ЗАТВЕРДЖЕНО
на засіданні кафедри
менеджменту, бізнесу і адміністрування
Протокол № 14 від 10.04.2025 р.

ПОГОДЖЕНО
Проректор з навчально-методичної роботи

_____ Каріна НЕМАШКАЛО

ЛІДЕРСТВО В МІНЛИВОМУ СЕРЕДОВИЩІ

робоча програма навчальної дисципліни (РПНД)

Галузь знань	**всі**
Спеціальність	**всі**
Освітній рівень	**третій (освітньо-науковий)**
Освітня програма	**всі**

Статус дисципліни	**вибіркова**
Мова викладання, навчання та оцінювання	**англійська**

Розробники програми:
д.е.н., професор   Олена ДРУГОВА

Завідувач кафедри менеджменту,
бізнесу і адміністрування   Тетяна ЛЕПЕЙКО

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 № 14 of 10.04.2025

AGREED
Vice-rector for educational and methodical
work

Karina NEMASHKALO

LEADERSHIP IN A CHANGING ENVIRONMENT

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:
Dr. Sc. (Economic),
Professor

Olena DRUHOVA

Head of management,
business and administration

Tetyana LEPEYKO

Kharkiv
2025

INTRODUCTION

From a systems approach perspective, leadership is considered as an integral function of the organization's management system, which ensures team orientation toward goal achievement, resource mobilization, adaptation to external changes, and maintenance of internal stability. In a dynamic and turbulent environment, leadership acts as a key mechanism allowing an organization not only to respond to external challenges but also proactively shape new trajectories for development.

An organization operating in conditions of continuous change requires not merely management but a leadership influence that enables effective coordination of activities, transformation of strategies, innovation implementation, and high levels of personnel engagement. Thus, leadership is a system-forming element linking strategic goals, organizational processes, and human capital.

Adaptive leadership, in particular, involves the leader's capability to promptly alter management approaches, influence styles, and interaction models depending on changes in the external and internal environment. This makes leadership a dynamic variable that directly impacts organizational performance as an open system.

Therefore, studying leadership within the context of change is key to understanding an organization's capacity for transformation, resilience, and innovation. The role of a leader in the modern economy is transforming from an executor of managerial functions to a change agent, facilitator of team interaction, and strategic visionary. In this sense, the contemporary paradigm of leadership transcends traditional hierarchical models, forming a new management logic for an era of uncertainty and digital revolution.

The purpose of the discipline "Leadership in a Changing Environment" is to develop in higher education students a systemic understanding of modern leadership approaches in conditions of constant change, high turbulence, uncertainty, and digital transformation, as well as to develop competencies in adaptive, strategic, and innovative leadership within organizational systems.

The objectives of the discipline are:

–   To reveal the evolution of leadership concepts and their transformation in the context of global change.

–   To acquaint students with classifications of leadership styles and their impact on managerial effectiveness under uncertainty.

–   To teach students how to assess leadership potential within an organization and formulate adaptive leadership strategies.

–   To develop practical skills in team, ethical, digital, and crisis leadership.

–   To enhance abilities in managerial decision-making under stress, risk, and transformation conditions.

–   To familiarize students with tools of self-management, emotional intelligence, facilitation, and mentorship.

The object of the discipline is the processes of formation, manifestation, and implementation of leadership in management systems of business entities and socio-economic organizations in conditions of a changing environment.

The subject of the discipline includes leadership models, styles, approaches, mechanisms of influence, and managerial tools that ensure leadership effectiveness and organizational resilience amid changes, crises, uncertainties, and digital transformations.

