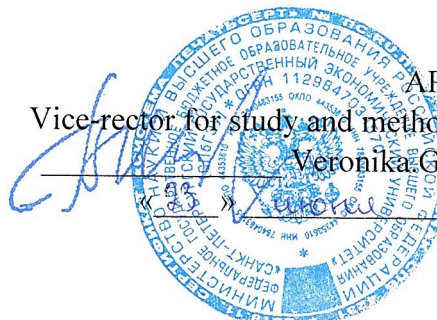


APPROVED:
Vice-rector for study and methodical work
Veronika G. Shubaeva
20 12 .



Формирование лидерского потенциала / Formation of leadership potential

Syllabus of the course

Specialty	38.03.02 Management
Specialization	Business management and digital innovations
Level of higher education	Bachelor
Form of training	Full-time
Year of enrolment	2022

Authored by:

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Total number of hours	72	Form of final attestation: Test: semester 3
incl:		
contact work	32	
self-study	40	
practical training	0	
control hours	0	

Hours distribution:

Semester:	3
Type of classes	Hours
Contact hours	18
Practical training	14
Laboratory work	
Total contact hours	32
Self-study	40
Control hours	0
Total academic hours	72
Total credits	2

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1. LEARNING OBJECTIVES

Objective:	Formation of the necessary theoretical knowledge and practical skills that allow effective implementation of management decisions by productive and coordinated work of personnel using modern leadership tools.
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2. COURSE PLACE IN THE PROGRAMME STRUCTURE

Discipline B1.V.DV Formation of leadership potential refers to the elective disciplines of Block 1.

3. EXPECTED LEARNING OUTCOMES

Code and name of graduate competence	Code and name of the competence achievement indicator	Expected learning outcomes
UC-3 – Is able to carry out social interaction and realize its role in the team	UC-3.2 – Applies team interaction methods	<p>To know: theoretical foundations of leadership concepts; methods of social interaction</p> <p>To be able to: apply the principles of social interaction; solve problems related to team building; effectively implement management decisions by productive and coordinated staff work using modern leadership tools.</p> <p>To possess: practical skills of social interaction; skills of step-by-step control of the implementation of business plans and the terms of agreements, contracts and contracts concluded / the ability to coordinate the activities of performers using methodological tools for the implementation of management decisions in the field of functional management to achieve high consistency in the implementation of specific projects and works.</p>
UC-6 – Is able to manage his time, build and implement a trajectory of self-development based on the principles of lifelong education	UC-6.1 – Builds and implements a personal trajectory based on continuous education and self-development	<p>To know: types of resources (personal, situational, temporary, etc.) and their limits necessary for the successful performance of the assigned work; principles and methods of self-development and self-education.</p> <p>To be able to: build and implement the trajectory of self-development based on the principles of education throughout life.</p> <p>To possess: the ability to realize the intended goals of activity, taking into account the conditions, means, personal capabilities, stages of career growth, time prospects for the development of activities and the requirements of the labor market.</p>

