



Leadership and Anti-Crisis Management

Curriculum of the academic discipline (Syllabus)

Course details

Level of higher education	<i>Second (Master's)</i>
Field of knowledge	<i>Social sciences, journalism, information and international relations</i>
Specialisation	<i>C5 Sociology</i>
Educational programme	<i>Social Data Analytics</i>
Status of discipline	<i>Mandatory</i>
Form of study	<i>Full-time (day)</i>
Year of study, semester	<i>1st year, autumn semester</i>
Scope of the discipline	<i>3 credits (90 hours): lectures – 16 hours, practical classes – 14 hours, independent work – 60 hours.</i>
Semester assessment/assessment measures	<i>test, Modular control work</i>
Class schedule	https://schedule.kpi.ua/
Language of instruction	<i>Ukrainian</i>
Information about the course leader/teachers	Lecturer: <i>Doctor of Economics, Professor Serhii Voitko s.voytko@kpi.ua</i> Practical: <i>Doctor of Economics, Professor, Serhii Voitko, s.voytko@kpi.ua</i> <i>+380442049103</i>
Course location	https://do.ipk.kpi.ua/course/view.php?id=3218 https://classroom.google.com/c/ODMxNjM2NTc3MjE4?cjc=s6apv3xg

Curriculum

1. Description of the course, its purpose, subject matter and learning outcomes

The discipline "Leadership and Crisis Management" is one of the professional disciplines for sociologists engaged in social data analytics.

The aim of the course. The aim of the course is to provide students with knowledge of an interdisciplinary and systemic-structural approach to understanding and studying the main problems of leadership and crisis management, as well as to develop students' theoretical knowledge in the field of leadership and the principles of crisis management of social systems. In terms of practical skills, students should analyse the state of the external socio-cultural environment and, based on an assessment of the processes within it, carry out management, including crisis management.

The subject of study of the discipline "Leadership and Crisis Management" is the needs of society in defining, forming and using leadership in social activities and crisis management in order to prevent crisis phenomena and overcome them.

According to the educational and scientific programme, mastering the discipline contributes to the strengthening of the following competencies and programme learning outcomes:

ZK03 – Ability to communicate with representatives of other professional groups at various levels (with

experts from other fields of knowledge/types of economic activity).

ZK06 – Ability to make informed decisions.

FK07 – Ability to develop and evaluate social projects and programmes.

PRN02 – Diagnosing and interpreting social problems in Ukrainian society and the global community, their causes and consequences.

Competencies: form clear and conscious ideas about the essence of leadership and the peculiarities of team management; determine the peculiarities of the current state of society and its individual social groups using classification criteria in data analysis; classify leadership methods, approaches, technologies and procedures; put into practice anti-crisis management skills in the context of the knowledge economy and Industry 4.0; use anti-crisis management tools and social data analytics; put into practice the theoretical foundations for developing the competencies necessary to perform leadership functions and implement the principles of anti-crisis management;

knowledge: theoretical foundations of the phenomenon of leadership, understanding of the main trends and directions of evolution of the concepts of "administration" and "management"; the goals, objectives and methodology of crisis management; the laws, patterns, principles and mechanisms of crisis management; the organisational and legal foundations of crisis communications in work collectives and public administration; methods of analysing and systematising legislative and social data and other normative acts regulating subordination relations in organisational structures; the process of analysing and evaluating crisis management systems of budgetary institutions, commercial and non-profit organisations; tools for assessing the cause-and-effect relationships of sustainable development and the possibility of bankruptcy in management practices;

skills: apply the basics of methodology, social data analysis technologies and crisis management procedures for budgetary institutions, commercial and non-profit organisations; justify priority areas in the development of modern leadership models; research crisis management forms of administrative activity in the public sphere and in the field of entrepreneurship; analyse and interpret current legislation on public administration activities in conflict situations; independently comprehend the peculiarities of information support for public sector entities in the process of crisis communications; make generalised conclusions and proposals on the formation of public relations based on leadership; apply the main categories of crisis management in practice; predict the cost-effectiveness, efficiency and effectiveness of crisis management systems; perform documentary work using information and communication technologies based on social data analytics in crisis management; establish information links in the areas of crisis management communication; develop programmes and projects for the development of local self-government in the context of decentralisation of management;

skills: identify the prerequisites for leadership formation in teams and select methods for implementing formal and informal leadership in practice; analyse the state of the internal and external environments of the organisation in order to identify problematic and crisis situations based on social data analytics; segment and classify situations within the team; develop and implement anti-crisis management measures; make proposals for improving the organisational and management structure of the organisation;

Experience: practical skills in forming the foundations of leadership in a team and resolving simple crisis situations based on social data analytics in the functioning of organisational structures of various levels and legal forms.

