



Leadership Syllabus BOK 1.7 LEAD - 222 |

Quarter/Year: Fall/2022

Instructor: Elizabeth Nudelman

ECTS Credits: 6

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US Credits: 3

Prerequisites: Introduction to Business

Course Description

Organizational Leadership is an introductory course to provide students with an understanding of a dual-focused management approach that works towards what is best for individuals and what is best for a group as a whole simultaneously. Throughout the course, students will learn the process of organization evolution through its people development, as well as will practice an attitude and a work ethic that empowers an individual in any role to lead from the top, middle, or bottom of an organization.

Course Outcomes

Upon successful completion of this course, students will be able to:

PH1. Responsibly treat professional self-improvement, realizing the need for lifelong learning, show tolerance and readiness for innovative changes.

PH4. Systematize and streamline the information received on the processes and phenomena in the world economy; evaluate and explain the influence of endogenous and exogenous factors on them; formulate conclusions and develop recommendations, considering the peculiarities of the national and international environment.

PH5. Possess the skills of introspection (self-control), be understandable for representatives of other business cultures and professional groups of different levels (with specialists from other fields of knowledge / activities) on the basis of appreciating diversity, multiculturalism, tolerance and respect for them.

PH6. Plan, organize, motivate, evaluate and increase the effectiveness of teamwork, conduct research in a group under the leadership of a leader, taking into account today's requirements and features in a limited time.

PH7. Apply the acquired theoretical knowledge to solve practical problems and meaningfully interpret the results.

PH9. Understand and be able to apply, in accordance with other requirements of the educational program, modern theories and methods of solving specialized complex problems and practical problems in the field of international trade in goods and services, international capital flow, international monetary and financial relations, mobility of human resources, international technology transfer.

PH10. Identify and highlight the features of the functioning of the subjects of international relations and models of their economic development.

PH12. Carry out a comprehensive analysis of complex economic systems, compare and contrast their components, evaluate and justify evaluations of the effectiveness of their functioning.

PH13. Select and skillfully apply analytical tools for studying the state and development prospects of individual segments of the international markets for goods and services using modern knowledge about the methods, forms and tools for regulating international trade.

PH14. Understand and apply theories, principles, means and tools for the implementation of international monetary and financial and credit relations.

PH15. Determine the functional features, nature, level and degree of interconnections between subjects of international economic relations of different levels and establish communications between them.

PH16. Demonstrate knowledge about the state of research in international economic relations and the world economy in an interdisciplinary combination with political, legal, natural sciences.

PH17. Determine the reasons, types and nature of international conflicts and disputes, justify and apply economic, legal and diplomatic methods and means of their solution at the international level, defending the national interests of Ukraine.

PH20. Defend the national interests of Ukraine, taking into account the security component of international economic relations.

PH21. Understand and have the skills to maintain business protocol and business etiquette in the field of international economic relations, taking into account the peculiarities of intercultural communication at the professional and social levels, both state and foreign languages.

PH22. Apply appropriate methods, rules and principles of functioning of international economic relations for the development of foreign economic activity of Ukraine.

PH23. Recognize the need for lifelong learning in order to maintain a high level of professional competence.

PH24. Substantiate the choice and apply information and analytical tools, economic and statistical calculation methods, complex analysis techniques and methods of monitoring world markets.

PH25. Present the results of the research on the basis of which recommendations and measures for adaptation to changes in the international environment are developed.

Competences

3K 2. Ability to preserve and multiply moral, cultural, scientific values and achievements of society based on understanding the history and patterns of development of the subject area, its place in the general system of knowledge about nature and society and in the development of society, technology, use different types and forms of motor activities for active recreation and a healthy lifestyle.

3K 4. Ability to plan and manage time.

3K 8. Ability to abstract thinking, analysis and synthesis.

3K 9. Ability to be critical and self-critical.

3K 10. Ability to communicate with representatives of other professional groups at different levels (with experts from other fields of knowledge / types of economic activity).

3K 11. Ability to work in a team.

CK 8. The ability to determine the functional features, nature, level and degree of relationships between the subjects of international economic relations at different levels and to establish communication between them.

CK 10. Ability to justify the use of legal, economic and diplomatic methods (instruments) for resolving conflict situations at the international level.

