

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

ЗАТВЕРДЖЕНО

на засіданні кафедри
менеджменту, бізнесу і адміністрування
Протокол № 1 від 27.08.2025 р.

ПОГОДЖЕНО

Проректор з навчально-методичної роботи

Каріна НЕМАШКАЛО
№02071211



ЛІДЕРСТВО В МІНЛИВОМУ СЕРЕДОВИЩІ

робоча програма навчальної дисципліни (РПНД)

Галузь знань

D Бізнес, адміністрування та право

Спеціальність

D3 Менеджмент

Освітній рівень

другий (магістерський)

Освітня

Бізнес-адміністрування: організаційні трансформації

програма

Статус дисципліни

обов'язкова

Мова викладання, навчання та оцінювання

англійська

Розробник:

д.е.н., професор

Олена ДРУГОВА

Завідувач кафедри менеджменту,
бізнесу і адміністрування

Тетяна ЛЕПЕЙКО

Гарант програми

Оксана МАЗОРЕНКО

**Харків
2025**

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

APPROVED

at the meeting of the department
management, business and administration
Protocol № 1 of 27.08.2025



Karina NEMASHKALO

LEADERSHIP IN A CHANGING ENVIRONMENT

Program of the course

Field of knowledge	D Business, Administration and Law
Specialty	D3 Management
Study cycle	second (master)
Study programme	Business administration: organizational transformations

Course status

mandatory

Language

English

Developers:

Dr. Sc. (Economic),
Professor

Olena DRUHOVA

Head of Department of
Management, Business and
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Tetyana LEPEYKO

Head of study
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Oksana MAZORENKO

**Kharkiv
2025**

INTRODUCTION

From a systems theory perspective, leadership is conceptualized as an integral and systemic function within an organization's management architecture. It ensures the coordinated orientation of teams toward strategic objectives, the mobilization of internal and external resources, the organization's adaptability to environmental turbulence, and the maintenance of internal equilibrium. Within the context of contemporary socio-economic transformations, leadership serves as a central mechanism that not only enables organizational responsiveness to external fluctuations but also facilitates the proactive creation of new trajectories for sustainable development.

An organization functioning in a dynamic and uncertain environment requires more than administrative control; it demands a form of leadership influence capable of synchronizing diverse processes, fostering innovation, transforming strategic models, and stimulating employee commitment. In this regard, leadership represents a systemic integrator connecting strategic vision, operational mechanisms, and human capital potential into a coherent organizational framework.

Particularly significant in this paradigm is adaptive leadership, which reflects a leader's ability to flexibly modify managerial approaches, influence styles, and communication models in accordance with changes in internal and external conditions. This dynamic adaptability transforms leadership into a key determinant of organizational performance, resilience, and openness to innovation.

Hence, the study of leadership in the context of change becomes fundamental to understanding an organization's transformation capacity, sustainability, and innovative potential. The leader's role in the modern economy is evolving from the executor of administrative functions to that of a change agent, facilitator of collective interaction, and architect of strategic transformation. Consequently, the modern leadership paradigm transcends traditional hierarchical models, giving rise to a new logic of management aligned with the realities of uncertainty, digitalization, and the knowledge economy.

The **purpose** of the academic discipline "Leadership in a Changing Environment" is to form in Master's students a systemic understanding of modern theories, concepts, and practices of leadership within conditions of permanent change, turbulence, and digital transformation; as well as to develop competencies in adaptive, strategic, and innovative leadership as integral components of organizational management systems.

The key objectives of the discipline are as follows:

- To explore the evolution of leadership theories and their transformation in the context of globalization and digitalization.
- To classify leadership styles and analyze their impact on managerial effectiveness under conditions of uncertainty and risk.
- To develop students' ability to evaluate leadership potential within organizations and design adaptive leadership strategies.
- To cultivate practical skills in ethical, digital, team, and crisis leadership.

— To enhance managerial decision-making competencies under stress, ambiguity, and transformational change.

— To introduce instruments of self-management, emotional intelligence, facilitation, and mentorship as essential tools for modern leaders.

The **object** of the discipline encompasses the processes of formation, manifestation, and realization of leadership within the management systems of business entities and socio-economic organizations operating in a changing environment.

