

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF
UKRAINE**

Department of Production and Investment Management



“CONFIRMED”

Dean of the Faculty

Anatolii OSTAPCHUK

2023 p.

“APPROVED”

at the meeting of the department of production and
investment management

Protocol №8 dated “18” April 2023 p.

Head of Department

Maryna DELINI

“REVIEWED ”

Program Coordinator “ Management”

Program Coordinator

Vitalii LUTSIAK

PROGRAM OF THE COURSE

SELF-MANAGEMENT

Specialization _____ 073 «Management»

Educational program _____ Management

Faculty of agrarian management _____

Developer: Associate professor, Candidate of Economics Artiukh T.O.

(position, academic degree, academic title)

Kyiv – 2023p.

1. Description of the course

Self-management

Field of knowledge, specialization, educational program, educational degree		
Educational degree	<i>Bachelor</i>	
Specialization	<i>073 "Management"</i>	
Educational program	<i>Management</i>	
Characteristics of the course		
Type	Compulsory	
Total number of hours	120	
Number of ECTS credits	4	
Number of content modules	2	
Course project (work) (if applicable)	-	
Form of assessment	<i>Exam</i>	
Indicators of the course for full-time and part-time forms of study		
	Full-time form of study	Part-time form of study
Course (year of study)	2	2
Semester	4	4
Lecture classes	<i>30 hr.</i>	<i>8 hr.</i>
Practical, seminar classes	<i>30 hr.</i>	<i>4 hr.</i>
Laboratory classes	-	-
Self-study	<i>60 hr.</i>	<i>108 hr.</i>
Individual assignments	-	-
Number of weekly classroom hours for the full-time form of study	<i>4 hr.</i>	-

2. Purpose, objectives, and competencies of the course

The purpose of studying this discipline is to master the theoretical knowledge and practical skills on the issues of self-affirmation, self-improvement and self-control to manage one's own development and the development of employees, as well as the acquisition of leadership qualities to ensure the effective development of the organisation; formation of students' skills that are necessary for managers at different levels of management; acquiring theoretical knowledge to realise one's own goals while understanding and taking into account one's own character.

Objectives of the discipline is the theoretical and practical training of students on the following issues:

- ✓ using the benefits of self-management for organizational and personal growth; coordination of personal and organizational goals;
- ✓ effective self-development; effective management of working time;

- ✓ development of effective management skills; improvement of the personal culture of business life;
- ✓ effective delegation of powers;
- ✓ using time as a resource.

The discipline “Self-management” is taught for full-time and part-time students. Modern publications of specialists in self-development management and time management, team development management and subordinates are used in teaching.

When studying the discipline “Self-management”, the following forms of organisation of the educational process are used: lectures, practical classes, active learning methods (case studies), work in groups, individual work, and independent work of students.

Acquisition of competencies:

Integrated competency (IC):

The ability to solve complex specialised tasks and practical problems, which are characterised by complexity and uncertainty of conditions, in the field of management or in the learning process, which involves the application of theories and methods of social and behavioural sciences.

General competencies (GC):

GS 11. Ability to adapt and act in a new situation.

Professional (special) competencies (PC):

PC 11. Ability to create and organise effective communications in the management process;

PC 15. Ability to form and demonstrate leadership qualities and behavioural skills.

Program learning outcomes (PLO):

PLO 15. Demonstrate the ability to act in a socially responsible and socially conscious manner based on ethical considerations (motives), respect for diversity and interculturality;

PLO 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.

3. Program and structure of educational discipline for full-time and part-time education

CONTENT MODULE No. 1. BASICS OF SELF-MANAGEMENT THEORY

Topic 1. Development of self-management as a science

Scientific views on the essence of self-management. Definition of self-management. The purpose and tasks of self-management. Stages of development of self-management as a science. Functions of self-management: setting goals, planning, decision-making, implementation and organisation, control, information and communication. Criteria for effective self-management: the ability to manage oneself, adequate personal values, clear personal goals, problem-solving skills, innovativeness, high creative potential, and the ability to teach and develop the professional qualities of subordinates.

Topic 2. Concepts of self-management. Establishing and implementing personal goals

Concepts of self-management. L. Seivert's conceptual approach to self-management. The concept of personal limitations by M. Woodcock and D. Francis. The concept of self-management by Berbel and Heinz Schwalbe. Concept by A.T. Khrolenko. The concept of V.A. Andreeva. Determination of the value orientations of the personality. Life position of the individual: active, proactive, passive. Key principles of determining personal goals of a manager. General restrictions when choosing goals. Self-development of the manager's personality. Professional and job growth. Planning the manager's business career.

Topic 3. Manager's work planning

Manager's work planning. Methods of planning the manager's work. Alpa method, bureaucracy method, time diary. The process of prospective and operational planning of the manager's work. Methods of regulating management activity. Work according to priorities. The Pareto principle. Setting priorities using the analysis of A B B. Time management is the art of planning one's own time and managing it. The main types of distribution and cooperation of management activities. Problems of decentralisation of management activities. Delegation of authority. Determining the functions of the deputy and the level of centralisation of management. The process of distribution of management functions. Subordination. Distribution of tasks. Key principles of administrative activity.

