform tasks related to the practical application of the acquired knowledge. The study of the theoretical provisions of the course “Fundamentals of leadership and organizational dynamics” requires their consolidation with the help of practical classes, and this constitutes a significant part of the discipline.

The purpose of the course “Fundamentals of leadership and organizational dynamics” is formation of a system of knowledge about modern concepts of leadership and skills about its implementation in the business life.

The objectives of the course are:

- mastering the basic concepts and concepts of leadership theory;
- determine the advantages and threats of leadership behavior in managerial activities;
- formation of a systemic view of leadership in management activity;
- formation of leadership qualities in students;
- providing leadership application tools for further personal and professional development;
- mastering techniques for creating a personal brand and forming a leader's image;
- expansion of students' social and communicative competences;
- development of self-analysis skills.

The object of the course is the process of leadership fundamentals formation in order to understand the basics of professional development and recognizing of organizational dynamics for the purpose of general understanding of the field.

The subject of the course is the theoretical concepts of leadership fundamentals and organizational dynamics.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO3	SC5, SC7
LO4	SC12
LO5	SC11
LO 8	GC13, SC11
LO 9	SC5, SC8, SC9, SC15
LO10	GC11, SC4
LO12	SC14, SC15

LO14	GC4, GC5, GC15, SC13, SC14, SC15
LO15	SC14, SC15
LO17	SC9

where GC4. Ability to apply knowledge in practical situations.

GC5. Knowledge and understanding of the subject area and understanding of professional activities.

GC11. Ability to adapt and act in a new situation.

GC13. Valuing and respecting diversity and multiculturalism.

GC15. Ability to act on the basis of ethical considerations (motives).

SC4. Ability to identify the functional areas of the organization and the connections between them.

SC5. Ability to manage the organization and its divisions through the implementation of management functions.

SC7. Ability to select and use modern management tools.

SC8. Ability to plan the organization's activities and manage time.

SC9. Ability to work in a team and establish interpersonal interaction in solving professional problems.

SC11. Ability to create and organize effective communications in the management process.

SC12. Ability to analyze and structure organizational problems, to form reasonable decisions.

SC13. Understand the principles of law and use them in professional activities.

SC14. Understand the principles of psychology and use them in professional activities.

SC15. Ability to develop and demonstrate leadership and behavioral skills.

LO3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

LO4. Demonstrate skills in identifying problems and justifying management decisions.

LO5. Describe the content of the functional areas of an organization's activities.

LO8. Implement management techniques to ensure the effectiveness of the organization.

LO9. Demonstrate interaction, leadership, and teamwork skills.

LO10. Have the skills to justify effective tools for motivating the organization's staff.

LO12. Assess the legal, social and economic consequences of the organization's functioning.

LO14. Identify the causes of stress, adapt yourself and team members to a stressful situation, and find ways to neutralize it.

LO15. Demonstrate the ability to act socially responsible and socially conscious on the basis of ethical considerations (motives), respect for diversity and interculturalism.

LO17. Perform research individually and/or in a group under the guidance of a leader.

COURSE CONTENT

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

Topic 1: Management of human and group activities.

1.1. Groups: their essence and management.

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. Human management and group management. Formal and informal groups. Features of informal groups that have an impact on the management of the organization.

1.2. Involvement in group activities.

Sense of involvement. Mutual assistance. Management psychology. Interaction management.

Topic 2. The essence of leadership theories.

2.1. General leadership.

Power. Leadership. Leadership. Types of leaders. Types of approaches to the study of leadership.

2.2. 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.

Topic 3. Leadership style and image of the manager.

3.1. Leadership and motivation.

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.

3.2. Delegation of powers; building an image.

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.

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

4.1 Behavior in group.

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.

4.2 Information and communication.

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.

Topic 5. The nature and essence of organizational conflict.

5.1. 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.

5.2. Social conflicts.

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.

Topic 6. Resolution of internal contradictions.

6.1. 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.

6.2. 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.

Topic 7. Psychological exchange.

7.1. Basics of psychological exchange.

Psychological exchange as a mechanism of group dynamics. Group processes. Mass socio-psychological phenomena.

7.2. Group development.

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.

The list of practical (seminar) studies in the course is given in table 2.

Table 2

The list of practical (seminar)) studies

Name of the topic and/or task	Content
Topic 1 Task 1	Practical class (seminar) on topic "Peculiarities of managerial work".
Topic 1 Task 2	Practical class (seminar) on the topic "Techniques of the manager's work".
Topic 1 Task 3	Discussing the problem "Self-assessment of the individual in the group".
Topic 2 Task 4	Practical class (seminar) on topic "The personality of the leader and the personality of the executor: similarities and differences".
Topic 2 Task 5	Preparing presentation on topic "Peculiarities of using different leadership styles".
Topic 3 Task 6	Discussion of manager's ethics.
Topic 3 Task 7	Business game "Creating a manager's image".
Topic 4 Task 8	Discussion of effective group.