The **subject** includes leadership theories, models, styles, approaches, mechanisms of influence, and managerial tools that ensure leadership efficiency and organizational adaptability amid transformations, crises, and digital transitions.

Competences and learning outcomes formed by the course are shown in the table 1.

Table 1

Learning outcomes and competences formed by the course

Learning outcomes	Competence
LO1	GC1, SC3, SC6, SC7, SC11
LO2	SC7
LO4	SC5, SC6, SC7
LO5	GC5, SC11
LO6	SC3, SC6, SC7, SC11
LO7	GC2, SC2
LO9	GC2, SC3
LO10	GC2, GC4, SC5, SC6, SC7
LO11	GC5, SC3, SC7
LO12	SC2, SC5, SC9
LO13	SC6

where GC1. Ability to conduct research at the appropriate level;

GC2. Ability to communicate with representatives of other professional groups at various levels (with experts from other fields of knowledge/types of economic activity);

GC4. Ability to motivate people and move towards a common goal;

GC5. Ability to act on the basis of ethical considerations (motives);

SC2. The ability to establish values, vision, mission, goals and criteria by which the organisation determines its future direction, and to develop and implement appropriate strategies and plans;

SC3. Ability to self-develop, learn throughout life and manage oneself effectively;

SC5. Ability to create and organise effective communications in the management process;

SC6. Ability to develop leadership qualities and demonstrate them

SC7. Ability to develop projects, manage them, show initiative and entrepreneurship;

SC9. Ability to analyse and structure organisational problems, make effective management decisions and ensure their implementation;

SC11. Ability to demonstrate critical understanding and integration of management and leadership knowledge in the context of change;

LO1. Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions;

LO2. Identify problems in the organisation and justify methods for solving them;

LO4. Justify and manage projects, generate business ideas;

LO5. Plan the organisation's activities in strategic and tactical terms

LO6. 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;

LO7. Organise and implement effective communication within the team, with representatives of various professional groups and in an international context;

LO9. Be able to communicate in professional and scientific circles in the national and foreign languages;

LO10. Demonstrate leadership skills and the ability to work in a team, interact with people, and influence their behaviour to solve professional tasks;

LO11. Ensure personal professional development and time management;

LO12. Be able to delegate authority and management of the organisation (department);

LO13. Be able to plan and implement information, methodological, material, financial and personnel support for the organisation (department);

COURSE CONTENT

Content module 1. Theoretical Foundations of Leadership

Topic 1. Theoretical Foundations of Leadership

The essence and evolution of the concept of leadership. The relationship between leadership and management. The main characteristics and competencies of an effective leader. The role of leadership in ensuring organizational development and achieving strategic goals. Modern interpretations of leadership in management theory.

Topic 2. Traditional Concepts of Leadership

Classical approaches to leadership: the trait theory, the power theory, and the charismatic theory. Leadership as a process of influence and motivation. The role of personality traits and authority in leadership effectiveness. Comparative analysis of traditional and modern views on leadership. Advantages and limitations of traditional concepts in contemporary organizations.

Topic 3. Behavioral Theories of Leadership

Essence and principles of behavioral approaches. The Ohio and Michigan studies on leadership behavior. Leadership grid by Blake and Mouton. The balance between task-oriented and people-oriented leadership styles. Practical implications of behavioral theories for managerial practice.

Topic 4. Situational Theories of Leadership

The concept of situational leadership and its key assumptions. Fiedler's contingency model of leadership effectiveness. Hersey-Blanchard situational leadership theory. The Vroom-Yetton model of decision-making. Adaptation of leadership behavior to changing environmental conditions and team readiness levels.

Content module 2. Leadership and Team Management in a Changing Environment

Topic 5. Leadership Style in Management Systems

The concept and typology of leadership styles. Authoritarian, democratic, and liberal leadership styles and their application in management. Factors influencing the choice of leadership style. The relationship between leadership style, organizational efficiency, and employee motivation. Transformation of leadership styles in the digital era.

Topic 6. Leader's Image

The essence and structure of the leader's image. Personal branding and reputation management in leadership. The impact of communication style, emotional intelligence, and ethics on leadership perception. Tools and strategies for building and maintaining a positive leader's image. The image of a leader as a source of authority and trust in the team.