2. Prerequisites and post-requisites of the discipline (place in the structural and logical scheme of training under the relevant educational programme)

The discipline is based on the knowledge acquired at the bachelor's level in the educational components of the general training cycle in virtually all fields of knowledge, and ensures interaction with the discipline "Social Dimension of Sustainable Development" (course code ZO 03) and complements it. A basic level of English proficiency of at least A2 is required for successful mastery of the discipline material.

The results of studying the discipline "Leadership and Crisis Management" can be used as a basis for certain components of the following disciplines (course code PO 05) Foresight Methodology in the Analysis and Modelling of Social Processes and (PO 09) Methodology and Methods of Sociological Research in the Digital Age.

3. Course content

Topic 1. Leadership: concepts and forms

- 1.1. The concept of leadership and its concepts
- 1.2. Leadership and management
- 1.3. Formal and informal leadership
- 1.4. The latest concepts of

leadership Topic 2. Theories of leadership

- 2.1. Types of leadership
- 2.2. McGregor's "X" and "Y" theories
- 2.3. William Ouchi's Theory Z
- 2.4. Situational leadership theories

Topic 3. Approaches to studying leadership

- 3.1. Situational approach to studying leadership
- 3.2. Systemic approach to studying leadership
- 3.3. Causal approach to studying leadership Topic 4.

Leadership: types and characteristics

- 4.1. Leadership in the business environment at the national and international levels
- 4.2. Leadership in the political sphere and informed decision-making
- 4.3. Informal leadership
- 4.4. Recognition of leadership and global leader rankings

Topic 5. Human resource management in a crisis situation at an enterprise

- 5.1. Human resources policy in crisis management and project management
- 5.2. Moral encouragement of employees during a crisis at the enterprise
- 5.3. Human resource reserve in a crisis (national and international context)
- 5.4. Remote performance of functional duties by employees
- 5.5. Flexible working hours in a crisis situation

Topic 6. Crisis phenomena and principles of crisis management

- 6.1. Entrepreneurial crisis and crisis phenomena in the economy and social sphere
- 6.2. Systemic principles of crisis management
- 6.3. Universal and specific principles of crisis management
- 6.4. Categorical and conceptual apparatus of crisis management Topic

7. Global platforms for crisis management

- 7.1. Fundamentals of the European crisis management system
- 7.2. The European approach to crisis management
- 7.3. American and Japanese models of crisis management mechanisms
- 7.4. Crisis management in protecting the population and territories from man-made and natural emergencies in Ukraine
- 7.5. Key measures in the field of protecting the population and territories

Topic 8. Organisational and managerial principles of crisis management and leadership

- 8.1. Use of network structures in overcoming crises in organisational structures
- 8.2. Outsourcing and remote leadership in the context of social projects and programmes
- 8.3. Flat management structures and sound management decisions

Topic 9. Avoiding crises in the era of Industry 4.0

- 9.1. Fundamentals of implementing the Fourth Industrial Revolution in a global context
- 9.2. Features of doing business in the context of Industry 4.0
- 9.3. Transformative innovations in industrial development
- 9.4. Synthesis of crisis phenomena in Industry 4.0

Topic 10. Resource provision for anti-crisis management processes

- 10.1. Human resources in Industry 4.0 and HR decisions
- 10.2. Finance in crisis management: national and global context
- 10.3. Knowledge as a resource in crisis management

Topic 11. Social responsibility in unfavourable business conditions

- 11.1. Social responsibility in pre-crisis, crisis and post-crisis situations
- 11.2. Socially responsible team management and leadership
- 11.3. Crisis management and leadership for the socio-economic system

Topic 12. Management decisions of leaders and the consequences of their implementation in a crisis situation

- 12.1. Leadership of political elites in crisis management
- 12.2. Management decisions as a programme of action in crisis situations in the context of implementing social projects and programmes
- 12.3. The education sector in crisis prevention

4. Teaching materials and resources

Basic literature:

1. Voiko S. V. Leadership and crisis management: textbook / S. V. Voiko, A. A. Melnichenko. – Kyiv: Igor Sikorsky Kyiv Polytechnic Institute. Published by "Polytehnika", 2021. – 194 p.
2. Kononets M. O. Psychology of Leadership: Textbook / M. O. Kononets, edited by O. V. Vynoslavsk. Kyiv: KVITS, 2020. - 252 p.