Topic 4. Organization of the manager's activities

Vertical division of labour. Content and features of managerial work. Classification of management activity. Criteria for effective labour organisation. Principles and directions of the scientific organisation of the manager's work. Load curve. Biorhythms. Requirements for the organisation of the manager's workplace. Classification of workplaces. Room planning system: office, general, cellular. Rules for the distribution of premises. Rules for creating rational conditions for managerial work.

Methods and means of rational processing of text materials. Improvement of reading methods. Use of input, amplifying, reference signals.

Topic 5. Control in self-management and self-motivation

Control functions. Control of results, control during the day, self-control. Process control. Ways of controlling activity and time: planned time (target setting), perception of the actual course of time and activity, development of the planned state, comparison of "plan-fact" (control).

Topic 6. Resource management of activity and work capacity

The concept of resource activity and working capacity. Methods of resource management of activity and work capacity. Preservation of mental health of the individual. The management of the resource of activity and working capacity consists in assessing the existing potential of a person's activity and working capacity, developing a physical training program, forming the skills of rational nutrition, getting rid of bad habits, teaching the basics of self-regulation, prevention and combating stress, and monitoring results.

Topic 7. Solvency resource management

Concept of solvency resource. Solvency resource management methods. The cost accounting system and the associated cost planning system are individual in nature and can be built by everyone at their own discretion and for ease of further use. You can keep records in any way you like: on paper, in an Excel table or in a specialised program. In such programs, it is convenient to take into account and analyse data, so let's turn to the software available on the market. Conventionally, programs can be divided into two groups: with standard functionality that allows you to both take into account data and analyse it, and with advanced functionality that includes budgeting.

CONTENT MODULE No. 2.

DEVELOPMENT OF MANAGERS AND SUBORDINATES IN THE ORGANISATION

Topic 8. The role of communications in self-management

Communications. Communicative process. Obstacles in the way of communications. The technology of meetings and gatherings. Performance target settings. Structure and content of the speech. Choice of forms of visualization of speech text. Negotiations: classification and main functions. A problematic approach to negotiations. Aggressive and passive approaches to negotiations. Stages of preparation and negotiation. Negotiation tactics. Coordination of the results of negotiations. Registration of the results of the negotiation process. Effective communications. Preparation of presentations.

Topic 9. Evaluation of the global experience of management and the work of a manager in the conditions of self-management

The content of management in the conditions of self-management. Goals and content of the manager's work. Foreign experience of the manager in the conditions of self-management. Analysis of the factors of effectiveness and successful activity of the manager in the self-management system. The basis of creative management is the manager's ability to positively influence other people (employees of the company). A leader is considered good if his influence is justified and if his subordinates are happy to follow his instructions. So, the manager plays an important role in the organisation and,

at the same time, bears a special responsibility. A good manager must work in creative interaction with other employees at all levels of the organisation, with the firm's clientele, as well as with individuals from other organisations in the interests of their own. The general qualities of a manager are concentrated in knowledge and skills, in personal qualities and character traits, and communication skills. A manager is a person with a wide range of knowledge, and his most valuable feature is the ability to use the services of specialists when necessary.

Topic 10. The organisation of the manager's practical work in self-management conditions

Analysis of factors characterising the general state of the organisation. The role of the manager in the organisation and methods of his management and self-management. Defining one's own management style and using it in the manager's practical activities. The essence of the creative approach in the manager's activity as the main element of self-management.

Topic 11. Formation of the qualities of an effective manager

Leadership Management styles. Psychological features of management styles. Individual management style. Authority of the manager: subjective and objective significance. Management styles and types of power. Internal personal problems of the leader. Responsibility of the leader. Formation of professional qualities of a manager. Development of psychological qualities of a manager. Development of manager's moral qualities. Patterns of mutual relations and behaviour of people in conflict situations. Methods of overcoming conflict situations. Methods of manager's behaviour in conflict situations. Strategy and tactics of interaction in conflict situations. Conflict management.

Topic 12. Self-motivation and self-control of a manager

Peculiarities of motivation and self-motivation in the manager's activity. Concern for the motivation of personnel to work at different stages of the service career from the point of view of the organization. Caring for individual motivation from the point of view of personality. The role of control and self-control in the manager's work. Self-control is a creative activity that allows you to know yourself. The purpose of which is, like every type of control, progress and improvement in a certain field of activity.

Topic 13. Development of managerial potential

Planning the manager's business career. Managerial potential. Essence, types, and directions of development of managerial potential. Psycho-physiological potential. The intellectual potential of the individual. The creative potential of the individual. Types of creative personality. The process of self-realisation of the individual. Barriers to the development of a manager's creative potential. A creative solution to management problems. Responsibility and ethics in management. The essence and types of responsibility and ethics in management; social responsibility as a voluntary response to social problems of society on the part of the organisation; the essence and meaning of social management behaviour; management culture; organisational culture; characteristics, features and types of organisational cultures.