4. COURSE STRUCTURE AND CONTENT

Code and name of the topics	Course content	Academic hours			
		Contact work			Self-study
		Lectures	Practices	Workshops	
Topic 1. Personality structure.	Concepts: person, individual, personality, individuality. Psychological structure of personality. Psychological structure and personality development in scientific approaches.	2			2
Topic 2. Types, models and forms of behavior. Self-assessment.	Types, models and forms of behavior. Types of social behavior. Types of human behavior in the organization. Behavioral models. Forms of behavior. Self-assessment. Types of self-assessment.	2	2		4
Topic 3. Definition and typology of leaders.	The nature of leadership. Theories of leadership traits. Formal and informal leadership. VUCA leadership.	2	2		4
Topic 4. Characteristic features of a leader.	Personal characteristics of the leader. The competence of the leader. Communication skills of a leader.	1	2		4
Topic 5. Power as a source of leadership.	The typology of power. Sources of power. Power and influence.	1			4
Topic 6. Leadership potential.	Definitions of leadership potential. Psychological components of leadership potential. Managerial abilities. Personal activity of the leader. Integrated indicator of leadership potential.	2			4
Topic 7. Leader and manager.	Comparison and distinguishing features of a manager and a leader.	1	2		2
Topic 8. Leadership styles.	Situational model of effective leadership F. Fiedler. The management grid of R. Blake and J. Mouton. Successful and effective leadership by B. Bass. The leadership model of R. Tannenbaum and Schmidt. D. Bertram's model of corporate leadership. "Stimulating" and "warning" leadership styles.	1			4
Topic 9. Team building.	The concept of "team building". Groups and teams. Classification of teams. Methods and approaches to the formation of teams. Stages of team formation. The necessary factors for the formation of teams. Roles in the team. Features of the team formation process. The effectiveness of teamwork. Managing conflicts in a team.	2	2		4
Topic 10. Models of self-development of a leader.	D. Goldman's theory of emotional intelligence. K. Cashman's theory of "internal stimulation" of leadership. The theory of mediated leadership by R. Fischer and A. Sharpe. The theory of the "leadership engine" by N. Tichy. The theory of binding leadership and the concept of "hot groups" by J. Lipman-Blumen.	2	2		4
Topic 11. Factors influencing the process of implementing management	Decision-making models. Practical cases.	2	2		4

decisions.					
Control hours:					0
Total hours:		18	14	0	40

5. TEACHING AND LEARNING TOOLS OF THE COURSE

5.1 Recommended literature

Bibliographic description of the publication (author, title, type, place and year of publication, number of pages)	Digital resources
Tsvetkov A.N. Theory of Management : textbook / A.N.Tsvetkov ; Ministry of Education and Science of the Russian Federation, St. Petersburg State University of Economics, Department of Organization Management.— St. Petersburg : Publishing House of SPbGEU, 2016 .— 343 p .	https://opac.unecon.ru/elibrar ... BC%D0%B5%D0%BD%D1%82%D0%B0.pdf
Pleshakova E.Y. Formation of leadership potential : a textbook / E.Y.Pleshakova ; Ministry of Education and Science of the Russian Federation. Federation, St. Petersburg State University of Economics, Department of Economics and Quality Management.— Saint Petersburg : Publishing House of SPbGEU, 2017 .- 105 p. : Table. — Information is also available on the Internet: opac.unecon.ru .	https://opac.unecon.ru/elibrar ... 81%D0%BA%D0%BE%D0%B3%D0%BE.pdf
Petrov, A. N. Management in 2 hours Part 1. : textbook for universities / A. N. Petrov ; executive editor A. N. Petrov. — 2nd ed., ispr. and add. — Moscow : Yurayt Publishing House, 2022. - 349 p. — (Higher education). — ISBN 978-5-534-02082-3. — Text : electronic // Yurayt Educational Platform [website].	URL: https://urait.ru/bcode/490905
Management in 2 h. Part 2. : textbook for universities / A. N. Petrov [et al.] ; executive editor A. N. Petrov. — 2nd ed., ispr. and add. — Moscow : Yurayt Publishing House, 2022. — 299 p. — (Higher education). — ISBN 978-5-534-02084-7. — Text : electronic // Yurayt Educational Platform [website].	URL: https://urait.ru/bcode/490906

5.2 List of software (including national production)

- 7-Zip
- LibreOffice
- ОС АЛТ образование 10

5.3 List of reference systems and modern professional databases

№	Name of reference systems and professional databases
1.	Digital library Grebennikon.ru – www.grebennikon.ru
2.	Science Digital Library eLIBRARY – www.elibrary.ru