Additional literature:

3. Ivanova, T., Voitko, S., Skorobogatova, N. & Tymoshenko, N. (2025) Crisis Management in Communities: Bibliometric Analysis: Journal of Integrated Disaster Risk Management. IDRIM (2025) 15 (2). P. 1-29. <https://doi.org/10.5595/001c.142192>
4. Skorobogatova N. Ye., Voitko S. V. Features and factors of local communities' capacity in Ukraine to counter crisis situations / N. Ye. Skorobogatova, S. V. Voitko // National Interests of Ukraine: Scientific and Practical Journal, 2025. – 1(6). – P. 390–402. URL: [https://doi.org/10.52058/3041-1793-2025-1\(6\)-390-402](https://doi.org/10.52058/3041-1793-2025-1(6)-390-402)
5. Voiko S. V. Research on crisis management in Ukraine with regard to economic security / S. V. Voiko, N. E. Skorobogatova, T. V. Ivanova // Science and Technology Today (Series: Economics): journal. 2024. – No. 11 (39). – P. 246-260. URL: [https://doi.org/10.52058/2786-6025-2024-11\(39\)-246-260](https://doi.org/10.52058/2786-6025-2024-11(39)-246-260) (professional publication of category B)
6. Voiko S. V. Retrospective analysis of the emergency and crisis management system in Ukraine / S. V. Voiko, N. O. Chernenko, Ya. I. Glushchenko, O. O. Korogodova // Scientific Perspectives. Series "Public Administration", 2024. – Issue 8 (50). P. 89-103. [https://doi.org/10.52058/2708-7530-2024-8\(50\)-89-103](https://doi.org/10.52058/2708-7530-2024-8(50)-89-103) (professional publication of category B)
7. Bizo L. Leadership Development / L. Bizo, I. Ibragimova, O. Kikot, E. Baran, T. Fedoriv; edited by I. Ibragimova. — Kyiv: Project "Reform of Personnel Management in the Civil Service in Ukraine", 2012. — 400 p.
8. Skibitsky O. M. Anti-crisis management: textbook / O. M. Skibitsky. — Kyiv: Centre for Educational Literature, 2009. — 568 p.
9. Melnichenko, A. A. Anti-crisis public administration in the context of overcoming poverty: a sociological approach / Melnichenko, A. A., Melnichenko, S. V., Bondarenko, A. I. // Bulletin of NTUU "KPI". "Political Science. Sociology. Law: collection of scientific works. – Kyiv, 2010. – No. 4(8). – Pp. 67-74.
10. Balvas I. G. Differential-comparative approach to analysing the state of industrial production in Ukraine during inter-crisis and crisis periods / I. G. Balvas, S. V. Voitko // Economy of Industry: scientific and practical journal. – Donetsk: Institute of Industrial Economics of the National Academy of Sciences of Ukraine, 2009. – No. 4 (47). – Pp. 69–72.

11. Balvas I. G. Scenario approach to the analysis of the economic crisis based on macroeconomic indicators (using the example of the G8 countries and Ukraine) / I. G. Balvas, S. V. Voitko // Collection of scientific works "Current Problems of Economics and Management" – Kyiv: NTUU "KPI" VPI VPK "Polytechnica". 2009. – Issue 3. – P. 17–20.

Recommendations and explanations:

- the materials from the list are available at the H. I. Denysenko Scientific and Technical Library, on the websites <https://opac.kpi.ua>, <https://ela.kpi.ua>, <https://books.google.com.ua>.
- Literary sources numbered 1 and 2 are required reading; other sources are optional.
- students must study source 1 from the basic list in its entirety, while the others should be used as reference materials;
- The sources listed contain the main provisions relating to each of the topics.

Educational content

5. Methodology for mastering the academic discipline

Teaching and mastering the educational component is based on a number of teaching methods:

- basic teaching methods: lectures, practical classes, consultations, work with educational and methodological literature and information resources;
- general teaching methods: problem-based teaching, information-receptive teaching, problem-search teaching;
- special teaching methods: work in small groups, individual work, methods for solving creative tasks, situational cases, presentations, discussion, brainstorming, interactive communication.

Mastering the discipline by higher education seekers involves studying theoretical material on solving practical problems, which is taught in lectures and offered to higher education seekers for independent preparation.

Lectures ensure the formation of theoretical knowledge of higher education students in the process of presenting theoretical material, solving problems, situations, practical and applied tasks, and using multimedia tools. Theoretical issues are studied in practical classes in the form of discussions on topics specified in the curriculum. In addition, higher education students complete tasks and situational exercises in practical classes. To improve the assimilation of material, the following practices are used: quick quizzes, tests, listening to and discussing reports, and analytical reviews.

The acquisition of problem-oriented thinking by higher education students, as well as the ability to develop and make decisions, are the factors that ensure the ability to form an institutional environment for improving the efficiency of individual areas of activity and the social sphere.

