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

Department of Economics and Public Administration (No. 601)

APPROVE

Head of the NMK 3

 Ganna LIKHONOSOVA

"31" August 2026

SYLLABUS
INDIVIDUAL CHOICE COURSES OF INDUSTRY-SPECIAL ORIENTATION
Leadership and Teamwork
(name of academic discipline)
MAJOR "Organizational Culture", discipline 3
(name of elective category)

Field of knowledge: 05 Economics, 07 Management and Administration, 28 Public Management and Administration

Specialties: 051 Economics; 072 Finance, Banking, Insurance and Stock Market, 073 Management, 075 Marketing, 281 Public Management and Administration

Educational programs: Business Economics; Finance, Banking, Insurance and Stock Market, Management, Marketing, Public Management and Administration

Level of higher education: first (bachelor's degree)

The syllabus is effective from 01.09.2026

Kharkiv – 2026

Developer: Professor of Department 601,

Doctor of Public Administration, Full Professor  Victoriia SHVEDUN
(position, academic degree and title, first and last name (signature)

The syllabus of the academic discipline was considered at the meeting of the Department of Economics and Public Administration (No. 601)

Protocol No. 1 dated "31" August 2026.

Head of the Department

Dr. of Public Administration, Prof.  Victoriia SHVEDUN
(academic degree and academic title) (signature) (first name and SURNAME)

Agreed with the representative of education seekers:


(signature) Yaroslava CHORNA
(initials and surname)

1. General information about the teacher



Shvedun Viktoriya Oleksandrivna, Doctor of Public Administration, Professor. Teaches the following disciplines at the university:
- Public Administration in the Economic Sphere;
- European Integration Policy;
- Statistics;
- Microeconomics;
- Analytics and Cost Optimization;
- Digital Technologies for Production and Sales Management.

Areas of scientific research:
public administration in the sphere of ensuring national security, state regulation of advertising activities, state regulation of the tourism sector, international public administration and European integration.

2. Description of the academic discipline

Form of education	*Full-time, part-time*
Semester	5
Language of instruction	English
Type of discipline	*Selective*
Course volume: ECTS credits/number of hours	*full-time*: 4 ECTS credits / 120 hours (48 classroom hours, of which: lectures – 24, practical – 24; SRH – 72) *part-time*: 4 ECTS credits / 120 hours (6 classroom hours, of which: lectures –2, practical –4; SRH – 114)
Types of educational activities	Lectures, practical classes, passing modular tests, independent work
Types of control	Current control, module control, semester control – credit
Prerequisites	Self-management, Management, Business communications.
Co-requisites	-
Post-requisites	Personnel management

3. The purpose and objectives of the academic discipline

Purpose

To provide higher education students with thorough knowledge of the basics of the theory and practice of perfect organization of work of managers, elements and models of the organizational culture of the organization, mastering methods of teamwork, as well as the formation of skills and abilities for the practical use of this knowledge.

Tasks

- study of theoretical and practical provisions on the organization of work of managers of the organization;
- mastering the substantive, ethical and psychological aspects of the style of effective leadership; the basic principles of rational organization of the workplace of the manager;
- mastering methods of leadership, features of coaching as a new method of cooperation between managers and subordinates;
- studying the basic approaches to understanding the essence of leadership. its organizational significance;
- mastering the characteristics of elements and models of organizational culture, content, basic principles of managing the corporate culture process;
- mastering the means and methods of organizing and planning teamwork in the organization;
- studying the basic provisions of developing the organizational culture of the team, increasing the effectiveness of employees in the team.
- mastering the skills of developing and implementing measures to ensure effective and efficient teamwork

After mastering the discipline, the applicant will acquire the following competencies:

general:

- Ability to abstract thinking, analysis and synthesis.
- Ability to identify, pose and solve problems, make informed decisions.
- Ability to generate new ideas (creativity).
- Ability to adapt and act in a new situation.
- Ability to work in a team.
- Ability to plan and manage time.
- Special (professional):
- Ability to social interaction, cooperation and conflict resolution in a team.
- Ability to ensure the proper level of production and use of management products, services or processes in the organization.
- Ability to ensure compliance with regulatory, legal and moral and ethical norms of behavior of team members.
- Ability to develop strategic documents for the development of the organization, tactical and operational plans for management activities.
- Ability to independently prepare analytical reports, proposals, reports.
- Ability to make sound management decisions in conditions of uncertainty.
- Ability to effectively lead group work in the organization, form an interdisciplinary team and establish effective cooperation.

