

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

**ЗАТВЕРДЖЕНО**

на засіданні кафедри  
соціальної економіки  
Протокол № 13 від 24.08.2023 р.

**ПОГОДЖЕНО**

Проректор з навчально-методичної  
роботи

 **Каріна ПЕМАШКАЛО**



**ОСНОВИ САМОМЕНЕДЖМЕНТУ ТА ЛІДЕРСТВА**

**робоча програма навчальної дисципліни (РПНД)**

Галузь знань	<b>всі</b>
Спеціальність	<b>всі</b>
Освітній рівень	<b>третій (освітньо-науковий)</b>
Освітня програма	<b>всі</b>

Статус дисципліни	<b>вибіркова</b>
Мова викладання, навчання та оцінювання	<b>англійська</b>

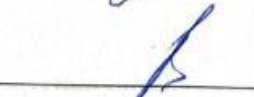
Розробники:

д.е.н., професор



**Галина НАЗАРОВА**

к.е.н., доцент



**Вікторія ЛУГОВА**

Завідувач кафедри  
соціальної економіки



**Галина НАЗАРОВА**

**Харків  
2023**

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

**APPROVED**

at a meeting of the Department of  
of Social Economics  
Protocol № 13 of 24.08.2023

**AGREED**

Vice-rector for educational and methodological  
work



Karina NEMASHKALO

**BASICS OF SELF-MANAGEMENT AND LEADERSHIP**

**Program of the course**

Field of knowledge	all
Specialty	all
Study cycle	third (educational and scientific)
Study programme	all
Course status	elective
Language	English

**Developers:**

Doctor of Economics,  
Professor

Galyna NAZAROVA

PhD (Economics), Associate  
Professor

Victoriia Luhova

Head of Department  
of Social Economics

Galyna NAZAROVA

**Kharkiv  
2023**

# INTRODUCTION

The trends of change taking place in the modern civilized world are associated with the accelerated development of information transmission and processing technologies, which requires a modern specialist to have the knowledge, skills and abilities that would enable a person in this turbulent world to respond instantly to environmental changes, on the one hand, and, on the other hand, to be able to withstand the moral, psychological and socio-cultural pressure of society. The ability to organize oneself is an urgent need for a competent specialist, the basis of his or her successful professional activity, and the key to personal growth. This is what self-management is designed to do, as a purposeful and consistent application of scientific methods and practical management techniques to consciously manage one's own career and personal life.

The main goal of self-management is to make the most of one's own capabilities, consciously manage the course of one's life, overcome external circumstances in both professional and personal spheres, and achieve success in the most effective way. An important role in this is played by a person's leadership qualities and ability to play the role of a leader.

The academic discipline "Fundamentals of Self-Management and Leadership" enables applicants for the third (educational and scientific) degree of higher education to master the skills of managing personal resources, learn technologies of self-development and leadership development, which allows them to organize their own activities more effectively, take responsibility for their lives, professional formation and development.

The purpose of the discipline: to study the theoretical foundations and acquire practical skills in self-management, self-development, and leadership development, which will determine their professional capacity and contribute to the formation of professionalism throughout life.

To achieve this goal, the following main tasks have been set:

substantiate the relevance of self-management and leadership as components of professional competence and build a new model of behavior on this basis;

mastering the basic methods of self-management and leadership to choose individual effective ways of carrying out professional activities.

The object of the discipline is the processes of self-management.

The subject of the discipline is a system of knowledge and methods of self-development of the individual through self-motivation, planning, decision-making, organization of own activities and self-control.

The learning outcomes and competencies formed by the discipline are defined in Table 1.

Table 1

## Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
Ability to identify problems of scientific and practical support of self-management	Be able to apply conceptual approaches of self-management to explain the processes of self-motivation, planning, decision-making, organization of own activities and self-control
Ability to make an informed choice of time analysis and time management methods	Make an informed choice of methods for analyzing time consumption and time management. Apply time tracking tools for daily time tracking
Ability to make an informed choice of methods for managing own activity and performance	Make an informed choice of methods for managing the resource of activity and performance. Develop healthy lifestyle skills
Ability to make a reasonable choice of methods of managing own solvency	Make an informed choice of methods for managing the solvency resource. Apply computer programs for personal finance management
Ability to make an informed choice of methods for managing the resource of education	Make an informed choice of teaching and self-study methods, career planning and professional development
Ability to identify problems of leadership in modern society	Identify the problems of leadership in modern society through the prism of leadership theories, make an informed choice of methods of leadership diagnostics and development of leadership competencies
Ability to diagnose and develop leadership competencies	Identify and competently use methods of leadership diagnostics; make an informed choice of methods of leadership development; manage the development of personal leadership competence

## COURSE CONTENT

### **Content module 1. Use of time, activity and solvency resources for effective self-management**

#### **Topic 1. Theoretical foundations of self-management**

##### **1.1. The essence and purpose of self-management.**

Prerequisites for the emergence of self-management. Stages of formation of self-management. Modern scientific views on the essence of self-management. Self-management as a basis for effective self-management, a condition for personal and professional success. The main goals of self-management. The essence of the laws

and principles of self-organization and management. The main directions of self-management.

