

Ministry of Education and Science of Ukraine
National Aerospace University
"Kharkiv Aviation Institute"

Department of Management and Business Administration (No. 602)

APPROVE

Educational program guarantor



Andriy DORONIN

(signature) (initials and surname)

"29" August 2025

SYLLABUS
MANDATORY EDUCATIONAL DISCIPLINE

DYNAMIC LEADERSHIP

(name of academic discipline)

Discipline: 07 Management and administration
(code and name of the field of knowledge)

Specialty: 073 Management
(code and name of specialty)

Educational program: Management
(name of educational program)

Level of higher education: first (bachelor's)

The syllabus is effective from 01.09.2025

Kharkiv – 2025

Developer: Skachkova I. A. associate professor, Ph.D.
(surname and initials, position, academic degree and title) (signature)



The syllabus of the academic discipline was reviewed at the meeting
Department of Management and Business Administration
(name of department)

Protocol No. 1 of "29" August 2025

Head of the Department, Candidate of Economic
Sciences, Associate Professor
academic degree and title

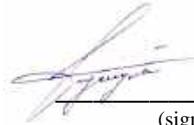


(signature)

Valentina GATYLO
(initials and surname)

Agreed with the representative of education seekers:

Second (Master's) level student



(signature)

Kristina GORDIENKO
(initials and surname)

1. General information about the teacher



Full name:Skachkova Iryna Anatoliivna

Position: Associate Professor of Department 602

Academic degree: Candidate of Technical Sciences

Academic title: Associate Professor

List of disciplines taught:

Project management; Production organization; Aircraft production planning; Administrative management; Strategic enterprise management and others.

Areas of scientific research:

management, project management, economic and mathematical modeling.

Contact information: i.skachkova@khai.edu

2. Description of the academic discipline

Form of education	<i>full-time, part-time</i>
Semester	3
Language of instruction	Ukrainian
Type of discipline	mandatory
Course volume: credits, ECTS/number of hours	<i>Day:</i> 3,5 ECTS credits/105 hours (64 classroom hours, of which: lectures – 32, practical – 32, SRH – 41 hours) <i>Correspondence:</i> 3.5 ECTS credits/105 hours (8 classroom hours, of which: lectures – 4, practical – 4, SRH – 97 hours)
Types of learning activities	lectures, practical classes, independent work
Types of control	current, module and semester control (exam)
Prerequisites	Introduction to the field of organization theory
Co-requisites	management
Post-requisites	Human Resources Management, Bachelor's Thesis

3. Purpose and objectives of the academic discipline

Goal—formation of a system of special knowledge in the field of leadership among applicants, formation of individuals who are able to cooperate and establish business relationships with partners, including external ones, organize activities to achieve a common goal, overcome communication barriers, competently carry out professional communication while performing professional tasks, be able to self-present, be leaders, etc.

Task:the ability to effectively possess developed communication skills; the ability to carry out the process of development and stimulation (motivation) of personnel; the skills of using management principles and methods; the ability to make informed management decisions; the ability to work in a team and lead it; demonstrate the ability to manage conflicts and negotiate.

Competencies that are acquired.

General:

- Knowledge and understanding of the subject area and understanding of professional activity.
- The ability to act based on ethical considerations (motives);
- Ability to generate new ideas (creativity);
- The ability to develop leadership qualities and demonstrate them in the process of managing people;
- Ability to use psychological technologies in working with personnel.

Expected learning outcomes:

- Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility.
- Organize and implement effective communications within the team, with representatives of various professional groups and in an international context;
- Demonstrate leadership skills and the ability to work in a team, interact with people, and influence their behavior to solve professional tasks;
- Have skills in delegating authority and leading an organization (unit);
- Be able to plan and implement information, methodological, material, financial and personnel support for the organization (unit).

4. Content of the academic discipline

Module 1.

Content module 1. Theoretical aspects of the concept of leadership in modern times

Topic 1. Concepts of leadership in modern organizations: essence and content.

Consider the main forms of influence and types of power, what influence, power, and leadership are, learn how an organization's leader influences people, understand the dependence of a subordinate on a leader, and the dependence of a leader on a subordinate, what is a leadership style, what is the main difference between leadership styles, learn about the positive and negative features of different leadership styles.

Independent work of the applicant: Studying lecture material. Formulating questions for the teacher.

Topic 2. Leadership technologies in the organization

Understand the essence of vision and its difference from the mission, strategy, goals and values of the organization; master the essence and content of strategic, innovative and ethical leadership.

Independent work of the applicant: Studying lecture material. Formulating questions for the teacher.