It is expected that after mastering the discipline, the applicant will achieve the following learning outcomes and will:

- Apply the norms and rules of professional communication in the Ukrainian language.
- Use modern management technologies for the proper conduct of the organization's activities and the practical application of appropriate tools in teamwork.
- Explain information, ideas, problems and alternative options for making management decisions to team members.
- To act socially responsible and socially conscious on the basis of ethical principles, respect for cultural diversity and values of civil society, while respecting individual rights and freedoms.
- To demonstrate skills in forming and coordinating teamwork, assessing the level of effectiveness of the team and its individual members.

4. Content of the academic discipline

MODULE 1
Content module 1
Organizational leader and organizational culture

Topic 1. Effectiveness of the leader's work

Form of classes: lecture, practical lesson, independent work.

Questions for consideration at the lecture:

Management as a type of professional activity. The main components of the organization's internal environment. The external environment of direct influence. The external environment of indirect influence.

Leadership style and methods. Leadership: essence and organizational significance. Basic approaches to understanding the essence of leadership. leadership.

Practical lesson:

Determine the style of effective leadership and the components of an effective style.

Independent work of applicants:

Processing lecture material. Formulating questions to the teacher.

Topic 2. Organization of the leader's personal work

Form of classes: lecture, practical lesson, independent work.

Questions for consideration at the lecture:

Planning the leader's personal working time. The main advantage of work planning.

Increasing the efficiency of the manager's work. The main elements for increasing the efficiency of the manager's work.

Practical lesson:

Organizing the work of subordinates. Planning the working time of subordinates.

Independent work of applicants:

Processing the lecture material. Formulating questions for the teacher.

Topic 3. Professional tasks of heads of organizations and heads of their departments and organizational and hardware work

Form of classes: lecture, practical lesson, independent work.

Questions for consideration at the lecture:

Basic principles of rational organization of the manager's workplace. Organization of the workplace. Main directions in the organization of workplaces.

The essence, content and main tasks of developing marketing programs. Preparation of strategic programs and current planning. Types and stages of planning.

Practical lesson:

Types of work and rest regimes. Weekly, monthly and annual work and rest regimes.

Independent work of applicants:

Processing the lecture material. Formulation of questions to the teacher.

Topic 4. Methods of increasing the efficiency of personnel work

Form of classes: lecture, practical lesson, independent work.

Questions to be considered at the lecture:

General provisions and features of using the Performance Management concept. Key performance indicators as indicators of achieving goals. Executive tasks and standards.

Practical lesson:

Features of coaching as a new method of cooperation between managers and subordinates. Information as the main tool of the manager's work, as a product of his activity.

Independent work of applicants:

Processing of lecture material. Formulation of questions to the teacher.

Topic 5. Organizational culture and corporate policy

Form of classes: lecture, practical lesson, independent work.

Questions to be considered at the lecture:

Organizational culture: concepts, functions, logic of formation, Elements. Main features of organizational culture. Mechanisms of formation and development of organizational culture.

Changes and development of corporate culture. Basic principles of managing the corporate culture process.

Practical lesson:

Methods of diagnosing corporate culture. Clinical (holistic) approach. Metaphorical (linguistic) approach.

Independent work of applicants:

Processing lecture material. Formulating questions for the teacher.

Topic 6. Models of organizational culture

Form of classes: lecture, practical lesson, independent work.

Questions to be considered at the lecture:

Typologies of organizational culture. Culture of fast feedback and low risk. Culture of high risk and fast feedback. Culture of high risk and slow feedback. Culture of slow feedback and low risk.

Skills for changing corporate culture. Type of organizational culture and life cycle of the organization.

Practical lesson:

Typology of organizational culture according to C. Handy. Models of the influence of culture on organizational effectiveness.

Independent work of applicants:

Processing lecture material. Formulating questions for the teacher. Preparation for module control.

Module control 1

Form of classes: writing a module paper in the classroom (at the decision of the lecturer, it is allowed to conduct it remotely).

Content module 2

Teamwork in the organization

Topic 7. Goals, production tasks and team decision-making

Form of classes: lecture, practical lesson, independent work.

Questions to be considered at the lecture:

Production task of the team: goals and objectives. The importance of using the strategic change planning system and the latest information technologies in the production and commercial activities of the enterprise. A set of goals that the team should be guided by in performing the tasks set.

Practical lesson:

The process of decision-making by the team. The process of forming and making decisions by the team and the team leader. Factors influencing the team's decision-making process.

The procedure for making decisions by the team in a remote format under quarantine restrictions.

Independent work of applicants:

Processing lecture material. Formulating questions for the teacher.

Topic 8. Managers and the team

Form of classes: lecture, practical lesson, independent work.

Questions to be considered at the lecture:

Leaders and highly qualified employees. Five forms of power of a team leader. Characteristics that a team leader should have. Difference between a leader and a team manager. Main advantages and disadvantages of working in a team. Employee abilities that can be identified by involving him in teamwork and achieving a common team goal.