Lectures

Lecture 1. Leadership: concepts and forms

Definition of the concepts of "leader" and "leadership". List of basic concepts of leadership. Common and distinctive characteristics of leadership and management.

Assignment for independent study:

1. Create a table of concepts of "leader" and "leadership"
2. Find an article in a scientific publication that provides definitions and explanations of the concepts of "leader" and "leadership".

Lecture 2. Leadership theories

Types of leadership. McGregor's "X" and "Y" theories. William Ouchi's "Z" theory. Situational leadership theories.

Assignment for independent study:

1. Examine the types of leadership according to various sources.

2. Write down and analyse the practice of situational leadership from open sources.

Lecture 3. Approaches to the study of leadership

Situational approach to studying leadership. Systemic approach to studying leadership. Causal approach to studying leadership.

Assignment for independent study:

Describe the relationship between a leader's personal qualities and their behaviour in the situational approach.

Propose a structure for a people management system in the production process.

Lecture 4. Leadership: types and characteristics

Leadership in a business environment. Leadership in the political sphere. Informal leadership. Recognition of leadership and global rankings of leaders.

Assignment for independent study:

1. List the main common and distinctive features of a leader and a manager.
2. Describe the characteristics and business values of millennials as leaders of the near future.

Lecture 5. Human resource management in a crisis situation at an enterprise.

Personnel policy in crisis management. Moral encouragement of employees during a crisis at the enterprise. Personnel reserve in a crisis. Remote performance of functional duties by employees. Flexible working hours in a crisis situation.

Assignment for independent study:

1. Find and study the company's personnel policy in open sources.
2. Propose your own version of forming a personnel reserve in a crisis.

Lecture 6. Crisis phenomena and principles of crisis management

Entrepreneurial crisis and crisis phenomena in the economy. Systemic principles of crisis management. Universal and specific principles of crisis management. Categorical and conceptual apparatus of crisis management.

Assignments for independent study:

1. Search for and systematise objects and subjects of crisis management.
2. Identify the main problems faced by an enterprise in a crisis situation.

Lecture 7. Global platforms for crisis management

Fundamentals of the European crisis management system. European approach to crisis management. American and Japanese models of crisis management mechanisms. Crisis management in the protection of the population and territories from man-made and natural emergencies in Ukraine. Main measures in the field of population and territory protection.

Assignment for independent study:

1. Analyse the European approach to crisis management.
2. Study man-made and natural emergencies from open sources.

Lecture 8. Organisational and managerial principles of crisis management and leadership. Avoiding crises in the era of Industry 4.0.

Using network structures to overcome organisational structure crises. Outsourcing and remote leadership. Flat management structures.

Fundamentals of implementing the Fourth Industrial Revolution. Features of doing business in Industry 4.0. Transformative innovations in industrial development. Synthesis of crisis phenomena in Industry 4.0.

Assignments for independent study:

1. Analyse the use of network structures in business from open sources.
2. Identify the principles of doing business by network companies.
3. List the advantages of the digitalisation of society according to K. Schwab.
4. Identify several features of entrepreneurial activity in the context of Industry 4.0.

Seminar (practical) classes

The main objectives of the practical classes are to assimilate the lecture material and the results of the students' independent work, as well as to deepen the knowledge gained, develop skills, consolidate the skills of preparing presentations, formulating and defending one's own well-founded position.

Practical class 1. The concept of leadership and its concepts. The difference between leadership and management.

Description of the elements of successful management and leadership. Signs of formal and informal leadership. Physiological, psychological and intellectual qualities of a leader.

Description of the concepts of attributive, charismatic and transformational leadership. Differences between informal leadership and management in various contexts. Regulation of interpersonal relationships in a group. Leader at the micro level. Manager at the macro level.

Prepare a report.

Practical lesson 2. Leadership practices according to theories "X", "Y" and "Z". Situational leadership theories

Description of leadership styles according to the behavioural approach. Characteristics of authoritarian, democratic and liberal leaders. Study of leadership styles according to the situational approach. Consideration of the directive leadership style. Description of the characteristics of communicative-directive leadership in different situations. Classification of delegation styles in leadership. Situational leadership in organisational management according to theories X and Y. Situational leadership according to Theory Z.

Prepare a report.

Practical lesson 3. Personal qualities of a leader and their behaviour in the situational approach. A systematic approach to situational leadership

Study of the situational approach in leadership. The relationship between the personal qualities of a leader and their behaviour in the situational approach. The main characteristics of a leader in the situational approach. The structure of the people management system in the production process. The main provisions of the systematic approach in leadership. The main characteristics of a leader who uses a systemic approach. Information and its flows in a cause-and-effect approach. The main characteristics of a leader who uses a cause-and-effect approach. The leader as an information analyser in a cause-and-effect approach to studying leadership.