3.	Science Digital Library КиберЛеника – www.cyberleninka.ru
4.	Database ПОЛПРЕД Справочники – www.polpred.com
5.	Database OECD Books, Papers & Statistics on the platform OECD iLibrary www.oecd-ilibrary.org
6.	Legal reference system КонсультантПлюс (installed resource UNECON or www.consultant.ru)
7.	Legal reference system «ГАРАНТ» (installed resource UNECON or www.garant.ru)
8.	Information and referral system «Кодекс» (installed resource UNECON or www.kodeks.ru)
9.	Digital library system BOOK.ru - www.book.ru
10.	Digital library system ЭБС ЮРАЙТ – www.urait.ru
11.	Digital library system ЗНАНИУМ (ZNANIUM) – www.znanium.com
12.	Digital library UNECON – opac.unecon.ru

6. TECHNICAL FACILITIES

There are special rooms for lectures, seminars, coursework, group and individual consultations, current and interim assessments, as well as rooms for self-study.

The premises are equipped with equipment and teaching aids.

The rooms for students' independent work are equipped with computers with Internet connection and access to the university's electronic learning environment.

Name of classroom	Classroom location
Classroom 2009 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Special furniture and equipment: Educational furniture for 122 seats (study table 61 pcs., chairs 122 pcs.), the teacher's workplace, desk m/m, drawer 1 pc, chalk board 1 pc (3 sections), chair 1 pc, drawer 1 pc, chair 1 pc, Chair 2 pcs., Intel i3-2100 2.4 Ghz /4Gb/500Gb/Acer V193 19" - 1 pc, Sound projector Yamaha YSP-3000 - 1 pc, Projector stand with camera decks - 1 pc, Projection screen draper - 1 pc, Multimedia projector Type 2 Panasonic PT-VX610E - 1 pc, Screen Media D1 ceiling bracket - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, Б, P
Classroom 2011 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 118 seats, teacher's workplace, desk - 1 pc, chalk board (3 sections) - 1 pc, marker board - 1 pc, desk - 1 pc, drawer - 1 pc, chair - 3 pcs., Computer Intel i3-2100 2.4 Ghz /4Gb/500Gb/Acer V193 19" - 1 pc, ScreenMedia Champion 244x183cm SCM-4304 - 1 pc, Panasonic PT-VX610E multimedia projector - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, Б, P
Classroom 2028 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 44 seats, teacher's workplace, chalk board (one section) - 1 pc, chair - 1 pc, table - 1 pc, chair - 3 pcs. Portable multimedia set: HP 250 G6 1WY58EA laptop, LG PF1500G multimedia projector. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, Б, P