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

Table 1

Competences and learning outcomes formed by the course

Learning outcomes	Competencies
Apply modern tools and technologies for searching, processing and analyzing information, in particular, statistical methods for analyzing data of a large volume and/or complex structure, specialized databases and information systems	The ability to search, process and analyze information from various sources, to abstract thinking, philosophical interpretation, justification and economic proof of the obtained results and understanding of the essence of the studied socio-economic phenomena, justification, formulation and modeling of problems
	Ability to use the latest information technologies and tools, progressive software products, opportunities of the global Internet network in the process of producing new knowledge, obtaining scientific and practical results in the field of management and in teaching practice
Develop and implement scientific and applied projects that provide an opportunity to rethink the existing and create new holistic knowledge and/or professional practice in the field of management and administration and to solve significant scientific and technological problems in management in compliance with the norms of academic ethics and taking into account social, ethical, economic, environmental and legal aspects	Ability to identify, pose and solve problems; formulate and experimentally test scientific hypotheses, apply acquired knowledge in practice; continuous self-development and self-improvement in professional and/or scientific-pedagogical activities
	The ability to search, process and analyze information from various sources, to abstract thinking, philosophical interpretation, justification and economic proof of the obtained results and understanding of the essence of the studied socio-economic phenomena, justification, formulation and modeling of problems
	The ability to solve complex problems in the field of management on the basis of a systematic scientific outlook and a general cultural outlook in compliance with the principles of professional ethics and academic integrity, to develop, plan and implement research and innovation projects and programs in the field of management, a consistent process of thorough scientific research
	The ability to initiate, develop, implement and manage scientific projects in management and related interdisciplinary areas and/or make proposals for financing scientific research, registration of intellectual property rights; to introduce innovative results of scientific research in the field of management into the practical activities of modern enterprises, institutions, and organizations

	The ability to initiate, develop, implement and manage scientific projects in management and related interdisciplinary areas and/or make proposals for financing scientific research, registration of intellectual property rights; to introduce innovative results of scientific research in the field of management into the practical activities of modern enterprises, institutions, and organizations
Approve and implement the results of own research in the field of management; to understand the content of modern management theories and the features of their evolution under the influence of changes in the external environment, advanced achievements and currents in the field of modern management, world experience of implementing existing management theories into the practice of modern enterprises	The ability to perform original research, achieve scientific results that create new knowledge in management and related interdisciplinary areas; to have information about the directions and features of the development of modern theories of management and promising achievements in the field of management; organize and conduct research and innovation activities
	The ability to initiate, develop, implement and manage scientific projects in management and related interdisciplinary areas and/or make proposals for financing scientific research, registration of intellectual property rights; to introduce innovative results of scientific research in the field of management into the practical activities of modern enterprises, institutions, and organizations

COURSE CONTENT

Content module 1. Theoretical foundations of leadership in conditions of change

Topic 1. Evolution of leadership concepts: classical and contemporary approaches

Classical leadership theories: trait theory, behavioral approaches, situational models. Transformational and transactional leadership. Charismatic and authentic leadership theories. Transition towards adaptive and servant leadership in the context of modern challenges. Interconnection between leadership and management.

Topic 2. Leadership styles and their impact on management effectiveness

Classification of leadership styles: autocratic, democratic, laissez-faire. Situational appropriateness of style choice. The impact of a leader's style on employee motivation, team dynamics, and performance outcomes. Identification of individual leadership styles. Tools for leadership self-assessment.

Topic 3. Leadership and organizational culture in the context of change

Organizational culture as an environment for leadership realization. Types of organizational cultures. The leader's role in transforming organizational values and behavioral norms. Interdependence between cultural maturity and leadership styles. Leadership as a key to effective change management.

Content module 2. Practical aspects of adaptive leadership

Topic 4. Leadership strategies in conditions of uncertainty and crises

Principles of adaptive leadership. Leader's role during crises: decision-making, resource mobilization, personnel support. Leadership strategies in conditions of change, stress, and instability. Case studies of effective leadership during global and local crises.

Topic 5. Team leadership and change management

Formation and development of team effectiveness. Leader as a facilitator of team changes. Stages of team progression through change. Communication and trust within the team during transformations. Team leadership tools for implementing change. Evaluating change effectiveness through team interactions.