Prepare a report.

Practical lesson 4. Political leadership. Informal leadership

Defining areas of activity for political leaders. Competencies inherent to a political leader. Ratings of political leaders. Characteristics of a leader in terms of informal leadership styles. The "strongman" informal leadership style. The "tactician" informal leadership style. The "motivator" informal leadership style. Leader

ratings.

Prepare a report.

Practical lesson 5. Human resource management in a crisis. Moral motivation in a crisis situation at an enterprise.

Defining the difference between personnel selection and recruitment. The stage of personnel selection for vacant positions. Characteristics of the company's personnel policy in crisis management. Analysing the list of components on which the success of moral incentives in a crisis situation at the enterprise depends. Systematisation and classification of moral incentive elements.

Prepare a report.

Practical lesson 6. Elements of crisis management at the enterprise. Introduction and phases of crisis management. European crisis management system. American and Japanese crisis management mechanisms

Determining the importance of personnel issues in a crisis situation. Principles of anti-crisis management at an enterprise. Objects and subjects of anti-crisis management. Main problems faced by an enterprise in a crisis situation.

Basic conditions for the feasibility of introducing crisis management. External and internal factors that can cause crisis phenomena. Phases of crisis management in an enterprise.

Principles of the European crisis management system. Main approaches to crisis management in the European Union. Characteristics and differences between American and Japanese crisis management mechanisms. Features of crisis management in protecting the population from emergencies.

Prepare a report.

Practical lesson 7.

Modular control work

6. Independent work by students

Independent work is organised by the lecturer at each practical class by setting students the task of searching for, classifying and systematising information and data that will be necessary for the next practical class. Also, at each class, students are given an individual assignment, which they must complete and submit to the lecturer at the next class. The approximate time required to complete each assignment is 1 hour. In addition, during the first lecture, students are given a list of questions and literary sources containing the necessary material for independent study. Materials (a list of topics for essays/reports) are also provided for the preparation of an essay on the subject of the academic discipline – the estimated time required is 5 hours.

Policy and control

7. Course policy

System of requirements for mastering the material of the academic discipline by the student:

Class attendance and rules of conduct.

Higher education students are required to attend classes as scheduled in the educational process (Internal Regulations of the National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute" (clause 9.5 <https://kpi.ua/admin-rule>). The presence or absence of a student at a class is not assessed by adding or deducting points.

Missed assessment tests.

Each student has the right to make up for classes missed for a valid reason (sick leave, mobility, etc.)

through independent work. For more details: <https://kpi.ua/files/n3277.pdf>.

Bonus points.

Bonus points, which are not included in the general assessment scale, can be obtained for participation in Olympiads, conferences, research competitions, preparation of reviews of scientific works or scientific publications. The total number of incentive points is 10, and the applicant's overall rating cannot exceed 100 points.

Certificates from courses on the Prometheus (<https://www.prometheus.org>), Coursera (<https://www.coursera.org/>) and other platforms may be accepted.

Rules for crediting individual assignments.

Each postgraduate student is given tasks to complete independently. The following are taken into account: originality of the tasks, validity of the main provisions, reliability of the use of information and methodological tools, and reasoned defence of the results obtained in the form of reports and conclusions.

The defence of the individual semester assignment is provided in the form of a concise report on the completed assignment and answers to questions. In case of force majeure circumstances that caused a lack of time, the individual semester assignment is credited based on the results of the submitted completed work and taking into account the answers to the teacher's questions regarding the completed work, asked on an individual basis.

Assessment policy for control measures.

Assessment of control measures is carried out in accordance with the Regulations on the system of assessment of learning outcomes at Igor Sikorsky KPI (<https://osvita.kpi.ua/node/37>), Regulations on current, calendar and semester assessment of learning outcomes at Igor Sikorsky KPI (<https://osvita.kpi.ua/index.php/node/32>).

Procedure for appealing the results of control measures. Students have the opportunity to raise questions regarding the procedure for control measures and their results.

If a student disagrees with the assessment of the assessment results, they have the right to appeal on the day the results are announced to the dean of the faculty in accordance with the procedure set out in the Regulations on Appeals (<https://osvita.kpi.ua/index.php/node/182>).

Academic integrity. When assessing applicants' work, special attention is paid to compliance with the academic integrity policy (<https://kpi.ua/academic-integrity>). If duplication of work is detected, such work will receive a zero rating. If a significant level of borrowing is detected in the calculation work or other works without proper citation, the works are not evaluated and are returned to the applicant for revision.

