

**PJSC "Higher Educational Institution
"Interregional Academy of Personnel Management"**

**SYLLABUS OF THE ACADEMIC DISCIPLINE
" LEADERSHIP AND CONFLICT MANAGEMENT "**

Speciality:	D3 Management
Educational level:	First (bachelor's) level
Educational programme:	Management

General information about the academic discipline

Name of the academic discipline	Leadership and Conflict Management
Code and name of speciality	D3 "Management"
Level of higher education	First (bachelor's) level of higher education
Status of discipline	Optional
Number of credits and hours	3 credits / 90 hours Lectures Seminar classes: Independent work by students:
Terms of study	
Language of instruction	Ukrainian
Type of final assessment	Test
Course page on the website	

General information about the lecturer. Contact information.

Academic degree	
Academic title	
Position	
Subjects taught by NPP	
Areas of scientific research	
Links to registers of identifiers for scientists	
Contact information of the lecturer:	
E-mail:	
Contact phone number	
Lecturer's portfolio on the website of the department / Institute / Academy	https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacija-management-2026

Course abstract. The «Leadership and Conflict Management course aims to learn the psychological foundations of leadership, build effective leadership skills, prevent destructive conflicts and constructively resolve disputes in a team. Acquirers master methods of increasing the effectiveness of interaction, the role of a leader in group management and behavior styles in conflict situations.

As a result of studying the discipline «Leadership and conflict management», students will form competencies in effective team management, prevention of destructive conflicts and their constructive resolution. They learn the basic theories of leadership, psychological features of management, methods of diagnosing conflicts, and also acquire the skills of applying strategies of behavior — compromise, cooperation, negotiation — to overcome confrontations.

The subject of the academic discipline «Leadership and conflict management» theoretical, methodological and applied provisions related to the leader's behavior, team formation, as well as mechanisms for conflict prevention, analysis and constructive resolution in a dynamic organizational

environment. It covers the psychology of relationships in the team, leadership styles and methods of dispute resolution.

The purpose of studying the discipline «Leadership and conflict management» is to form students' professional competencies for effective teamwork, development of leadership potential, mastering the skills of diagnosing, preventing and constructively resolving conflicts in a professional environment.

Tasks of the academic discipline: theoretical and practical training of students on the formation of an effective personnel management system in the organization; substantiation of conceptual principles and methodological principles of personnel management; formation and analysis of the state of personnel policy of the organization; design of the personnel management system and regulatory the number of employees of the personnel service of the enterprise; management of social development of the labor team.

Prerequisites of the academic discipline. The study of the academic discipline «Leadership and conflict management» is based on general and professional knowledge obtained at the first (bachelor's) level of higher education: “Management”, “Theory and organization of management”, “Psychology of management”, “Sociology”.

Post-requisites of the academic discipline «Leadership and conflict management» are acquired competencies in the practical application of methods of diagnosis, prevention and conflict resolution in the team. Students develop the ability to apply behavioral styles (compromise, cooperation) for effective management, team management, and prevention of destructive disputes.

Course content (full-time programme)

№	Theme	Teaching methods/assessment methods
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CONTENT MODULE 1. Theoretical aspects of leadership		Teaching methods: verbal (educational lecture; conversation; educational discussion); inductive method; deductive method; analytical method; synthetic method; practical (working with economic models, statistics, graphs); Explanatory and illustrative; reproductive; problem presentation method; partially-search; Research; interactive methods (analysis of economic situations; discussions, debates; brainstorming; situational modeling; practice of modeling skills); case method (analysis of real economic situations, search for problems, proposal of solutions, construction of models); modeling of professional activity (building economic models, forecasting, scenario modeling).
Theme 1.	Leadership as a social phenomenon.	
Theme 2.	Development of leadership theories.	
Theme 3.	Leader as a person. Individual development of leader skills.	
Theme 4.	Leader power.	
Theme 5.	Theoretical analysis of the formation of leadership qualities.	Assessment methods: oral control (oral survey, evaluation of participation in discussions, other interactive learning methods); written control (control, independent works, analytical tasks, essays); test control (closed form tests: test alternative, test compliance, data and model analysis tasks); self-control and self-assessment method; assessment of case tasks; assessment of project and laboratory works (simulation of economic processes, forecasting).
CONTENT MODULE 2. The role and importance of the leader's activity in the team		
Theme 6.	Leader activities in the team.	
Theme 7.	The leader and his place in resolving conflict situations.	
Theme 8.	Leadership and effective communication.	
Theme 9.	Leadership ethics. Stress management.	
Theme 10.	The role of emotional intelligence as a key component of modern leadership competencies.	
Modular test		
Form of assessment: test		