Leadership style in managing teams. Difference between an authoritarian style and a liberal style. Leadership styles in managing a team from the standpoint of a situational approach. Groups and types of teams. The essence of the concepts of "group", "team" and "self-managed team".

Practical lesson:

Working in teams: advantages and disadvantages. The effect of synergy in the ability to achieve success together in a team.

Independent work of applicants:

Working out the lecture material. Formulating questions to the teacher.

Topic 9. Forming teamwork

Form of classes: lecture, practical lesson, independent work.

Questions to be considered at the lecture:

Requirements and composition of team members. Principles, conditions and specifics of team formation. Functional responsibilities of a team leader and idea generator. The difference between such team members as an enthusiast, coordinator, expert. Technologies for building and coordinating teamwork. Techniques and technologies for involving employees in teamwork. The essence of the ecosystem level in involving employees in teamwork. The importance of transitioning to teamwork and identifying team leaders.

Practical lesson:

Principles of team formation. Stages of team development.

Independent work of applicants:

Processing lecture material. Formulating questions for the teacher.

Topic 10. Organization and evaluation of team work

Form of classes: lecture, practical lesson, independent work.

Questions to be considered at the lecture:

Organization and planning of teamwork. Stages of organization and planning of joint

teamwork activities. Advantages and disadvantages of organization and planning of teamwork at the grouping stage.

Assessment of the level of team performance. Advantages of modern methods of organizational planning and design, their differences compared to traditional methods. The essence of the content of monitoring blocks for assessing the level of team performance. Factors and criteria for assessing the effectiveness of experts in teamwork. The main elements of the effectiveness of experts in a team.

Practical lesson:

Organizational culture of a team. Basic provisions for the development of organizational culture of a team. Effectiveness of organizational culture of a team.

Independent work of applicants:

Processing lecture material. Formulation of questions to the teacher.

Topic 11. Increasing the effectiveness of team work

Form of classes: lecture, practical lesson, independent work.

Questions for consideration at the lecture:

Increasing the effectiveness of team work. The essence of the process of evaluating employee performance.

Increasing the effectiveness of employee performance in a team. Correspondence of the characteristics of a team member to his established profile. Motivation of employees in teamwork. Methods for assessing the performance of a team worker.

The main objectives of assessing the performance of team members according to Douglas McGregor's classification. Factors that influence the effective and productive performance of tasks by a team member. The specifics of the motivational process of team employees (synthesizing principle of motivation) and team members (analysis principle).

Team cohesion in ensuring the effective activity of the entire organization and team employees.

Practical lesson:

The importance of motivation by rewarding personnel in teamwork and its difference from motivation by remuneration for work. The importance of motivation by a sense of significance of personal contribution to the overall success of the team. The essence of team leader motivation and its importance and main goal.

Independent work of applicants:

Working out lecture material. Formulating questions for the teacher. Preparing for module control.

Module control 2

Form of classes: writing a module work in the classroom (by the decision of the lecturer, it is allowed to conduct it in a remote form).

5. Individual tasks

Not provided for in the curriculum

6. Teaching methods

Verbal, visual, practical.

7. Control methods

Current control (theoretical questioning and solving practical problems), module control (testing by course sections) and final (semester) control (test).

8. Evaluation criteria and distribution of points received by applicants

Table 8.1 – Distribution of points received by education seekers

Components of educational work	Points for one lesson (task)	Number of lessons (tasks)	Total points
Content module 1			
Lecture work	0…1	6	0…6
Work in practical classes	0... 4	6	0... 24
Modular control	0…20	1	0…20
Content module 2			
Lecture work	0…1	6	0…6
Work in practical classes	0...4	6	0...24
Modular control	0…20	1	0…20
Total per semester			**0…100**

The credit is issued at the end of the semester if the applicant has scored 60 or more points during the semester. The applicant has the opportunity to receive a maximum of 100 points.

Table 8.2 – Rating scales: point and traditional

Total points	Traditional scale rating	
	Exam, differential credit	**Test**
90 – 100	Perfectly	Enrolled
75 – 89	Good	
60 – 74	Satisfactorily	
0 – 59	Unsatisfactorily	Not included

Criteria for evaluating the student's work during the semester:

Satisfactory (60-74) – have a minimum of knowledge and skills. Complete and defend all practical work and homework. Be able to independently characterize the company's capital, labor resources, expenses, and profitability.

Good (75-89) – have a solid minimum of knowledge, complete all tasks. Show the ability to perform and defend all laboratory work within the time specified by the teacher with justification for the decisions and measures proposed in the work.

Excellent (90-100) – pass all control points with a grade of “excellent”. Thorough knowledge of all topics and ability to apply them.