Recognition of learning outcomes acquired in non-formal/informal education. The procedure for recognising learning outcomes acquired in non-formal/informal education is regulated by the Regulations on the recognition of learning outcomes acquired in non-formal/informal education at Igor Sikorsky KPI (<https://osvita.kpi.ua/index.php/node/179>).

Policy on the use of artificial intelligence. The use of artificial intelligence (hereinafter referred to as AI) is regulated by the "Policy on the use of artificial intelligence for academic activities at Igor Sikorsky KPI" (<https://osvita.kpi.ua/node/1225>). All academic assignments for the course must be the result of the student's own original work. The use of AI must comply with the principles of academic integrity. Failure to comply with this provision will be considered a violation of academic ethics.

Extracurricular activities and involvement of professional practitioners. During the study of the discipline, extracurricular activities related to the subject matter of the discipline are possible, including visits to scientific and practical events, meetings with business representatives, training sessions, and webinars. To master and deepen practical skills, specialists and professionals in the fields of public administration, defence, industry, electricity supply, information and communications, services, etc. may be invited.

Types of control and rating system for assessing learning outcomes (RSO)

Assessment involves the use of a rating system (RSA-2 - "rigid") in accordance with the Regulations on the system of assessment of learning outcomes at Igor Sikorsky KPI (<https://osvita.kpi.ua/node/37>). The maximum total rating for the course is 100 points. The lower limit for a positive assessment of each control measure is 60% of its rating score.

Standards of ethical behaviour. The standards of ethical behaviour for students and employees are defined in Section 2 of the Code of Honour of the National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute". For more details, see: <https://kpi.ua/code>.

Inclusive learning. The acquisition of knowledge and skills in the course of studying the discipline may be accessible to most people with special educational needs, except for applicants with severe visual impairments that prevent them from performing tasks using personal computers, laptops and/or other technical means.

Foreign language learning. When completing assignments, students may be advised to refer to English-language sources.

There is a possibility of conducting lectures and practical classes in English, which will facilitate the acquisition of professional terminology in the original language. The number and schedule of classes in English is agreed upon by the teacher and students at the beginning of the semester.

Extracurricular activities. Participation in conferences, forums, round tables, etc. is envisaged as part of the study of the academic discipline.

Awarding of bonus points. In accordance with the Regulations on the system of assessment of learning outcomes, the total number of bonus points cannot exceed 10% of the assessment rating scale.

Bonus points	
Criterion	Points
Writing abstracts, articles, formatting of scientific work for participation in the competition of student scientific works (on the subject of the academic discipline)	5
Participation in international, all-Ukrainian and/or other events and/or competitions (on the subject of the academic discipline)	3

Preparation for seminars and tests is carried out during independent work by students with the possibility of consulting with the teacher at a specified time or via electronic correspondence (e-mail, messengers).

8. Types of control and rating system for assessing learning outcomes (RSO)

Ongoing assessment: quick polls, polls on the topic of the class.

Calendar assessment: conducted twice per semester to monitor the current status of syllabus requirements.

Semester assessment: test

Conditions for admission to semester assessment: semester rating of more than 20 points.

1. Work in practical classes is assessed on a maximum of 20 points, each student is given the opportunity to solve 4 problems, each of which is assessed from 0 to 5 points.

Assessment criteria:

- "excellent" – creative approach to solving the problem – 5 points;
- "good" – in-depth solution of the problem, reflection of one's own position – 4 points;
- "satisfactory" – well-reasoned solution to the problem with certain shortcomings – 3 points;
- "unsatisfactory" – task not completed, – 0-2 points.

2. Modular control work.

The MCW is conducted by completing homework assignments and is graded on a scale of up to 50 points. There are 10 homework assignments, each of which is graded on a scale of 0 to 5 points.

Assessment criteria:

- "excellent" – creative approach to solving the problem – 5 points;
- "good" – in-depth approach to the task, reflecting the candidate's own position – 4 points;
- "satisfactory" – well-reasoned approach to the task with certain shortcomings – 3 points;
- "unsatisfactory" – task not completed – 0-2 points.

3. The preparation of the report is assessed on a scale of 0 to 30 points.

- "excellent" – the report is thorough, well-structured, well-argued, high level of presentation – 27-30 points;
- "good" – high-quality report with minor shortcomings – 23-26 points;
- "satisfactory" – the topic is partially covered, weak argumentation, errors in the presentation of the material – 18-22 points;
- "unsatisfactory" – the report does not meet the requirements, weak coverage of the topic, lack of logic and argumentation – 0-17 points.

Calendar control is carried out on the basis of homework assignments. Each modular control consists of 5 homework assignments. To pass (certify) calendar control, it is sufficient to score 12 points out of 20.

Applicants with a rating of 60 points or more receive a grade corresponding to their rating without additional tests.