Topic 14. Leadership as an element of the manager's personality development process

Concept and essence of leadership. Structure of leadership. Typology of leadership. Classical and modern theories of leadership. Leadership is a complex phenomenon, which consists in the ability to influence individuals and groups, directing their efforts to achieve

goals, that is, to ensure effective interaction of group members. It can be described using the following characteristics: a leader is one who has followers; leadership is formed and manifested in the sphere of interaction; leadership is based on authority; leadership is based on informal influence; leadership consists of discrete events - acts of leadership; leadership is a cognitive construct of followers' perception.

Topic 15. Leadership development

Diagnosis of leadership. Development of leadership competencies. Application of training methods of leadership development. The formation of students' leadership qualities should be preceded by diagnostics, which involves the use of scientifically based diagnostic methods. Among the methods aimed at identifying leaders in a team, determining the level of development of leadership qualities of an individual, etc., test methods have become particularly popular. The most famous among them is the test questionnaire "Diagnostics of leadership abilities", the questionnaire "Diagnostics of operational features of management and leadership", the questionnaire "Methodology of studying leadership style", the questionnaire "Diagnostics of functional leadership in small groups", the questionnaire "Self-assessment of leadership", the questionnaire "Effectiveness of leadership". The information obtained as a result of the diagnosis serves as a basis for choosing directions for the development of the leadership competence of an individual.

Structure of the course for:

Names of content modules and topics	Number of hours												
	Full-time form							Part-time form					
	weeks	total	including					total	including				
			l	p	lab	ind	self		l	p	lab	ind	self
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Content Module 1. Name													
Topic 1. Development of self-management as a science	1	9	2	2			5	20	1	1			18
Topic 2. Concepts of self-management. Establishing and implementing personal goals	2	9	2	2			5	12	1	1			10
Topic 3. Manager's work planning	3	9	2	2			5	12	2				10
Topic 4. The organisation of the manager's activities	4	9	2	2			5	12	2				10
Topic 5. Control and self-motivation in management	5	8	2	2			4	8					8
Topic 6. Resource management of activity and work capacity	6	8	2	2			4	8					8
Topic 7. Solvency resource management	7	8	2	2			4	8					8
Total for content module 1	60		14	14			32	80	6	2			72
Content Module 2. Name													
Topic 8. The role of communications in self-management	8	7	2	2			3						
Topic 9. Evaluation of the global experience of management and the work of a manager in the conditions of self-management	9	7	2	2			3	8	1	1			6

1	2	3	4	5	6	7	8	9	10	11	12	13
Topic 10. Characteristics of the components of the manager's managerial work in the self-management system	10	7	2	2			3	7	1	1		5
Topic 11. Formation of the qualities of an effective manager	11	7	2	2			3	5				5
Topic 12. Self-motivation and self-control of a manager	12	7	2	2			3	5				5
Topic 13. Development of managerial potential	13	7	2	2			3	5				
Topic 14. Leadership as an element of the manager's personality development process	14	9	2	2			5	5				
Topic 15. Leadership development	15	9	2	2			5	5				
Total for content module 2	60		16	16			28	40	2	2		36
Total hours	120		30	30			60	120	8	4		36
Course project (work)		-	-	-		-		-	-	-		-

4. Seminar topics

Not provided for in the curriculum.

5. Practical class topics

№	Topic title	Number of hours
	Content module 1. Basics of the theory of self-management	
1	Criteria for effective self-management: the ability to manage oneself, adequate personal values, clear personal goals, problem-solving skills, innovativeness, high creative potential, the ability to teach and develop the professional qualities of subordinates	2
2	Determination of the value orientations of the personality. Life position of the individual. Key principles of determining personal goals of a manager. General restrictions when choosing goals. Self-development of the manager's personality. Planning the manager's business career	2
3	Time management is the art of planning one's own time and managing it. The main types of distribution and cooperation of management activities. Delegation of authority.	2
4	Principles and directions of the scientific organization of the manager's work. Load curve. Biorhythms. Requirements for the organization of the manager's workplace. Classification of workplaces. Room planning system: office, general, cellular. Rules for creating rational conditions for managerial work.	2
5	Ways of controlling activity and time: planned time, perception of the actual passage of time and activity, development of the planned state, comparison of "plan-fact" (control).	2
6	The management of the resource of activity and working capacity consists in assessing the existing potential of a person's activity and working capacity, developing a physical training program, forming the skills of rational nutrition, getting rid of bad habits, teaching the basics of self-regulation, prevention and combating stress, and monitoring results.	2
7	Concept of solvency resource. Solvency resource management methods. The cost accounting system and the associated cost planning system are individual in nature and	2