Technical equipment and/or software. In the educational process, classrooms, a library, a multimedia projector and a computer are used to conduct lecture and seminar classes with elements of the presentation. Studying certain topics and performing practical tasks requires access to information from the worldwide Internet, which is provided by a free Wi-Fi network.

Forms of control methods.

Control of the success of education seekers is divided into current and final (semester).

Current control is carried out during practical and seminar classes. Its purpose is systematic verification:

- understanding and assimilation of the theoretical foundations of economic processes;
- ability to apply knowledge to build models and analyze economic data;
- skills in diagnosis and forecasting of economic processes;
- use of specialized software for modeling and processing statistical data.

Forms of student participation in the educational process, which are subject to current control:

- speeches and presentations on the analysis of economic processes;
- oral reports on the analysis of economic cases;
- addendum, questions to who answers;
- systematic work in seminar classes and activity during discussions;
- participation in discussions, brainstorming, interactive forms of classes;
- analysis of economic data, statistical indicators, economic and mathematical models;
- written assignments (control papers, test papers, analytical and abstract papers);
- preparation of notes, theses, analytical notes;
- independent study of discipline topics and lecture materials.

Current control methods:

- oral control (survey, conversation, report, message);
- written control (control work, analytical report, abstract, performance of tasks for building models or processing statistics);
- combined control (oral and written combination to assess understanding and practical skills);
- presentation of independent work or case analysis;
- observation of activity and participation in practical classes;
- test control (closed and open tasks, analysis of graphs and models);
- work with problem situations (analytical cases, scenario modeling of economic processes).

Assessment system and requirements.

Table of points awarded to higher education applicants*

Topics	Ongoing assessment										Final assessment		Total number of points
											Modular test	Credit**	
	To pic 1	To pic 2	To pic 3	To pic 4	To pic 5	To pic 6	To pic 7	To pic 8	To pic 9	To pic 10	20	20	100
Seminar work	3	3	3	3	3	3	3	3	3	3			
Independent work	3	3	3	3	3	3	3	3	3	3			

*The table contains information about the maximum points for each type of academic work of a higher education applicant.

When assessing the mastery of each topic for the current academic activity, students are given grades based on the approved assessment criteria for the relevant discipline.

The criteria for assessing the learning outcomes of students and the distribution of points they receive are regulated by the Regulations on the Assessment of Academic Achievement of Higher Education Students at PJSC "Higher Education Institution "MAUP".

Modular control is carried out in the last class of the module in written form, in the form of a test.

Criteria for assessing the modular test in the academic discipline "Business Processes Controlling":

When assessing the modular test, the volume and correctness of the tasks are taken into account:

- a grade of "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);

- a "good" (B) grade is given for the completion of 80% of all tasks;

- a "good" (C) grade is given for completing 70% of all tasks;

- a "satisfactory" (D) grade is given for the correct completion of 60% of the proposed tasks;

- a grade of "satisfactory" (E) is given for the correct completion of more than 50% of the tasks;

- A grade of "unsatisfactory" (FX) is given if less than 50% of the tasks are completed.

Failure to attend the module test results in 0 points.

The above grades are converted into rating points as follows:

"A" - 18-20 points;

"B" - 16-17 points;

"C" - 14-15 points;

"D" - 12-13 points.

"E" - 10-11 points;

"FX" - less than 10 points.

The final semester assessment in the discipline " Business Processes Controlling " is a mandatory form of assessing students' learning outcomes. It is conducted within the time frame specified in the curriculum and covers the scope of material specified in the course programme.

The final assessment is conducted in the form of a test. Students who have completed all the necessary work are admitted to the semester assessment.

The final grade is based on the student's learning outcomes during the semester. The student's grade consists of points accumulated from the results of the current assessment and bonus points.

Students who have completed all the necessary tasks and received a grade of 60 points or higher receive a grade corresponding to the grade received, without additional testing.