### **1.2. Basic concepts of self-management.**

Conceptual approach to self-management by L. Seiwert. The concept of overcoming one's own limitations by M. Woodcock and D. Francis. Self-management as an achievement of personal business success (B. and H. Schwalbe). The concept of self-management by V. A. Andreev. The essence of the concept of self-management by A. T. Khrolenko. Views on self-management by K. Keenan. Self-discipline as a key factor of self-management ability (T. Bryant). Energy management (J. Loehr and T. Schwartz).

### **1.3. Self-management functions.**

L. Seiwert's "Circle of Rules": goal setting, planning, decision making, implementation and organization, control, and information and communication. Functions of strategic self-management and functions of everyday self-management (V. Kolpakov).

## **Topic 2. Time management**

### **2.1. The essence of the time resource**

Definition of the concepts of "time" and "time resource". Subjective and objective time. The main goal of time management

### **2.2. Methods for analyzing time consumption**

A. Gastev's daily time card. P. Kerzhentsev's timecards. ABC timekeeping. A. Fedorov's daily time record (using Excel spreadsheets). Photo of the working week. Timekeeping by G. Arkhangelsky. Time log. Analysis of daily time obstacles.

### **2.3. Methods of time management**

B. Franklin's system. D. Eisenhower's matrix of priorities. V. Pareto's 80/20 rule. ABB analysis

## **Topic 3. Managing the resource of activity and performance**

### **3.1. The concepts of activity and performance resources.**

The essence of the concepts of "activity" and "working capacity". The concept of the resource of activity and performance and its place in the life of a modern person. Types of activity and performance. Negative factors of influence on the resource of activity and working capacity

### **3.2. Methods for managing performance and efficiency resources**

Health as a key indicator of the efficiency of using the resource of activity and working capacity. Development of healthy lifestyle skills: physical culture and sports, rational nutrition, giving up bad habits, personal hygiene and psychohygiene, moral self-regulation, environmental awareness and behavior.

### **3.3 Psychohygiene and preservation of mental health**

Professional burnout. Methods of stress neutralization and basic approaches to dealing with professional burnout

#### **Topic 4. Solvency resource management**

##### **4.1 The concept of solvency resource**

The essence of the concept of solvency resource. Financial planning of life. Types of income and expenses of a person (family)

##### **4.2. Methods of solvency resource management**

Control of financial flows. Savings. Investment of own financial resources. Risk insurance. Drawing up personal financial plans. Prioritization of expenses. Creating and maintaining savings. Personal financial risk management. Application of computer programs for personal finance management

### **Content module 2. Using the resources of education and leadership for effective self-governance**

#### **Topic 5. Managing the resource of education**

##### **5.1. The concept of the resource of education**

The essence of the concepts of "education" and "resource of education". Requirements for an educated person in modern society. Education as a strategic advantage of the individual. Lifelong education. Self-education.

##### **5.2. Methods of education resource management**

Self-monitoring of competence. Tracking changes in the requirements of the workplace (position). Ability to learn from others. Using tables of life and professional goals. Modeling your professional portrait. Organizing your knowledge. Improving cognitive skills. Career planning and development. Tools and technologies for career planning

##### **5.3 Career potential of an individual**

The essence and motives of a career. Career models. Career potential of the individual. Methods, techniques, techniques for realizing career potential

### **6. Leadership as an element of the process of developing a manager's personality**

#### **6.1. The concept and essence of leadership**

Modern approaches to understanding leadership. The function of a leader in modern society. Leadership as a factor of personal growth and a driving force for social development. The essence of the concept of "leadership". Characteristics of leadership. Typology of leadership. Types of leaders.

#### **6.2. Classical and modern leadership theories**

Classical leadership theories: leadership qualities, situational leadership, functional leadership. Modern views on leadership. D. Goleman's model of emotional intelligence. Cashman's theory of internal stimulation of leadership N.

Tichy's theory of the leadership engine. R. Fisher and A. Sharpe's theory of mediated leadership J. Lipman-Blumen's theory of connecting leadership F. Tropaars and C. Hampden-Turner's theory of managing paradoxes F. Tropaars and C. Hampden-Turner's concept of "leadership pipeline" D. Bradford and A. Cohen's idea of distributed leadership.

**Topic 7. Leadership development**

**7.1. Leadership diagnostics**

Identification of leadership characteristics. Application of psychological tests to identify leadership qualities. Methods of leadership research: test-questionnaire "Diagnostics of leadership abilities" (E. Zharikov, E. Krushelnytsky), diagnostics of activity features of management and leadership (A. Zhuravlev, V. Zakharov), diagnostics of functional leadership in small groups (N. Fetiskin, V. Kozlov, G. Manuilov), self-assessment of leadership (N. Fetiskin, V. Kozlov, G. Manuilov), test "Leadership Effectiveness" (R. Nemov)

**7.2. Development of leadership competencies**

Proposals for leadership development in an organization based on modern leadership theories. Continuous self-improvement: development of personal motivation, development of individual intellectual and moral leadership qualities, development of social competence. Technology of leadership competence development.