	can be built by everyone at their own discretion and for ease of further use. You can keep records in any way you like: on paper, in an Excel table or in a specialized program.	
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Content module 2. Development of managers and subordinates in the organization		
8	Preparation of presentations.	2
9	The general qualities of a manager are concentrated in knowledge and skills, in personal qualities and character traits, and communication skills. A manager is a person with a wide range of knowledge, and his most valuable feature is the ability to use the services of specialists when necessary.	2
10	Management by results is the main way of self-management. The essence of the concept of "result", types of key results. Peculiarities of the process of management by results. The main elements of the management process.	2
11	Conflicts in the activities of the manager. Patterns of mutual relations and behavior of people in conflict situations. Methods of overcoming conflict situations. Methods of manager's behavior in conflict situations. Strategy and tactics of interaction in conflict situations. Manager's behavior in conflict situations.	2
12	Peculiarities of motivation and self-motivation in the manager's activity. Concern for the motivation of personnel to work at different stages of the service career from the point of view of the organization. Caring for individual motivation from the point of view of personality. The role of control and self-control in the manager's work. Self-control is a creative activity that allows you to know yourself.	2
13	Responsibility and ethics in management. The essence and types of responsibility and ethics in management; social responsibility as a voluntary response to social problems of society on the part of the organization; management culture; organizational culture; characteristics, features and types of organizational cultures.	2
14	Leadership is a complex phenomenon, which consists in the ability to influence individuals and groups, directing their efforts to achieve goals, that is, to ensure effective interaction of group members. It can be described using the following characteristics: a leader is one who has followers; leadership is formed and manifested in the sphere of interaction; leadership is based on authority; leadership is based on informal influence; leadership consists of discrete events - acts of leadership; leadership is a cognitive construct of followers' perception.	2

15	Diagnosis of leadership. Development of leadership competencies. Application of training methods of leadership development. The formation of students' leadership qualities should be preceded by diagnostics, which involves the use of scientifically based diagnostic methods. Among the methods aimed at identifying leaders in a team, determining the level of development of leadership qualities of an individual, etc., test methods have become particularly popular.	2
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6. Laboratory class topics

Not provided for in the curriculum.

7. Independent work topics

№	Topic title	Number of hours
1	<p>Topic 1. Development of self-management as a science</p> <p>I. Elaboration of the theoretical foundations of the lecture material listened to.</p> <p>II. Preparation for a discussion at a practical session on the following issues:</p> <ol style="list-style-type: none"> 1. What is the fundamental difference between management and "self-management"? 2. Why do you need to learn technical techniques of self-management? 3. What is the main goal of self-management? 4. Describe the career stages. 5. Name the career motives. 6. Reveal the essence of the concept of "career dynamism". 	6
2	<p>Topic 2. Concepts of self-management. Establishing and implementing personal goals.</p> <p>I. Elaboration of the theoretical foundations of the lecture material listened to.</p> <p>II. Preparation for a discussion at a practical session on the following issues:</p> <ol style="list-style-type: none"> 1. What is the essence of the concept of M. Woodcock and D. Francis? 2. What is the essence of V.A. Andreev's concept of self-management? 3. What is the essence of A.T. Khrolenko's concept of self-management? 4. What is the essence of the concept of self-management by B. and H. Shvalbe? 5. What is the essence of L. Seivert's concept of self-management? 	6

	6. What are the advantages of self-management according to L. Seivert's concept?	
3	<p>Topic 3. Manager's work planning</p> <p>I. Elaboration of the theoretical foundations of the lecture material listened to.</p> <p>II. Preparation for a discussion at a practical session on the following issues:</p> <ol style="list-style-type: none"> 1. What are the advantages of scheduling working hours? 2. What is the "Alpa" method? What are its advantages? 3. What is bureaucracy, what is its meaning? 4. What is a time diary and what are its advantages? 5. What are the essence, advantages and disadvantages of SMART planning technology? 6. What stages does the goal setting process include? 7. What rules should be followed when defining goals? 8. What is the importance of situational analysis and what are its stages? 	6
4	<p>Topic 4. Organization of the manager's activities</p> <p>I. Elaboration of the theoretical foundations of the lecture material listened to.</p> <p>II. Preparation for a discussion at a practical session on the following issues:</p> <ol style="list-style-type: none"> 1. By what signs can irrational use be determined working hours? 2. What is the purpose of analyzing the strengths of a manager? 3. How to analyze the weaknesses of the manager's work? 4. How can you make an analysis of "time sinks"? 5. What is the essence of "decision-making" in self-management? 6. What is prioritization? 7. What are the advantages of working according to priorities? 8. What is the essence of the Pareto principle? 9. What does ABC analysis mean? 10. What is the Eisenhower Principle? What is its essence? 	6
5	<p>Topic 5. Control and self-motivation in management</p> <p>I. Elaboration of the theoretical foundations of the lecture material listened to.</p> <p>II. Preparation for a discussion at a practical session on the following issues:</p> <ol style="list-style-type: none"> 1. Motivation and self-motivation as tools of success. 2. Secrets of self-motivation. 3. The essence of the concept of "control" in self-management? 4. What types of control do you know? 	5