Topic 6. Leadership in the digital era: challenges and opportunities

Digitalization of the business environment as a new leadership context. Digital competencies of contemporary leaders. Managing hybrid and virtual teams. Leadership under digital transformation: new tools, methods, and styles. Ethical challenges of the digital era. Determining leadership approaches in the context of artificial intelligence and big data.

The list of practical studies is given in the table 2.

Table 2

The list of practical studies

Topic and / or task	Content
Topic 1. Task 1	Analysis of case studies of prominent leaders (identifying leadership traits according to various theories). Identification of the leadership style of a contemporary business leader (preparation of a presentation).
Topic 2. Task 2	Conducting a self-assessment test to determine individual leadership style. Developing recommendations for improving leadership style based on a specific organization.
Topic 3. Task 3	Group analysis of the impact of leadership on organizational culture (using a case study of a well-known company). Diagnosis of a company's organizational culture and defining the leader's role in transforming values.
Topic 4. Task 4	Discussion of crisis leadership case studies (global and local crises). Development of scenarios for adaptive leadership behavior in a company during a crisis.
Topic 5. Task 5	Training on building team trust and effective communication during changes. Creating an action plan for leaders to manage change at the team level.
Topic 6. Task 6	Role-playing exercise: managing a virtual team under digitalization conditions. Analysis of digital competencies of modern executives of leading technology companies and developing recommendations for enhancing leaders' digital skills.

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 – 6	Searching, selecting, and analyzing case studies of prominent leaders; preparing a presentation
Topic 1 – 6	Writing a report on practical assignments
Topic 3 – 5	Preparation for written tests
Topic 1 –6	Presentation of preparation

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, 4,), presentations (topics 1, 2, 3, 5, 6), competency-based tasks (all topics), case method (topics 1, 3, 4, 5), analytical tasks (topics 2, 3, 4, 6).

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 (4 tasks worth 5 points each, 2 tasks worth 10 points each.), written control work (30 points), defense of an individual task (30 points).

More detailed information about the evaluation system is given in the work plan (technological map) for 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. Нестуля О. О., Нестуля С. І., Кононец Н.В. Основи лідерства: електронний посібник для самостійної роботи студентів. – Полтава : ПУЕТ, 2018. – 241 с.

3. Лідерство в місцевому самоврядуванні : словник термінів / за заг. ред. В. А. Гошовської, Л. А. Пашко, А. К. Гука та ін. — Х. : Фактор, 2015. — 156 с.

4. 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/.

Additional

5. Буник В. Свідоме лідерство: характеристика та етапи становлення. Академія гостинності. 2020. № 6. С. 60–65.

6. Другова О.С. Гендерна рівність у лідерстві. Економіка та суспільство. 2024. №65. URL: https://economyandsociety.in.ua/index.php/journal/article/view/4374 DOI: 10.32782/2524-0072/2024-64-10

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8. 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.

9. Byram, M. (2013). Intercultural communicative competence in foreign language education: questions of theory, practice and research. The Language Learning Journal, 41, 251-253. https://doi.org/10.1080/09571736.2013.836343

10. Characteristics of a Good Leader [Електронний ресурс] // Center for Creative Leadership. – Access mode: https://www.ccl.org/articles/leading-effectively-articles/characteristics-good-leader/

11. Zharyk Y. Main elements of administrative leadership. Management and Entrepreneurship: Trends of Development. 2018. № 2(04). Pp.

12. The Five Leadership Articles You Should Read in 2024 [Електронний ресурс] // Melbourne Business School. – Access mode: https://mbs.edu/news/the-five-leadership-articles-you-should-read-in-2024

13. The Art of 21st-Century Leadership: From Succession Planning to Building a Leadership Factory [Електронний ресурс] // McKinsey & Company. – Access mode: 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

14. Serrat O. Leading Organizations of the Future. Springer Singapore. 2023, XIX, 201 p. – Access mode: https://link.springer.com/book/10.1007/978-981-99-8199-1 .

Information resources

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

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

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

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

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

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

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

22. Max Zosim. Leadership Theories [Електронний ресурс]. – Access mode: https://www.maxzosim.com/leadership-theories/

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