**7.3. Application of training methods for leadership development**

Psychological training as an important element of professional training. Methods of group work and training procedures: diagnostic procedures, information, psychogymnastic exercises, role-playing, group discussions, role-playing games, methods of individual and group reflection, diary keeping. Leadership development training. The list of practical (seminar) / laboratory studies in the course is given in table 2.

Table 2

**The list of practical (seminar) ) / laboratory studies**

Name of the topic and tasks	Contents.
Topic 1: Task 1.	Researching key areas of personality and developing a personal life and career plan"
Topic 2. Task 2.	Application of time analysis and time management methods
Topic 3. Task 3.	Application of methods for managing the resource of activity and performance, studying the level of stress and the factors that cause it, combating stress and professional burnout
Topic 4. Task 4.	Building a family budget, managing your own money.
Topic 5. Task 5.	Modeling your own professional portrait
Topic 6. Task 6.	Assessment of leadership qualities. Seminar "Modern theories of leadership"
Topic 7. Task 7.	Development of leadership competencies

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

Table 3



### List of self-studies

Topic name	Contents.
Topic 1 - 7	Studying the lecture material
Topic 1 - 7	Preparing for practical classes
Topic 1 - 6	Performing individual educational and research tasks
Topic 6	Preparing for the seminar
Topic 4, 7	Preparing for the tests

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 (Topics 1, 2, 4, 7), problematic lecture (Topics 3, 5), lecture-dialogue (Topic 6)).

Visual (demonstration (Topics 1-7)).

Practical (practical work (Topics 1-7), seminar (Topic 6), business games (Topic 4)).

### 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 a semester exam or 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: Individual research tasks (68 points), written test (20 points), business game (6 points), report with presentation (6 points).

Semester control: Grading.

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

### RECOMMENDED LITERATURE

Main



1. Лугова В.М. Основи самоменеджменту та лідерства [Електронний ресурс] : навчальний посібник / В. М. Лугова, С. М. Голубєв. – Харків : ХНЕУ ім. С. Кузнеця, 2019. – 219 с. – Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/21464>

2. Самоменеджмент [Електронний ресурс] : навч. посіб. / С. К. Василик, О. В. Майстренко, К. Р. Немашкало [та ін.]; Харківський національний економічний університет ім. С. Кузнеця. – Харків : ХНЕУ ім. С. Кузнеця, 2020. – 149 с. – Режим доступу : <http://repository.hneu.edu.ua/handle/123456789/26376>

3. Чкан А. С. Самоменеджмент : навчальний посібник / А. С. Чкан, С. В. Маркова, Н. М. Коваленко. – Запоріжжя : ЗНУ, 2018. – 84 с.

### **Additional**

4. Антонов В.М. Акмеологія здоров'я в Україні: монографія / В.М. Антонов, Є.А. Кульгінський, Ю.В. Антонова-Рафі. – Київ : СТ-Друк3. – 2018. – 388 с.

5. Гавкалова Н. Л. Організаційно-економічне забезпечення ефективності менеджменту персоналу підприємства [Електронний ресурс] : монографія / Н. Л. Гавкалова, О. О. Болотова. – Харків : ХНЕУ ім. С. Кузнеця, 2020. – 251 с. – Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/25873>

6. Карпенко З.С. Аксіологічна психологія особистості / З.С. Карпенко. – Івано-Франківськ : ПНУ, 2018. – 720 с.

7. Лугова В. М. Роль методів і технологій самоменеджменту у забезпеченні розвитку персоналу / В. М. Лугова, М. П. Мартіянова // *Evropský časopis ekonomiky a managementu*. – 2019. – Svazek 5.– 2. vydání – P. 164-174. – Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/21230>

8. Мазяр О.В. Особистісний дисонанс: системний аналіз : монографія / О.В.Мазяр. – Житомир: Видавець О.О. Євенок, 2020. – 332 с.

9. Менеджмент : Навчальний посібник / Н.С. Краснокутська, О.М. Нащекіна, О.В. Замула та ін. – Харків : Друкарня Мадрид, 2019. – 231 с.

10. Maxwell J.C. *Leadershift: The 11 Essential Changes Every Leader Must Embrace* / J.C. Maxwell. – New York : HarperCollins, 2019. – 288 p.

11. Sternad D. *Effective Management: Developing yourself, others and organizations* / D. Sternad. – New York : Red Globe Press, 2020. – 454 p.

### **Informational resources**

12. Мішина С. В. Кар'єрний самоменеджмент як інструмент управління кар'єрними процесами на підприємстві / С. В. Мішина, О. Ю. Мішин // Електронне наукове фахове видання "Ефективна економіка". – 2021. – № 1. – Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/25287>

13. Основи самоменеджменту та лідерства. Сайт ПНС ХНЕУ ім. С. Кузнеця. – Режим доступу : <https://pns.hneu.edu.ua/course/view.php?id=3937>