	<p>5. What is the essence of activity and time analysis as a method control?</p> <p>6. What is self-control?</p> <p>7. How can self-control be carried out?</p> <p>8. The essence of self-education as a method of self-improvement</p>	
6	<p>Topic 6. Resource management of activity and work capacity</p> <p>I. Elaboration of the theoretical foundations of the lecture material listened to.</p> <p>II. Preparation for a discussion at a practical session on the following issues:</p> <ol style="list-style-type: none"> 1. What do you know about the main types of human activity? 2. Name the methods of resource management of activity and performance. 3. What are the life cycles of a person's working capacity? 4. Name the daily rhythms of a person. 5. Describe the change in working capacity during the day. 6. What are the main components of a healthy lifestyle? 7. What are the components of personal hygiene? 8. What is stress? 9. What are the factors that cause and increase stress? 10. Name the main psychological principles of goal setting in management. 11. What is self-marketing? 	5
7	<p>Topic 7. Solvency resource management</p> <p>I. Elaboration of the theoretical foundations of the lecture material listened to.</p> <p>II. Preparation for a discussion at a practical session on the following issues:</p> <ol style="list-style-type: none"> 1. Describe the main sources of income. 2. Name the composition of personal financial resources of all participants in market relations. 3. What are the ways of saving the family budget and personal finances for you famous? 4. Which financial instruments are classified as aggressive? 5. Describe the relationship between financial profitability tools and degree of risk 	5
8	<p>Topic 8. The role of communications in self-management</p> <p>I. Elaboration of the theoretical foundations of the lecture material listened to.</p> <p>II. Preparation for a discussion at a practical session on the following issues:</p>	4

	<ol style="list-style-type: none"> 1. How can you increase your reading speed? 2. What methods "to read" do you know? 3. What methods "while reading" do you know? 4. What methods "after reading" do you know? 5. What are the advantages of text marking? 6. What is the essence and content of the SQ3R method? 7. What rules for preparing meetings do you know? 8. What types of meeting participants do you know and how to deal with them? 9. What rules should be applied after meetings? 10. How can you manage the flow of visitors? 11. What is the essence of the concept of "telephone blocks"? 12. What rules do you know for conducting telephone conversations? 	
9	<p>Topic 9. Evaluation of the global experience of management and the work of a manager in the conditions of self-management</p> <p>I. Elaboration of the theoretical foundations of the lecture material listened to.</p> <p>II. Preparation for a discussion at a practical session on the following issues:</p> <ol style="list-style-type: none"> 1. What does a creative approach in a person's behavior mean? 2. What is a creative position? 3. What is creative expression? 	4
10	<p>Topic 10. Characteristics of the components of the manager's managerial work in the self-management system</p> <p>I. Elaboration of the theoretical foundations of the lecture material listened to.</p> <p>II. Preparation for a discussion at a practical session on the following issues:</p> <ol style="list-style-type: none"> 1. Reveal the essence, role and tasks of standardization managerial work in modern conditions. 2. Name and describe the requirements for rationing managerial work. 3. Define the types of norms for managers, specialists, technicians performers taking into account the specifics of work. 4. What is the essence and features of the application methods of rationing managerial work? 	4
11	<p>Topic 11. Formation of the qualities of an effective manager</p> <p>I. Elaboration of the theoretical foundations of the lecture material listened to.</p> <p>II. Preparation for a discussion at a practical session on the following issues:</p>	4

	<ol style="list-style-type: none"> 1. Justify the component models of a modern manager. 2. What factors determine the professional competence of a manager? 3. What professional qualities of a manager are a prerequisite for his success? 4. Define the key characteristics of a successful manager. 5. Summarize the most important business qualities of a modern manager. 6. Analyze the important personal and socio-psychological qualities of a manager. 7. What roles does the manager perform in the course of his activity? 	
12	<p>Topic 12. Self-motivation and self-control of a manager</p> <p>I. Elaboration of the theoretical foundations of the lecture material listened to.</p> <p>II. Preparation for a discussion at a practical session on the following issues:</p> <ol style="list-style-type: none"> 1. Motivation and self-motivation as tools of success. 2. Secrets of self-motivation. 3. The essence of the concept of "control" in self-management? 4. What types of control do you know? 5. What is the essence of activity and time analysis as a method control? 6. What is self-control? 7. How can self-control be carried out? 8. The essence of self-education as a method of self-improvement. 	4
13	<p>Topic 13. Development of managerial potential</p> <p>I. Elaboration of the theoretical foundations of the lecture material listened to.</p> <p>II. Preparation for a discussion at a practical session on the following issues:</p> <ol style="list-style-type: none"> 1. What is the leader's charisma? 2. What factors determine the professional competence of a manager? 3. What professional qualities of a manager are a prerequisite for him success? 4. What is the leader's authority? 5. What types of false authority do you know? 6. Summarize the most important business qualities of the modern manager 7. Name the most important quality of a successful manager 	4