For applicants with a rating of less than 60 points, as well as those who wish to improve their rating, the teacher conducts a semester assessment in the form of a test or interview.

4. Credit.

Answers to the test are evaluated on a scale of 100 points and are awarded for answers to 2 questions:

- complete answer/completed task (at least 90% of the required information) – 50-45 points;
- sufficiently complete answer/completed task (at least 75% of the required information) – 44-38 points;
- incomplete answer/completed task (at least 60% of the required information) – 37-30 points;
- incomplete answer/task not completed (less than 60% of the required information) – 29-0 points.

Table of correspondence between rating points and university scale grades:

Number of points	Grade
100-95	Excellent
94	Very good
84	Good
74-65	Satisfactory
64-60	Sufficient
Less than 60	Unsatisfactory
Admission requirements not met	Not admitted

9. Additional information on the discipline

Active and collective learning strategies are used, which are determined by the following methods and technologies:

- 1) problem-based learning methods (problem-based presentation, partial search (heuristic conversation) and research method);
- 2) personality-oriented (developmental) technologies based on active forms and methods of learning (brainstorming, situation analysis, business, role-playing and simulation games, discussion,

express conferences, educational debates, round tables, case technology, project technology, etc.);

- 3) information and communication technologies that ensure the problem-solving and research-oriented nature of the learning process and stimulate independent work by students (electronic presentations for lectures, use of audio and video support for classes, in particular, analysis of the YouTube network service for the availability and quality of educational video materials by financial analysis specialists).

Distance learning

Synchronous distance learning is possible using video conferencing platforms and the university's educational platform for distance learning.

Extracurricular activities

As part of the study of the academic discipline, it is possible to participate in conferences, forums, round tables, and competitions in the relevant field.

Inclusive learning

Permitted

Mastering distance learning courses

At the request of the applicant, in conditions that do not facilitate regular attendance, it is permissible to study individual parts of the educational component in asynchronous mode, in particular, through distance learning courses. In order to be taken into account in the assessment system, the credits for such courses must correspond to the syllabus, be agreed with the teacher, and the student must provide a relevant document indicating the name and number of hours of the course to confirm completion. The recognition of informal education results is carried out in accordance with the procedure set out in the relevant Regulations of Igor Sikorsky KPI <https://osvita.kpi.ua/node/179>.

The working programme of the academic discipline (syllabus) was compiled by:

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Approved by the Department of Theory and Practice of Management (Minutes No. 15 of 19.06.2025)

Approved by the Methodological Council of the Faculty of Social Sciences (Minutes No. 4 of 24 June 2025)

Modular control work

- Task 1. Formulate your own definition of the concepts of "leadership" and "management".
- Task 2. Identify 3–5 professions from the "Classifier of Professions of Ukraine (DK 003:2010)" that relate to formal leadership. Indicate the codes according to the classification of professions (COD KP), the numbers of issues of the ETKD (Unified Tariff and Qualification Reference Book of Works and Professions of Workers) and the numbers of issues of the DKHP (Reference Book of Qualification Characteristics of Professions of Workers), as well as the professional name of the job.
- Task 3. Select sets of classical leadership theories (from the group list) and find one or more similar theories from the latest leadership theories.
- Sets of classical leadership theories:
- Set 1. Trait theory, great person theory (1948, R. M. Stogdill).
 - Set 2. Behavioural theories (a) Ohio University, b) University of Michigan, c) University of Texas).
 - Set 3. Situational theories (a) F. Fiedler, b) P. Hersey and B. Blanchard, c) W. Vroom and F. Jetton).
 - Set 4. Transformational leadership, charismatic leadership.
 - Set 5. Transactional leadership, path-goal theory (M. Evans and R. House).
 - Set 6. K. Lewin's theory, theory (model) of a continuous environment (continuum) (R. Tannenbaum and W. Schmidt).
 - Set 7. Interactive leadership (female approach to leadership), virtual leadership.
 - Set 8. Forms of ideal leadership: Servant leadership; Level 5 leadership (according to J. Collins' model).
 - Set 9. D. McGregor's theory (styles X and Y).
 - Set 10. R. Likert's theory (organisations of types 1, 2, 3, 4). The latest theories of leadership:
 - a) D. Goleman's theory of "emotional intelligence" (1995);
 - b) J. Lipman-Blumen's concept of "hot groups" and theory of connective leadership (1995, 1997);
 - c) N. Tichy's theory of the "leadership engine" (1997);
 - d) R. Fisher and A. Sharp's theory of indirect leadership (1998);
 - e) the idea of "distributed" or "shared" leadership by D. Bradford and A. Cohen (1998);
 - f) the concept of the "leadership pipeline" (2001);
 - f) K. Cashman's theory of "stimulating internal" leadership (2001); g) D. Golman and R. Boyatzis' concept of "primary" leadership (2002); h) leadership as paradox management by F. Trompenaars and C. Hampden-Turner (2002).
- Task 4. List the criteria you would use when studying leadership using situational and systemic approaches.
- Task 5. List and describe, from your point of view, the effects of time and place in the formation of business leaders (it is recommended to consider the activities of top managers of corporations with a capitalisation of over \$1 billion).
- Task 6. List 2-3 scientifically substantiated periods of cyclical processes in the economy and determine at what stage the Ukrainian economy was in different years (the years are distributed in the group so as not to repeat the same periods).
- Scientifically substantiated and systematised cyclical processes can be found in the article (Table 3), as well as in the literature listed at the end of this article at <http://www.economy.nayka.com.ua/?op=1&z=1858>).