Internationality

Course participants will be provided with universal theoretical knowledge & practical skills, essential for successful leadership in the modern world based on the best practices of Western business organizations & the most innovative up-to-date international approaches from all over the world.

Communications

For individual issues, students should contact the professor **ONLY** by given e-mail or by Moodle. In the Subject line they should put: **UACUFirstNameLastName**. E-mail messages will normally be answered within 48 hours.

Student Responsibilities / Time Commitment

The study of technical courses is cumulative (i.e., an understanding of earlier material is necessary to grasp concepts covered later). Past experience has shown a high correlation between procrastination and low grades. Students must be committed to completing tasks on time.

Grading Policy

The course is based on mastery of course outcomes. The student's grade for this course will be calculated based on performance.

Note: the minimal grade to pass a subject is **60%**.

Graduate Grading Guidelines

The assignment of a letter grade for a course is an indication of the student's overall success in achieving the learning outcomes for the course. The course letter grade may be viewed as a summary statement of the student's achievement in individual assessments (assignments & activities). These assessments are intended to identify for students their strengths as well as those areas in need of improvement. Student work is assessed according to the guidelines below.

Course-level Grading guidelines:

Grade	ECTS Grade	International Grade
90% - 100%	A	5 (Excellent)
83% - 89%	B	4 (Very Good)
75% - 82%	C	4 (Good)
70% - 74%	D	3 (Good)
60% - 69%	E	3 (Acceptable)
35% - 59%	FX	Not acceptable, possible repetition of course

Criteria for grading:

ECTS grade	Requirements for the student
A	The student demonstrated a comprehensive systemic and in-depth knowledge of program material; processed basic and additional literature; obtained a solid grasp of the conceptual apparatus, methods, techniques and tools provided by the program; found creative abilities in the presentation of the educational program material both on this issue and on related modules of the course and related courses, or the student had a current control of 90-100 points
B	The student demonstrated good knowledge of program material; processed the basic literature, mastered the conceptual apparatus, methods, techniques and tools provided by the program, but with some inaccuracies
C	
D	The student showed mediocre knowledge of the core program material; learned information mainly from a lecture course or just one textbook; mastered only certain methods, techniques and tools provided by the program
E	

FX	The student has significant gaps in knowledge of the main program material; fragmentary mastered the basic concepts, techniques and tools; significant mistakes are made when using them
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Maximum total possible points – **500** points incl. two module midterms and one final exam are **60%** of overall evaluation, where Midterms – **20%** and Final – **40%**)

- In-class quizzes – **60** points (six times during the course)
- Team assignments & projects – **50** points (two times during the course)
- Individual assignments & projects – **90** points (five times during the course)
- Two midterm tests – **100** points
- Final exam – **200** points

Assignment Format:

- All work should be shown in time. If the student misses the deadline – the task is failed
- Assignments & projects must correspond to specific requirements assigned by the instructor.
- Module 1 midterm test covers topics from previous lectures (weeks 1-5); module 2 midterm test covers topics from previous lectures (weeks 6-10). Both midterm tests include multiple choice questions and cases (essays); each midterm test takes about 45 minutes.
- The final exam covers all course material and includes multiple choice questions and cases (essays). It lasts for 2,5 hours. Admission to the final exam is possible only if all the tasks of the curriculum are covered.

Academic Dishonesty

- Academic integrity is submitting one’s own work and properly acknowledging the contributions of others. Any violation of this principle constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. Forms of academic dishonesty include:
 1. **Plagiarism** — submitting all or part of another’s work as one’s own in an academic exercise such as an examination, a computer program, or written assignment.
 2. **Cheating** — using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) copies of an examination or answers to an examination.
 3. **Facilitating Academic Dishonesty** — helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.
 4. **Fabrication** — altering or transmitting, without authorization, academic information or records.

Midterm and Final are valid only if they are taken on-campus (room defined by the dean’s office) and on UACU’s computer/laptop. Students who will not meet this requirement will be expelled from the course with grade “0”.

In case of missed midterm or final exam (for a valid reason like sickness or an emergency) a request to repeat the exam is possible. Permit to repeat a midterm or final exam is done through a letter to the dean's office with request and approval of subject lecturer.

Submission or retaken of any assessment activities after deadlines are forbidden.

Submission & Return Policy

Assignments must be submitted to the professor on or before the due date indicated in the Course Schedule. The assignments submitted after the due dates receive zero points.