Topic 3. The Intelligence of a Modern Leader

Identify cognitive personality differences; understand how a mental model can influence a leader's behavior; acquire skills to develop one's own thinking; master the essence of vertical leadership; use emotional intelligence for self-improvement and development of effective interpersonal communications; understand how self-esteem affects the development of emotional intelligence; acquire skills to manage personal stress.

Independent work of the applicant: Studying the lecture material. Formulating questions for the teacher.

Topic 4. Emotional intelligence and leadership.

Emotional intelligence: concept, history of research. What is the relationship between emotions and leadership? The structure of emotional intelligence. The content of the components of emotional intelligence. The ability to understand emotional information and its impact on the organization and the individual. Managing emotions.

Independent work of the applicant: Studying the lecture material. Formulating questions for the teacher.

Topic 5. Charismatic leadership

Who is a charismatic leader? Ethical manifestations of charisma. Unethical charismatic leader. Followers of an unethical charismatic leader.

Independent work of the applicant: Studying the lecture material. Formulating questions for the teacher.

Topic 6. Neurolinguistic Programming – a tool for an effective leader

Subject of study of NLP. Intellectual model of personality and organization. NLP is result-oriented.

Independent work of the applicant: Studying the lecture material. Formulating questions for the teacher.

Modular control 1

Content module 2. Leadership in the modern world

Topic 7. Team leadership

Development of interpersonal and managerial competencies by revealing the essence of team leadership and methods of forming a management team and teamwork to develop leadership potential.

Independent work of the applicant: Studying the lecture material. Formulating questions for the teacher.

Topic 8. "Collaborative Leadership"

What is collaborative leadership? Give a description of a collaborative leader. Ten key lessons for successful collaborative leaders.

Independent work of the applicant: Studying the lecture material. Formulating questions for the teacher.

Topic 9. Leader and corporate culture

Understand the essence of corporate culture, learn how to build an excellent organization and team that you want to work in, and create products.

Independent work of the applicant: Studying the lecture material. Formulating questions for the teacher.

Topic 10. Psychological aspects of leadership"

Understand the basic aspects of the psychology of leadership and management, learn to focus on your own success in different situations, and be positive towards strangers.

Independent work of the applicant: Studying the lecture material. Formulating questions for the teacher.

Modular control 2

5. Individual tasks

Not included in the curriculum

6. Teaching methods

Verbal (explanation, story, conversation, educational discussion, etc.); visual (illustration, demonstration) and practical (practical work, individual survey, testing).

7. Control methods

Control and assessment of the quality of acquired knowledge, skills and practical abilities of students is systemic in nature, based on the principle of end-to-end control, which allows ensuring the interconnection between all types of the educational process: lectures, practical classes, independent and individual work of the student, current control, and test.

8. Evaluation criteria and distribution of points received by applicants

Components of educational work	Points for one lesson (task)	Number of lessons (tasks)	Total points
Content module 1			
Lecture work	0	8	0
Completion and defense of practical work	0...5	5	0...25
Non-formal education (if certificate is available)	0...20	0...1	0...20
Modular control	0...15	1	0...25
Content module 2			
Lecture work	0	8	0
Completion and defense of practical work	0...5	5	0...25
Modular control	0...25	1	0...25
Performing independent work	0...25	1	0...25
Non-formal education (if certificate is available)	0...20	0...1	0...20
Exam	0...100	1	0...100
Total per semester			0...100

Criteria for evaluating the applicant's work during the semester

Satisfactory (60-74).Show a minimum of knowledge and skills. Complete and defend all practical work and homework. Know the subject, goal, and objectives of the discipline. Be able to formulate a conclusion by answering the following questions: 1. What should a true leader be like? 2. Why be a leader? 3. What personal qualities and traits do you personally need to develop in order to become a leader?

Good (75-89).Know the minimum firmly, complete all tasks. Show the ability to perform and defend all practical work within the time specified by the teacher with justification of the decisions and measures proposed in the work. Complete all KR, pass testing and out-of-classroom independent work. Understand the essence of the main stages in the history of research into the phenomenon of leadership; describe leadership models presented in classical theories; list researchers who have engaged in empirical research into the phenomenon of leadership.

Excellent (90-100).Pass all checkpoints with a grade of "excellent". Fully know the main and additional material and be able to apply it. Be familiar with textbooks and manuals. Perform and defend all independent work without errors within the time specified by the teacher with a detailed

justification of the decisions and measures proposed in the work. Participate in a student conference. Excellently illustrate theoretical models with specific examples from leadership practice

Grading scale: point and traditional

Total points for all types educational activities	Exam score
90 – 100	Perfectly
75 – 89	Good
60 – 74	Satisfactorily
0 – 59	Unsatisfactory with reassembly capability

9. Course Policy

Attending classes. Regulation of absences. The interactive nature of the course requires mandatory attendance at practical classes. Students who, under certain circumstances, cannot attend practical classes regularly must agree with the teacher within a week on a schedule for individual work-through of missed classes. Individual missed classes must be worked out at the nearest consultation within a week after their absence. Work-through of classes is carried out orally in the form of an interview on questions specified in the class plan. In some cases, written work-through of missed classes is allowed by completing an individual written assignment.