- Task 7. Propose a list of anti-crisis management measures (up to 10 items) for transnational corporations with a capitalisation of over \$1 billion, assuming that they are currently in a crisis situation (select different companies so that the same company is not repeated among students in the group).
- Task 8. For the corporation selected in Task 7, find information in the media for the last month that directly relates to it (no more than 10 news items). Classify this information in terms of strong and weak signals.
- Task 9. Describe in scientific style (0.5 to 1.0 pages, 14 pt, 1.0 spacing) the possible transformation of your company's resources (you can take the company selected above or the one you work/worked for). In the description, pay attention to the ranking of resource sources by importance to the enterprise, their availability to the enterprise, and the possibility of self-sufficiency with them at the enterprise. It is advisable to provide ways to mobilise and intensify resource provision in the current period and in times of crisis.
- Task 10. Distribute 3 questions from the list below among the students in the group. For each task, find information and prepare an answer of up to 1000 characters (about half a page).

List of questions for the test

1. Define the concepts of "leadership" and "management".
2. Describe the characteristics of formal and informal leadership.
3. Provide classic and modern theories of leadership.
4. Explain the concept of charismatic leadership.
5. Explain the concept of transformational leadership (leadership for change).
6. Explain the scope of application of McGregor's Theory X and Theory Y.
7. Explain Stinson-Johnson's situational leadership model.
8. Describe Likert's leadership systems in management.
9. Explain the Tannenbaum-Schmidt continuum of leadership behaviour.
10. Describe the features situational and systemic approaches of studying leadership.
11. Describe the characteristics of leadership in the business environment and in the political sphere.
12. Explain the phenomenon of top managers.
13. Describe the effects of time and place in the formation of business leaders.
14. Provide a list of indicators that characterise business leadership.
15. Explain the phenomenon of political elites.
16. Provide critical and functional theories of elites.
17. Explain the relationship between the terms "elite" and "ruling class".
18. Explain the Mitchell and House model and the path-goal model.
19. Show the relationship between a leader and subordinates based on Fiedler's model.
20. Compare authoritarian, democratic and liberal leadership styles.
21. Describe management decisions as action plans.
22. Provide a list of principles and functions of crisis management.
23. Describe the methods and process of crisis management.
24. Name the levels of the management system hierarchy and the directions of information flows.
25. Characterise the stages of development and scientific schools of management.
26. Describe the essence of crisis or crisis phenomenon prediction.
27. Explain the procedure for analysing the symptoms of an object's condition in a crisis.
28. Describe the tools for levelling a crisis phenomenon.
29. Explain the purpose of ensuring the further sustainable development of the system.
30. List the functions and functional strategies of crisis management.
31. Provide a description of the methods and tools of crisis management.
32. Provide a list of crisis management measures.

33. Describe the features of the rapid detection of signs of a crisis.
34. Provide possible weak and strong signals from external and internal environments.
35. Describe the project management process as a means of operational management in a crisis situation.
36. Classify the signs of an organisation's resources.
37. Describe the process of providing resources to the organisation.
38. Establish criteria for determining critical levels of an organisation's resources.
39. Provide ways to mobilise and intensify resource provision.
40. Describe the intensive and extensive use of resource provision.
41. Name the indicators that reflect the possibility or presence of a crisis situation.
42. Explain the need for auditing the financial activities of enterprises and organisations.
43. Describe such conditions of enterprises as bankruptcy and reorganisation.
44. Explain the mechanisms of cyclical crisis situations.
45. Characterise socio-political and factor cycles.
46. Provide examples of how cyclical processes can be used to establish leadership.
47. Describe the processes of managing political, constitutional and governmental crises.
48. Describe the processes of corporate governance in crisis management.
49. Explain the possibilities of using the provisions of the concept of sustainable development in overcoming socio-economic crises.