	<p>8. Name the personal and socio-psychological qualities manager</p> <p>9. Name the basic moral qualities of a manager.</p> <p>10. What roles does a manager perform in the course of his activity?</p>	
14	<p>Topic 14. Leadership as an element of the manager's personality development process</p> <p>I. Elaboration of the theoretical foundations of the lecture material listened to.</p> <p>II. Preparation for a discussion at a practical session on the following issues:</p> <ol style="list-style-type: none"> 1. Reveal the essence of the concept of "leadership". 2. List the key elements of the leadership structure. 3. What functions does a leader perform in modern society? 4. Reveal the essence of leadership classification according to J. Barber's style of implementing leadership qualities. 5. Reveal the essence of the classification of leadership styles developed by D. Goleman. 6. Name the types of leadership based on the direction of influence. 7. Reveal the essence of the personalistic approach to leadership and give examples of theories. 8. Reveal the essence of the situational approach to leadership and give examples of theories. 9. Reveal the essence of the behavioral approach to leadership and give examples of theories. 10. Reveal the essence of the cognitive-attributive approach to leadership and give examples of theories. 11. Reveal the essence of the value approach to leadership and give examples of theories. 	4
15	<p>Topic 15. Leadership development</p> <p>I. Elaboration of the theoretical foundations of the lecture material listened to.</p> <p>II. Preparation for a discussion at a practical session on the following issues:</p> <ol style="list-style-type: none"> 1. What is the essence of leadership diagnosis? 2. Justify the advantages of using psychological tests to identify leadership qualities. 3. What methods can be used to identify leadership qualities? 4. What socio-psychological characteristics of an individual affect the development of leadership competence? 5. Describe J. Maxwell's nine stages of growth. 6. What skills should a leader develop according to S. Covey? 	4

	<p>7. Justify proposals for leadership development in the organization according to modern leadership theories.</p> <p>8. Reveal the essence of the components of psychological readiness for leadership.</p>	
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8. Samples of control questions, tests for assessing the level of knowledge acquisition by students.

1. What is the fundamental difference between management and "self-management"?
2. What is "self-management"?
3. What is the main goal of self-management?
4. What self-management concepts do you know?
5. What is the essence of the concept of self-management by M. Woodcock and D. Francis?
6. What is the essence of V.A. Andreev's concept of self-management?
7. What is the essence of A.T. Khrolenko's concept of self-management?
8. What is the essence of the concept of self-management by B. and H. Shvalbe?
9. What is the essence of L. Seivert's concept of self-management?
10. What are the advantages of self-management according to L. Seivert's concept?
11. What functions of self-management do you know?
12. Why do you need to learn technical techniques of self-management?
13. By what signs can irrational use of working time be determined?
14. What is the essence of the concept of "Working time expenditure analysis"!
15. How can you make an analysis of time spent?
16. What is the purpose of analyzing the strengths of a manager?
17. How to analyze the weaknesses of the manager's work?
18. How can you make an analysis of "time sinks"?
19. What is the essence of the concept of "setting goals"?
20. What is the importance of the ability to set goals correctly?
21. What stages does the goal setting process include?
22. What is the essence of the concept of "finding goals"?
23. What rules should be followed when defining goals?
24. What stages of finding personal goals do you know?
25. What is the importance of situational analysis?
26. What stages of situational analysis do you know?
27. How to correctly formulate goals?
28. What is the importance of working time planning?
29. What are the advantages of scheduling working hours?
30. What principles and rules of working time planning do you know?
31. What is a working time planning system?
32. What methods of working time planning do you know?
33. What is the "Alpa" method? What are its advantages?
34. What is bureaucracy, what is its meaning?
35. What is a time diary and what are its advantages?
36. What is the essence of "decision-making" in self-management?
37. What is prioritization?
38. What are the advantages of working according to priorities?

39. What techniques and methods of decision-making do you know?
40. What is the essence of the Pareto principle?
41. What does ABV analysis mean?
42. What is the Eisenhower principle? What is its essence?
43. How can you determine the urgency and importance of tasks?
44. What is delegation?
45. What delegation rules do you know?
46. What organisational principles of the beginning of the working day do you know?
47. What organisational principles can be used during the day?
48. What should end the working day? What fluctuations in a person's working capacity are observed during the day?
49. What is a working capacity schedule?
50. What are biological patterns? What biological patterns of human work do you know?
51. What are biorhythms? What biorhythms do you know?
52. What is an individual work style and what factors influence its formation?
53. What prevents the effective work of a manager?
54. What causes of ineffective work style do you know?
55. What is the essence of the concept of "control" in self-management?
56. What control functions do you know?
57. What types of control do you know?
58. What is process control?
59. How can process control be carried out?
60. What is the essence of activity and time analysis as a control method?
61. What is the essence of the analysis of "daily obstacles" as a method of control?
62. What is the essence of results control?
63. What is self-control? How can you exercise self-control?
64. What is the "five finger method"?
65. How can you increase your reading speed?
66. What methods of reading do you know?
67. What methods "while reading" do you know?
68. What is the essence of the "diagonal" reading technique?
69. What is the essence of the "slalom" reading technique!?
70. What methods "after reading" do you know?
71. What are the advantages of text marking?
72. What is the essence and content of the SQ3R method?
73. What rules for preparing meetings do you know?
74. What types of meeting participants do you know and how to deal with them?
75. What rules should be applied after meetings?
76. How can you manage the flow of visitors?
77. What telephone "sins" do you know?
78. What is the essence of the concept of "telephone blocks"?
79. What rules do you know for conducting telephone conversations?
80. What rules of rational processing of correspondence do you know?
81. What are the advantages of souvenir sheets?
82. How to make a note sheet?