For students who have completed all the necessary tasks but received a grade below 60 points, as well as for those who wish to improve their score (result), the teacher conducts a final assessment in the form of a test during the last scheduled class of the discipline in the academic semester.

Assessment of additional (individual) types of educational activities. Assessment of additional (individual) types of educational activities. Additional (individual) types of educational activities include the participation of students in scientific conferences, scientific circles of students and problem groups, preparation of publications, participation in All-Ukrainian Olympiads and competitions and international competitions, etc., in addition to the tasks set by the relevant work programme of the academic discipline.

By decision of the department, applicants who have participated in research work and performed certain types of additional (individual) types of educational activities may be awarded incentive (bonus) points for a specific educational component.

Assessment of independent work

The total number of points received by a student for independent work is one of the components of academic performance in the discipline. Independent work on each topic, in accordance with the course programme, is assessed on a scale of 0 to 3 points using standardised and generalised criteria for assessing knowledge.

**Assessment scale for independent work (individual assignments)
assessment criteria.**

Maximum possible grade for independent work (individual assignments)	Level of performance			
	Excellent	Good	Satisfactory	Unsatisfactory
3	3	2	1	0

Assessment forms include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral responses, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects that require the development of practical skills and competencies (optional format); solving situational problems; preparing summaries of independently studied topics; testing or written exams; preparation of draft articles, conference abstracts and other publications; other forms that ensure comprehensive mastery of the curriculum and contribute to the gradual development of skills for effective independent professional (practical, scientific and theoretical) activity at a high level.

A 100-point, national and ECTS assessment scale is used to assess the learning outcomes of higher education students during the semester

Final assessment scale: national and ECTS

Total points for all types of educational activities	ECTS assessment	Assessment on the national scale	
		for exams, course projects (assignments), practical training	for credit
90	A	excellent	Pass
82	B	Good	
75	C		
68 – 74	D		
60	E		
35	F	unsatisfactory with the possibility of retaking	Not counted with the possibility of retaking
0	F	unsatisfactory with mandatory retake of the course	not credited with mandatory retaking of the course

Course policy.

To successfully master the course «Leadership and conflict management», the student has:

- regularly attend lectures and practical classes;
- systematically, systematically and actively work in lectures and practical classes;
- practice missed classes or unsatisfactory grades obtained in classes;
- perform in full the tasks required to be prepared by the teacher, their proper quality;
- perform control and other independent work;
- adhere to the norms of academic behavior and ethics.

The course «Leadership and conflict management» involves the assimilation and observance of the principles of ethics and academic integrity, in particular the focus on preventing plagiarism in any of its manifestations: all works, reports, essays, essays and presentations must be original and author's, not overburdened with quotes, which must be accompanied by references to primary sources. Violations of academic integrity are considered: academic plagiarism, self-plagiarism, fabrication, falsification, write-off, deception, bribery, biased assessment.

Recommended sources of information.

Main literature:

1. Voitko S. V., Melnychenko A. A. Leadership and anti-crisis management: a textbook. K.: KPI named after. Igor Sikorskyi. Publishing house «Polytechnic», 2021. 194 p.
2. Nestulya SI. Didactic foundations of the formation of leadership competence of future bachelors in management: monograph. Poltava: PUET, 2019. 799 p.
3. Nestulya O. O., Nestulya S. I., Kononets N.V. Basics of leadership: an electronic guide for independent work of masters of the educational program «Pedagogy of higher education» in the field of knowledge 01 education/pedagogy of the specialty 011 educational, pedagogical sciences. Poltava: PUET, 2020. 232 p.
4. Khodakivskyi E.I., Bogoyavlenska Yu.V., Grabar T.P. Management psychology. Study guide. Kyiv: Center for Educational Literature, 2018. 608 p.
5. V. I. Dokash. Conflictology and mediation: a study guide. Chernivtsi, Lviv: Publishing House «Novy Svit – 2000», 2021. 249 p.
6. Romanovsky O. G., Hura T. V., Knysh A. E., Bondarenko V. IN. Theory and practice of leader formation : education. manual. Kharkiv, 2017. 100 p.
7. Palekha Yu.I., Fundamentals of management theory and practice: study guide /Yu. Palekha, H. Moshek, I. K. : Lira-K. 2019. 528 p.
8. Matushkina M. IN. Organizational behavior: a study guide for full-time and part-time students majoring in «Organizational Management». Starobilsk, 2016. 200 p.
9. Duchenko M. M., Shevchuk O. A. Conflictology. Workshop: education. manual – Kyiv: KPI named after. Igor Sikorskyi, 2020. – 88 p.
10. Anderson, V., Caldwell, C., and Barfuss, B. (2019). Love: The Heart of Leadership, The Moral Obligation of Leaders. Graziadio Business Review, 22(2).
11. Caldwell, C., Atwijuka, S., & Okpala, C. O. (2018). "Compassionate Leadership in an Arms-Length World." Journal of Business and Management