**** NO MAKE –UP QUIZZES AND EXAMS ****

Course Schedule

Week #	Topic	In-Class Grading Activities / Assignments Due	Points
Week 1	ORGANIZATION AS A SYSTEM OF NEUROLOGICAL LEVELS	N/A	—
Week 2	CORPORATE CULTURE & PHILOSOPHY IN MODERN ORGANIZATIONS	N/A	—
Week 3	SPIRAL DYNAMICS MODEL IN ORGANIZATIONS EVOLUTION	In-class Quiz 1	10
Week 4	REINVENTING ORGANIZATIONS: IMPACT ENTERPRISE IN TEAL ENVIRONMENT	In-class Quiz 2 Group reports on a teal company specifically assigned to the group	10 20
Week 5	TEAM PROJECTS PRESENTATION	Team projects	30
Week 6	PERSONAL BRANDING: THE BASICS OF SELF-MARKETING	N/A	—
Week 7	VOCATIONAL TRAINING FOR INDIVIDUAL POTENTIAL FULL REALIZATION & MAXIMUM EFFECTIVENESS	N/A	—
Week 8	MIDTERM EXAM	Mirterm Exam	100
Week 9	GREAT BY CHOICE: HUMAN POTENTIAL DEVELOPMENT	In-Class Quiz 3 Individual Vocational Assignment	10 10
Week 10	MEGATRENDS OF TOMORROW'S WORLD: PEOPLE AS THE MAIN ASSET & COMPETITION FOR TALENT	In-Class Quiz 4 Individual 30-day challenge action plans	10 10
Week 11	INDIVIDUAL PROJECTS PRESENTATION +	Individual personal branding projects	50
Week 12	LEADERSHIP STYLES: CHARACTERISTICS & ANALYSIS	N/A	—

Week 13	LEADERSHIP BEHAVIORS: TYPES & GUIDELINES	N/A	—
Week 14	DECISION MAKING SKILL SET: RESPONSIBILITY + ETHICS + CRITICAL THINKING PART 1: THEORY	In-Class Quiz 5	10
Week 15	DECISION MAKING SKILL SET: RESPONSIBILITY + ETHICS + CRITICAL THINKING PART 2: PRACTICE	Participation in Leadership Discussion	10
Week 16	LEADERSHIP MINDSET FOR V.U.C.A. WORLD: LEADER'S SOFTWARE UPDATE	In-Class Quiz 6 Individual 30-day challenge results report	10 10
Week 17	FINAL EXAM (40%)	Final Exam	200

Note: the above schedule and procedures are subject to change in the event of extenuating circumstances.

Recommended Materials (shortlist)

1. Beck, Don Edward; Cowan, Christopher C. (2016). *Spiral Dynamics: Mastering Values, Leadership, and Change*.
2. Blanchard, Ken; Johnson, Spencer (2002). *The One Minute Manager*.
3. Collins, Jim; Hansen, Morten T. (2018). *Great By Choice*.
4. Dilts, Robert B. (2014). *A Brief History of Logical Levels*.
5. Harari, Yuval Noah (2016). *21 Lessons for the 21st Century*.
6. Hsieh, Tony (2016). *Delivering Happiness: a Path to Profits, Passion, and Purpose*.
7. Kaufman, Josh (2018). *The First 20 Hours: How to Learn Anything Fast*.
8. Kegan, Robert; Lahey, Lisa (2017). *An Everyone Culture: Becoming a Deliberately Developmental Organization*.
9. Laloux, Frederic (2014). *Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage of Human Consciousness*.
10. Peters, Tom (2017). *The Brand You 50 (Reinventing Work)*.
11. Salenbacher, Jurgen (2013). *Creative Personal Branding*.
12. Tannenbaum, Robert; Schmidt, Warren H. (2017). *How to Choose a Leadership Pattern*.
13. Torbert, Bill (2017). *Action Inquiry: The Secret of Timely & Transforming Leadership*.
14. Watson, Richard; Freeman Oliver (2016). *Futurevision: Scenarios for the World in 2040*.
15. Wilber, Ken (2018). *The Integral Vision: A Very Short Introduction*.

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Протокол засідання кафедр № 4 від 23.08.2022 року

Проректор з навчально-методичної
роботи



Л.І.Кондратенко

Завідувач кафедри



Л.В. Жарова

Викладач



Є.Нудельман