83. What is the purpose of rational planning of office premises?
84. What rules should a manager follow when placing and planning office premises?
85. What is the essence of the concept of "scientific workplace organisation"?
86. What rules should a manager follow when organising his workplace?
87. What is the normal and maximum working area?
88. What factors affect working conditions?
89. What types of office lighting do you know?
90. What rules for painting office premises do you know?

Tests

1. Self-management is:

- a) work on oneself within the framework of personal development and mastering the methods of business activity;
- b) management of their duties;
- c) capacity building;
- d) all answers are correct.

2. « The step" of self-management is:

- a) means for the implementation of certain tasks;
- b) consistency in planning activities from finding out basic life values to defining plans for the day;
- c) algorithm of actions of the head.
- d) there is no correct answer.

3. Self-development of a manager is a process of conscious purposeful development of oneself as a leader, which combines the following components:

- a) personal, intellectual, professional, health support;
- b) intellectual, moral, professional, health support;
- c) personal, moral, professional, health support;
- d) personal, intellectual, professional.

4. The main task of self-management is:

- a) increase human productivity;
- b) the implementation of optimal human activity, taking into account self-esteem;
- c) improving the physical and emotional state of a person;
- d) correct answers a and b.

5. The Pareto principle in self-management is as follows:

- a) time planning technique taking into account his reserve "60:40"
- b) 80% of the resources expended provide 20" results, and 20% of the resources expended provide 80% of the results;
- c) planning cases and tasks by priorities;
- d) all answers are correct.

6. The Alps method involves:

- a) time planning technique taking into account his reserve "60:40"
- b) the sequence of certain stages of execution of cases;
- c) planning cases and tasks taking into account time;
- d) there is no correct answer.

7. What plans does the manager make when planning his personal work?

- a) in any order;
- b) starting with daily - summarizes to weekly - further by month - completes annual;
- c) depending on whether he plans prospective or current affairs;
- d) starting with annual - specifies by month - then to weekly - completes daily.

8. What are the methods of planning personal work of a manager?

- a) directive, structural, collective, individual planning;
- b) economic, social, socio-psychological, combined;
- c) directive, individual, combined planning;
- d) directive, group, personal.

9. The principle of Eisenhower contains the principles:

- a) planning tasks by deadlines;
- b) planning cases and tasks according to priorities;
- c) keeping a diary of cases and tasks;
- d) algorithm of actions of the head.

10. What are the features of time as a resource?

- a) irreversibility, impossibility of purchase and storage;
- b) flexibility, the possibility of redevelopment, storage;
- c) irreversibility, flexibility, mandatory planning;
- d) inability to purchase, increase, flexibility, storage capacity.

9. Teaching methods.

1. Methods based on sources of information - individual presentations.
2. By the degree of intensification of creative activity - business games (case stages).
3. According to the level of self-cognitive activity - problem-informational, problem-searching and research methods.
4. Interactive methods - work in small groups.
5. Situational methods - situational tasks.

10. Forms of assessment

The main forms of organisation of education during the study of the discipline "Self-management" are lectures, practical classes, consultations and independent work of students. According to the above-mentioned forms of organisation of education, the forms of control of learning the program are self-control, writing modular control papers, essays, the performance of individual practical and independent tasks, and final control - exam. Control measures carried out at the university determine the compliance of the level of knowledge, skills and abilities acquired by students with the requirements of normative documents on higher education and ensure timely adjustment of the educational process. In accordance with the "Regulations on examinations and assessments at NULES of Ukraine" (order on implementation dated 26.04.2023, protocol No. 10), the types of knowledge control of higher education applicants are current control, intermediate and final attestation. Current control is carried out during practical (laboratory and seminar) classes and aims to check the level of preparedness of higher education applicants to perform specific work. Intermediate attestation is conducted after studying the program material of each content module and should determine the level of knowledge of the students of higher education 12 in the program material (rating evaluation from the content module), obtained during all types of classes and independent work. The assimilation of the program material of the content module by the student of higher education is considered successful if the rating is at least 60 points on a 100-point scale. After conducting intermediate attestations from the content modules and determining their rating evaluations, the lecturer of the discipline determines the rating of the student of higher education on the educational work of the RNR (no more than 70 points) according to the formula:

$$0,7 \cdot (R_{(1)ZM} \cdot K_{(1)ZM} + \dots + R_{(n)ZM} \cdot K_{(n)ZM})$$

$$R_{HP} = \frac{\dots}{K_{DIS}} + R_{DR} - R_{DR},$$

where $R_{(1)ZM}, \dots, R_{(n)ZM}$ – rating assessments of content modules on a 100-point scale;

n – number of content modules;

$K_{(1)ZM}, \dots, K_{(n)ZM}$ – number of ECTS credits provided by the working curriculum for the relevant content module;

$K_{DIS} = K_{(1)ZM} + \dots + K_{(n)ZM}$ – the number of ECTS credits provided by the working curriculum for the discipline in the current semester; R_{DR} – rating on additional work; R_{THR} – penalty rating.