Topic 7. The Essence of Leadership as a Core Element of Group Organization in a Changing Environment

Leadership as a mechanism of group cohesion and coordination. Psychological and social aspects of leadership in team dynamics. Leadership in adaptive and cross-functional teams. Influence of external changes on leadership roles and group behavior. Effective leadership models for managing organizational transformation.

Topic 8. Role Functions and Typological Characteristics of Leadership

Classification and typology of leadership (formal and informal, transformational and transactional, visionary and pragmatic). The main role functions of a leader in a team: strategic, motivational, communicative, and coordinating. The interrelation between leadership typology and organizational structure. Criteria for evaluating leadership effectiveness in modern organizations. Leadership flexibility as a factor of organizational sustainability.

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

Table 2

List of practical (seminar) studies

Topic and / or task	Content
Topic 1. Task 1	Conducting a diagnosis of leadership abilities using the methodology of E. Zharikov and E. Krushelnitsky. Determining the level of leadership qualities and creating a summarized portrait of an effective leader.
Topic 2. Task 2	Comparative analysis of Fred Fiedler's Contingency Theory and the Hersey-Blanchard Situational Leadership Model. Preparation of a presentation (7–8 slides) containing theoretical description, analytical comparison, and practical examples of applying both models in a changing business environment.
Topic 3. Task 3	Case Study "Choosing a Leadership Strategy." Group analysis of crisis and organizational situations to determine the most effective leadership style for problem-solving. Preparation of a presentation with justification of the

	chosen approach and participation in group discussion of alternative leadership strategies.
Topic 4. Task 4	Role play “Situational Leadership.” Students simulate managerial situations to demonstrate the relationship between follower maturity levels and appropriate leadership styles according to Hersey and Blanchard’s model. Each group analyzes a task, selects an optimal leadership style, justifies the choice, and presents the results.
Topic 5. Task 5	Case-based group activity “Choosing a Leadership Style for a Management System.” Students analyze various organizational scenarios (strategy implementation, crisis management, startup growth, or multinational operation) and determine which leadership style ensures the highest management effectiveness. The task involves presenting and justifying the chosen style, discussing its advantages, risks, and alternative approaches.
Topic 6. Task 6	Creative assignment “Creating the Image of a Leader.” Students work in pairs or small groups to analyze a peer and design a comprehensive portrait of a future leader, describing personal, communicative, professional, and external attributes as well as reputation. The results are presented in a short creative presentation titled “The Image of a Future Leader.”
Topic 7. Task 6	Business team game “Leadership as a Fundamental Element of Group Organization.” Interactive group activity aimed at developing teamwork, identifying leadership qualities, and practicing decision-making in simulated organizational scenarios. Participants complete tasks such as choosing a leader, resolving a crisis situation, and creating a symbolic representation of leadership.
Topic 8. Task 6	Diagnosis of leadership abilities using E. Zharikov and E. Krushelnitsky’s methodology and creation of an individual leadership profile. Preparation of a comprehensive <i>Leadership Portfolio Report</i> summarizing test results, reflections, and examples of leadership development throughout the course. The report demonstrates the student’s understanding of leadership theory, self-assessment outcomes, and personal growth dynamics.

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 – 8	Searching, selecting, and analyzing case studies of prominent leaders; preparing a presentation
Topic 1,2, 4-6, 8	Writing a report on practical assignments
Topic 3	Case -study

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

TEACHING METHODS

Achieving the expected learning outcomes is facilitated by the use of the following teaching and learning methods: discussions (topics 1, 2, 8), presentations

(topics 1-8), competency-based tasks (all topics), case method (topics 3, 6), analytical tasks (topics 4, 5,7).

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 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: tasks by topic, preparation and defense of an individual task (100 points).

Semester control: Grading.

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

RECOMMENDED LITERATURE

Main

1. Лідерство та комунікації в організації : навчальний посібник / упорядники: Н. Я. Михаліцька, М. Р. Яцик. Львів : Львівський державний університет внутрішніх справ, 2024. 512 с.