Topic 4 Task 9	Preparation for the express test. Preparation of a presentation on topic "Leadership ethics".
Topic 5 Task 10	Preparation of the creative task "Creating a speech on a free topic".
Topic 5 Task 11	Application of targeted and purposeful business-level conflict management techniques.
Topic 6 Task 12	Application of means of overcoming misunderstandings, disagreements and objective causes of conflicts between the manager and the employee.
Topic 6 Task 13	Preparation of a presentation on the topic: "Types of people in conflicts".
Topic 7 Task 14	Preparation for the control work. Preparation of a creative task on the topic "Creating a manager's or employee's portfolio".

The list of self-studies in the course is given in table 3.

Table 3

List of self-studies

Name of the topic and/or task	Content
Topic 1-7	Search, selection and review of literature on a given topic
Topic 1-7	Preparation for the Express test
Topic 1-7	Preparation for practical classes
Topic 1-7	Performing an individual task (presentation)
Topic 1-7	Preparing for the final test

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching the course, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such teaching methods as:

Verbal (lecture-discussion (Topic 1–7), small group work (Topic 1, Topic 4, Topic 6).

Visual (demonstration (Topic 1–7)).

Practical (practical work (Topic 1–7), group works (Topic 1, Topic 4, Topic 6), case studies (Topic 3).

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures, practical, laboratory and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

– for courses with a form of semester control as grading: maximum amount is 100

points; minimum amount required is 60 points.

The final control includes current control and assessment of the student.

Semester control is carried out in the form of grading.

The final grade in the course is determined:

– for disciplines with a form of grading, the final grade is the amount of all points received during the current control.

During the teaching of the course, the following control measures are used:

Current control: presentation (maximum score is 10 points (three presentations during the semester; total maximum amount is 30 points)); competence-oriented tasks on topics (maximum score is 5 points); express test (maximum score is 10 points (two express tests during the semester, total maximum amount is 20 points)); creative tasks (maximum score for creative task 1 is 10 points; maximum score for creative task 2 is 15 points; total maximum amount is 25 points); written test (maximum score is 20 points).

Semester control: Grading.

More detailed information on the assessment system is provided in technological card of the course.

RECOMMENDED LITERATURE

Main

1. Організаційна поведінка : навчальний посібник / Т. І. Лепейко, С. В. Лукашев, О. М. Миронова. – Х. : Вид. ХНЕУ, 2013. – 156 с. – Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/14218>

2. Самоменеджмент [Електронний ресурс] : навч. посіб. / С. К. Василик, О. В. Майстренко, К. Р. Немашкало [та ін.] ; Харківський національний економічний університет ім. С. Кузнеця. - Електрон. текстові дан. (1,29 МБ). - Харків : ХНЕУ ім. С. Кузнеця, 2020. - 149 с. : іл. - Загол. з титул. екрану. - Бібліогр.: с. 136-144. – Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/26376>

3. Миронова О. М. Конфліктологія : навчальний посібник / О. М. Миронова, О.В. Мазоренко. – Х. : Вид. ХНЕУ, 2011. – 168 с. – Режим доступу: <http://www.repository.hneu.edu.ua/handle/123456789/7479/>

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4. Barkova, K., & Melnik, A. (2023). Organisational culture as factor of effectiveness in team building. *Development management*, 21(1), 19-26. – Access mode: <http://doi.org/10.57111/devt/1.2023.19>

5. Myronova O. Organizational culture as a motivation factor under the conditions of the martial state / O. Myronova, O. Mazorenko // *Економіка та суспільство*. – 2023. – Вип. 52. – Access mode:

<http://repository.hneu.edu.ua/handle/123456789/30497>

6. Myronova O. M. Improving the level of organizational culture in companies due to the conflict reduction / O. M. Myronova // *Економіка та суспільство*. – 2021. – № 25. – Access mode: <http://repository.hneu.edu.ua/handle/123456789/25952>

7. Blyznyuk T. Theoretical aspects of branding for the development of brand management strategy at Ukrainian enterprises / T. Blyznyuk, O. Maistrenko // *Ukrainian Journal of Applied Economics and Technology*. – 2023. – Vol. 8. – № 1. – P. 150 – 158. – Access mode: <http://repository.hneu.edu.ua/handle/123456789/29554>

8. Blyznyuk T. Assesment of leadership development: cross-cultural aspects / T. Blyznyuk // *Економіка та суспільство*. – 2022. – № 35. – Access mode: <http://repository.hneu.edu.ua/handle/123456789/27685>