9. Course Policy

Class attendance. The interactive nature of the course requires mandatory attendance of practical classes. Students who, under certain circumstances, cannot attend practical classes regularly must agree with the teacher on a schedule for individual make-up of missed classes. Make-up of missed classes is carried out in accordance with the consultation schedule, with prior agreement with the teacher. Make-up of classes is carried out orally in the form of an interview on the questions specified in the class plan. In some cases, written make-up of missed classes is allowed by completing an individual written assignment.

Compliance with the requirements of academic integrity. 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 Code of Academic Integrity and Ensuring Its Compliance of the National Aerospace University "Kharkiv Aviation Institute", namely:

- independently perform educational tasks, tasks of current and final control of learning results (for persons with special educational needs, this requirement is applied taking into account their individual needs and capabilities), except for cases when such tasks involve group work;

- refer to sources of information in case of using ideas, developments, statements, information;

- comply with the norms of the legislation on copyright and related rights;

- provide reliable information about the results of their own educational (scientific, creative) activities, research methods used and sources of information;

Identification of signs of academic dishonesty in the written work of a student is grounds for the teacher to disqualify the student, regardless of the extent of plagiarism or deception.

Conflict resolution. The procedure and procedures for resolving conflicts related to corrupt actions, conflicts of interest, interpersonal relationships and other situations that may arise during training, as well as the rules of ethical behavior, are regulated by the Code of Ethics at the National Aerospace University "Kharkiv Aviation Institute".

10. Methodological support

Textbooks, study guides, teaching aids, lecture notes, methodological recommendations for conducting laboratory work, etc., published by the University, are available at the following link: http://library.khai.edu/library

The discipline page is available at the following link: https://mentor.khai.edu/course/

11. Recommended literature

Main literature:

1. Baev, V. V., Gavrish, O. A., Mokhonko, G. A. Leadership and teamwork in management: a textbook. Kyiv: Igor Sikorsky Kyiv Polytechnic Institute, Publishing House "Polytechnics", 2022. 248 p.

2. Balanovska T. I., Gavrish O. M., Dramaretska K. P., Golik V. V. Leadership and management of human resources of the organization: a textbook. Kyiv: Central Publishing House "COMPRINT", 2024. 281 p.

3. Voitko S. V., Grinko I. M. Experts in teamwork: a textbook. Kyiv: Igor Sikorsky Kyiv Polytechnic Institute Igor Sikorsky, 2022.

4. Kornuta L. M., Gerashchenko O. S., Shmalenko Yu. I. Team Management: Educational and Methodological Manual. Odesa: Phoenix, 2025. 48 p.

5. Maxwell, D. Leadership at 360 degrees. How to lead from any position in the organization. Translated from English. Kharkiv: Family Leisure Club, 2023. 336 p.

6. Marchenko, O. A., Chernov, Yu. V. Team Management and Modern Leadership: Educational Manual. Kharkiv: V. N. Karazin KhNU, 2022. 212 p.

7. Kyfyak V. I. Team Building Tools: Manual. Chernivtsi: Chernivtsi National University named after Yuriy Fedkovych, 2022. 165 p. Bakalenko O. A. Psychology of management: a textbook. – Kharkiv: KhNURE, 2020. – 120 p.

8. Danchenko L. G. Modern strategic models of management types and leadership in organizations // Young scientist. 2025. No. 6 (26). P. 52–55.

Additional literature:

9. Balanovska T. I., Gavrish O. M., Voskolupov V. V. Modern concepts of management: a textbook. Kyiv: CP "COMPRINT", 2025. 320 p.

10. Brown, B. Courage to lead. How openness changes the nature of work and management

approaches. Translated from English. Kharkiv: KSD, 2022. 320 p.

11. Administrative law of Ukraine. Complete course: textbook / ed. V. Galunka, O. Pravotorova. Third edition. Kyiv: Academy of Administrative and Legal Sciences, 2020. 466 p.

12. Sinkevich, O. V., Shapoval, V. M. Leadership, communications and team dynamics: teaching aids. Dnipro: NTU "Dniprovska Polytechnic", 2022. 185 p.

Information resources

1. Official website of the National Institute for Strategic Studies. – Access mode: http://www.niss.gov.ua

2. Official website of the State Statistics Service of Ukraine. – Access mode: http://www.ukrstat.gov.ua

3. Official Internet representation of the President of Ukraine Volodymyr Zelenskyy. – Access mode: http://www.president.gov.ua

4. Official website of the Kharkiv Regional Military Administration. – Access mode: http://www.kharkivoda.gov.ua/

5. Official website of the Center for Political and Legal Reforms. – Access mode: http://www.pravo.org.ua/