Compliance with academic integrity requirements by students while studying the academic discipline. While studying the academic discipline, students must adhere to generally accepted moral and ethical norms and rules of conduct, requirements of academic integrity, stipulated by the Regulations on Academic Integrity of the National Aerospace University "Kharkiv Aviation Institute" (<https://khai.edu/assets/files/polozhennya/polozhennya-pro-akademichnu-dobrochesnist.pdf>). It is expected that the works of students will be their original research or reasoning. The absence of references to the sources used, fabrication of sources, plagiarism, interference in the work of other students are, but are not limited to, examples of possible academic dishonesty. Identification of signs of academic dishonesty in the written work of a student is grounds for its non-registration by the teacher, regardless of the extent of plagiarism or deception. In the case of individual independent work, abstracts containing at least 60% of the original text during plagiarism checking are allowed for defense, and essays - 70%.

Conflict resolution. The order and procedures for resolving conflicts related to corrupt actions, conflicts of interest, various forms of discrimination, sexual harassment, interpersonal relationships and other situations that may arise during training, as well as the rules of ethical behavior are regulated by the Code of Ethical Behavior at the National Aerospace University "Kharkiv Aviation Institute" (<https://khai.edu/ua/university/normativna-baza/ustanovchi-dokumenty/kodeks-etichnoi-povedinki/>).

10. Methodological support

Textbooks, study guides, teaching aids, lecture notes, methodological recommendations for conducting laboratory work, etc., published by the University, can be found at the following link: http://library.khai.edu/catalog?clear_all_params=0&mode=KNMZ&lang=ukr&caller_mode=SearchDocForm&ext=no&theme_path=0&themes_basket=&ttp_themes_basket=&disciplinesearch=no&top_list=1&fullsearch_fld=&author_fld=%D0%A0%D0%BE%D0%BC%D0%B0%D0%BD%D0%BE%D0%B2&docname_fld=&docname_cond=beginwith&theme_context=%D0%A0%D1%96%D0%B7%D0%B0%D0%BD%D0%BD%D1%8F+%D0%BC%D0%B5%D1%82%D0%B0%D0%BB%D1%96%D0%B2&theme_cond=all_theme&theme_id=0&is_ttp=0&combiningAND=0&step=20&tpage=1

– The discipline page is located at the following link: <https://mentor.khai.edu/course/view?id=7609>

11. Recommended reading

Basic

1. Komarova, K.V., Koliada, S.P. *Liderstvo: navchalnyi posibnyk dlia studentiv vyshchykh navchalnykh zakladiv*. Dnipro, 2017. 452 p.
2. Romanovskiy, O.H., Hura, T.V., Knysh, A.Ye., Bondarenko, V.V. *Teoriia i praktyka formuvannia lidera: navchalnyi posibnyk*. Kharkiv, 2017. 100 p.
3. Hellriegel, D., Slocum, J.W. Jr., Woodman, R.W., Training, N.S. *Orhanizatsiina povedinka*. Translated from English by I. Tarasiuk, M. Zarytska, N. Haidukevych. Kyiv: Vyd-vo Solomii Pavlychko "Osnovy", 2001. P. 575–598.

Auxiliary

4. Collison, D. Dichotomies, dialectics and dilemmas: New directions for critical leadership studies. *Leadership*, 10(1), 2014, pp. 36–55.
5. Romanovskiy, O., Knysh, A. Emotional leadership and ways of its formation in National Technical University "Kharkiv Polytechnic Institute". *International Scientific Journal of Universities and Leadership*. Kyiv: DP "NVC "Priorytety", 2015, No. 1.
6. Northouse, P.G. *Leadership: Theory and Practice*. 7th ed. Western Michigan University, 2016. 520 p.

12. Information resources

1. Department website <http://faculty6.khai.edu/ru/site/kafedra-menedzhmenta.html>
2. Strategic Leadership: Qualities That Distinguish the Best Leaders. URL: <https://www.bdo.ua/uk-ua/news-2/2020/strategic-leadership-the-qualities-that-define-best-leaders>
3. Model of leadership development. URL: <http://www.management.com.ua/ld/ld002.html>
4. WEBINAR "LEADER PSYCHOLOGY". URL: <https://www.youtube.com/watch?v=Y2m0R-gaDqo>
5. "Emotional (Inspirational) Leadership", recording of the webinar by Alla Zadneprovska. URL: <https://www.youtube.com/watch?v=-9khI8YPvD>