The above formula can be simplified if you take $K_{(1)ZM} = \dots = K_{(n)ZM}$. Then it will look

$$0,7 \cdot (R_{(1)ZM} + \dots + R_{(n)ZM})$$

$$R_{HP} = \frac{\dots}{K_{DIS}} + R_{DR} - R_{DR} \cdot n$$

The rating on additional work R_{DR} is added to the R_{HP} and can not exceed 20 points. knowledge of students in the discipline.

The rating of the penalty R_{THR} does not exceed 5 points and is taken away from the R_{NR} . It is determined by the lecturer and is introduced by the decision of the department for students who have learned the material of the content module on time, did not adhere to the work schedule, missed classes, etc.

11. Distribution of grades received by students.

Evaluation of student knowledge is carried out on a 100-point scale and is converted to national grades according to Table 1 "Regulations and Examinations and Credits at NULES of Ukraine" (order of implementation dated 26.04.2023, protocol №10)

Student rating, points	National grade based on exam results	
	Exams	Credits

90-100	Excellent	Passed
74-89	Good	
60-73	Satisfactory	
0-59	Unsatisfactory	Not passed

In order to determine the rating of a student (listener) in the discipline R_{dis} (up to 100 points), the rating from the exam R_{ex} (up to 30 points) is added to the rating of a student's academic work R_{aw} (up to 70 points): $R_{dis} = R_{aw} + R_{ex}$.

12. Educational and methodological support.

1. Educational and methodological complex of studying the discipline "Self-management" (work program of the educational discipline, course of lectures, illustrative materials).

13. Recommended sources of information

Basic:

1. Balabanova L.V. Organization of the manager's work: training manual. K.: Professional, 2007. 407 p.
2. Kolpakov V. M. Self-management: teaching. manual for students higher education closing K.: SE "Personal Publishing House", 2008. 528 p.
3. Lugova V.M., Golubev V.M. Basics of self-management and leadership. Tutorial. Kharkiv: HNEU named after S. Kuznetsa, 2019. 212 p.
4. Netepchuk V.V. Self-management: taught. manual. Rivne NUVHP, 2013. 354 p.

5. Sakun A.A. Self-management: study. help for tanks Odessa: ONAS named after A.S. Popova, 2015.144 p.
6. Self-management: study guide / G. Z. Leskiv, G. Ya. Levkiv, M. M. Blihar, V. V. Gobela, O. P. Podra, G. V. Koval. Lviv: Lviv State University of Internal Affairs, 2021. 280 p.
7. Seagull G.L. Manager's self-management: training. manual K.: Znannia, 2014. 422 p
8. Chkan A. S. Self-management: study guide. Zaporizhzhia: ZNU, 2014. 84 p.
9. Shilnikova Z.M. Self-management: training manual. DZ "Taras Shevchenko LNU", 2022. 224p.
10. Yurinetz Z.V. Self-management: education. manual. Lviv: LNU named after Ivan Franko, 2014. 272 p.

Additional:

11. Hrynyova V.M. Problems of managing labor resources of the enterprise. Scientific edition. Kharkiv: Ed. Khneu, 2006. 192 p.
12. Zhigaylo N.I. Communicative management: training. manual Lviv: Lviv National University named after Ivan Franko. 2012. 367 p.
13. Lukashevich N. P. Theory and practice of self-management: textbook. help K.: MAUP, 2002. 360 p.
14. Orzhekhovska V. M. Healthy way of life: educational method. manual Sumy: Sumy Publishing House named after A. S. Makarenko, 2010. 188 p.
15. Theory and practice of leader formation: teaching. manual / O. G.Romanovskiy, T.V. Gura, A.E. Knysh, V.V. Bondarenko. Kharkiv: NTU "KhPI", 2017. 100 p.
16. Khoronzhy A.G. Self-management: text of lectures. Lviv: LNU named after Ivan Franko, 2010. 120 p.
17. Yurik N. E. Self-management: a course of lectures. Ternopil: Ivan Pulyuy TNTU, 2015. 89 p.

Internet resources:

18. Educational and informational portal of NUBiP of Ukraine. URL: <http://elearn.nubip.edu.ua/>. (application date 04/01/2022).
19. National Library of Ukraine named after V. I. Vernadsky URL: <http://www.nbuv.gov.ua> (date of application 04/01/2022).
20. 3. Verkhovna Rada of Ukraine: official website. URL: <https://rada.gov.ua/> (date of application 01.20.2023).
21. Internet portal for managers. URL: <http://www.management.com.ua/> (date of application 01.20.2023).