2. Matkin G. S., Headrick J., Sunderman H. M. Developing Human Potential: A Personal Approach to Leadership: Textbook. - Montreal: University of Nebraska Pressbooks, 2023. <https://pressbooks.nebraska.edu/developinghumanpotential/>

3. Argus D., Samson D. Strategic Leadership for Business Value Creation: Principles and Case Studies. Singapore : Springer Nature Singapore, 2021. 370 p.

4. Fullan M. Leading in a Culture of Change. 2nd ed. San Francisco, CA : Jossey-Bass, 2020. 160 p.

Additional

5. Освітнє лідерство: від теорії до практики : монографія / авт. кол. ; за наук. ред. В. Р. Міляєвої ; Київський університет імені Бориса Грінченка [Електронне видання]. – Київ ; Кривий Ріг : Вид. Р. А. Козлов, 2021. – 296 с. –

URL: <https://elibrary.kubg.edu.ua/id/eprint/36659>.

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10. Du, Y., Yan, M. (2022), Green transformational leadership and employees' taking charge behavior: The mediating role of personal initiative and the moderating role of green organizational identity. *International Journal of Environmental Research and Public Health*, 19(7), 4172.

11. Другова О.С. Гендерна рівність у лідерстві. Економіка та суспільство. 2024. №65. URL: <https://repository.hneu.edu.ua/handle/123456789/34750>

12. Логінова К. С. Аналіз традиційного та цифрового лідерства в сучасних умовах / К. С. Логінова // *Агросвіт*. - 2024. - №12. - С. 60-67. URL: <https://repository.hneu.edu.ua/handle/123456789/34786>

13. Другова О.С., Мосумова А.К. Лідерство 21 століття: чому soft skills важливіші за технічні знання. Науковий економічний журнал «Інтелект ХХІ» № 3 '2024 Видавничий дім «Гельветика» 2024 с84-90 <http://www.intellect21.nuft.org.ua/index.php/archive>

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16. Paais, M., Pattiruhu, J.R. (2020), Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577-588

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18. The Five Leadership Articles You Should Read in 2024 [Електронний

ресурс] // Melbourne Business School. – Режим доступу: <https://mbs.edu/news/the-five-leadership-articles-you-should-read-in-2024>

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20. Lewa, P.M., Mburu, M.M., Murigi, R.M.M. (2022), Transformational leadership and change management in dynamic contexts. In: Leading with Diversity, Equity and Inclusion: Approaches, Practices and Cases for Integral Leadership Strategy. Cham: Springer International Publishing. p47-65.

21. Shafi, M., Lei, Z., Song, X., Sarker, M.N.I. (2020), The effects of transformational leadership on employee creativity: Moderating role of intrinsic motivation. Asia Pacific Management Review, 25(3), 166-176.

Information resources

22. Електронний каталог Національної бібліотеки України імені В. І. Вернадського. – Режим доступу: www.nbuv.gov.ua.

23. Електронний каталог Харківської державної наукової бібліотеки імені В. Г. Короленка. – Режим доступу: <http://korolenko.kharkov.com>.

24. Інтернет портал для управлінців [Електронний ресурс]. – Режим доступу : <http://www.management.com.ua/>.

25. Coursera: Leadership Courses [Електронний ресурс]. – Режим доступу: <https://www.coursera.org/browse/business/leadership-and-management>.

26. Повсякденне лідерство
https://www.ted.com/talks/drew_dudley_everyday_leadership

27. Leader in Me [Електронний ресурс]. – Режим доступу: <https://www.leaderinme.org>

28. Learning Forward: Leadership Resources [Електронний ресурс]. – Режим доступу: <https://learningforward.org/leadership/>

29. Solution Tree: Free Leadership Resources [Електронний ресурс]. – Режим доступу: <https://www.solutiontree.com/free-resources/leadership>

30. The Art of 21st-Century Leadership: From Succession Planning to Building a Leadership Factory [Електронний ресурс] // McKinsey & Company. – Режим доступу : <https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/the-art-of-21st-century-leadership-from-succession-planning-to-building-a-leadership-factory>

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32. Characteristics of a Good Leader [Електронний ресурс] // Center for Creative Leadership. – Режим доступу: [1] ^[A2] <https://www.ccl.org/articles/leading-effectively-articles/characteristics-good-leader/>