Additional literature:

1. Chervinska T.M. Taking into account conflicts in personnel management of organizations //Social and labor relations: theory, practice. Collection of scientific works. – Volume 3. – K.: KNEU, 2010. – S. 400-409.
2. Chervinska T.M. Formation of organizational culture in the context of the use of innovations /Education, language and culture in the process of global transformations: Interuniversity round table, April 1, 2016, m. Kyiv: Collection of materials. – K.: Institute of Criminal Enforcement Service, 2016. – S. 113-118.
3. Chervinska LP, Chervinska T.M., Bukovynska MP. Trends in the development of innovative technologies of personnel management /Scientific works of MAUP. Economic Sciences, №4(63). 2021. – P.91-99.
4. Chervinska L. P., Chervinska T. M. Key directions of development of modern management /Scientific works of the Interregional Academy of Personnel Management. Economic sciences. Issue 2 (65), 2022. – P.19-25.
5. Chervinska T.M. Peculiarities of the development of innovation and communication management. Management of the development of socio-economic systems: materials of the IX International Scientific and Practical Conf. (dedicated to the memory of Professor Hryhoriy Yevtiyovych Maznev), March 6-7, 2025. Part 2. Kharkiv: DBTU, 2025. S. 96-102.

6. Conflict management for the needs of public service: manual and methodological recommendations. Kalenichenko T., Kiselyova T., Kopina A., Korablyova O., Protsenko D., for general ed. D. Protsenko. Kyiv: Vaite, 2021. 224 p.

7. Berezovska L. I., Yurkov O. S. Psychology of conflict: teaching-method. manual. Mukachevo: Mukachevo State University, 2016. 201 p.

8. The Art of Negotiation: A Study Guide/Compilers: A. IS. Adamovych, O. M. Maksimets, TDATU. Melitopol: FOP Odnorog TV, 2021. 264 p.

9. Rakhlis V.L., Pavlenko O.O. Negotiations and mediation: educational manual, edition 2nd revised : Kherson, Oldi Plus, 2021. 344 p.

10. Mazaraki N. A. Mediation in Ukraine: theory and practice: monograph. Kyiv: Institute of Legislation of the Verkhovna Rada of Ukraine, 2018. 276 p

11. Bezzubko L.V. and others. Management of labor conflicts: Education. manual. L.V. Bezzubko, A. G. Zyunkin, A. V. Kalina. Kyiv: MAUP, 2017. 256 p.

12. Office management. L.I. Skribitska and others. Center for Scientific Literature, 2019. 616 p

13. Political leadership : education. manual. /V. A. Gaponenko, S. S. Bulbenyuk, N. M. Dovganyk et al. K.: KNEU, 2021. 324 p.

Electronic resources:

1. Section "Legislation of Ukraine" on the official website of the Verkhovna Rada of Ukraine. URL: <http://zakon.rada.gov.ua/>

2. Official web portal of executive authorities of Ukraine. URL: <http://www.kmu.gov.ua>

3. Official portal of the Verkhovna Rada of Ukraine. URL: <http://rada.gov.ua/>

4. Official website of the State Statistics Service of Ukraine. URL: <http://www.ukrstat.gov.ua>

5. Internet portal for managers. URL: <https://www.management.com.ua/>

8. National Library of Ukraine named after V. AND. Vernadskyi. URL: <http://www.nbuv.gov.ua/>

9. Scientific journal «Economic forum» URL : <http://eforumlntu.com/archive.html>

3. Site online – libraries . URL: http://ualib.com.ua/br_2031.html

4. Platform for managers. Ceoclubua project. URL: <https://executives.com.ua/category/menedjment>