Classroom 2045 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 78 seats, teacher's workplace, chalk board (3 sections) - 1 pc, chair - 1 pc, chairs - 2 pcs. Portable multimedia set: HP 250 G6 1WY58EA laptop, LG PF1500G multimedia projector. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P
Classroom 2052 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 88 seats, teacher's workplace, chalk board (3 sections) - 1 pc, desk - 1 pc, table - 2 pcs, chair - 2 pcs, Computer Intel i3-2100 2.4 Ghz/500/4/Acer V193 19" - 1 pc, Multimedia projector Type 2 Panasonic PT-VX610E - 1 pc, ScreenMedia Champion 244x183cm SCM-4304 motorized screen - 1 pc, MW Cinerollo 200*200cm manual spring loaded screen - 1 pc, Multimedia projector Type 2 Panasonic PT-VX610E - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P
Classroom 2060 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 82 seats, a teacher's workplace, chalk board (3 sections) - 1 pc., chair - 1 pc., table - 1 pc., chair - 2 pcs., Computer Intel i3-2100 2.4 Ghz/500/4/Acer V193 19" - 1 pc., Multimedia projector Panasonic PT-VX610E - 1 pc., Screen with electric drive ScreenMedia Champion 203x153cm (SCM-4303) - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P
Classroom 2061 Training classroom (for lecture- and seminar-type classes, coursework, group and individual consultations, current control and intermediate attestation), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 80 seats, teacher's workplace, table - 1 pc, chalk board (3 sections) - 1 pc, pulpit - 1 pc, chairs - 2 pcs. Portable multimedia set: HP 250 G6 1WY58EA laptop, LG PF1500G multimedia projector. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P
Classroom 2023 Computer room (for practical classes, course design (coursework) using computer technology), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 48 seats, teacher's workplace (computer desk - 1 pc.), wheeled marker board - 1 pc, 3 sectional marker board - 1 pc, desk - 1 pc, iso chair - 7 pcs, chair -1 pc, blinds - 3 pcs., Computer i5-8400/8GB/500GB_SSD/Viewsonic VA2410-mh -34 pcs, Switchboard Cisco Catalyst 2960-48PST-L (including SmartNet Service Contract CON-SNT-2964STL) - 1 pc, Wi-Fi Access Point Type1 UBIQUITI UAP-AC-PRO - 1 pc, NEC M350 X projector - 1 pc, Local Area Network Switch (48 ports) Cisco WS-C2960+48PST-L - 1 pc, ProCurve Switch 2626 - 1 pc, Intel pentium x2 g3250 computer /500gb / philips 21.5' monitor - 1 pc, Ubiquiti IP video camera - 1 pc, Wireless access point/UNI FI AP PRO/Ubiquiti - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P
Classroom 2034 Computer room (for practical classes, course design (coursework) using computer technology), equipped with a multimedia system. Specialized furniture and equipment: Educational furniture for 25 seats, teacher's workplace (table 1pc., chair 1pc.), marker board 1pc, Rack hanger 2pcs, chairs 3pcs.Computer I5-7400/8Gb/1Tb/DELL S2218H - 21pcs, Network switch Cisco WS-C2960-48TT-L (Catalyst2960) 48-ports 10/100Mbps+2p - 1 pc, Switchboard Cisco Catalyst 2960 24 WS-C2960-24PC-L - 1 pc. Sets of display equipment and visual aids: multimedia applications for lecture courses and practical sessions, interactive teaching and visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P

7. METHODOLOGICAL GUIDELINES FOR STUDENTS

The following documents should be made available to the trainee before the start of the course:

- training and methodological documentation;
- local normative acts regulating the main issues of the organisation and implementation of educational activities, including those regulating the procedure for current monitoring and interim assessment of students;
- the schedule of consultations of the teaching staff.

The level and depth of mastering the discipline is determined by the active and systematic work of students in lectures, seminars, independent work, including in terms of identifying the most significant and relevant problems for further study. A special condition for qualitative mastering of the discipline is an effective organisation of work, which allows distributing the academic workload evenly in accordance with the schedule of the educational process.

When preparing for classes, students have the opportunity to attend consultations with the staff of UNECON according to the timetable set out in the schedule of consultations.

The students' in- and out-of-classroom work should aim to form:

- the fundamentals of the learner's world view and scientific understanding;
- basic knowledge relevant to the training area and the declared professional field, forming the target and professional basis for training;
- professional competences oriented towards the needs of the labour market;
- an individual trajectory by mastering a unique set of professional competences that complement the learner's competence model, through a focus on specific professional specialised areas of knowledge defined by labour market representatives;
- meta-skills for learners, such as teamwork and leadership, data analysis, digital skills, project design and implementation, intercultural interaction.

8. SPECIFICATIONS FOR TEACHING DISABLED PERSONS

Students with disabilities, if necessary, are taught on the basis of an adapted work programme using special teaching methods and didactic materials that take into account the particularities of their psychophysical development, individual capacities and health status.

In order for disabled persons and persons with disabilities to master the curriculum, the University shall ensure that:

- for the visually impaired and visually impaired: availability of information on the timetable in accessible places and adapted forms for learners who are blind

or visually impaired; presence of an assistant to assist the learner as needed; production of alternative formats of teaching materials (large print or audio files);

- for the hearing-impaired and hearing-impaired: adequate sound reproduction of information;

- for persons with disabilities and persons with mobility impairments: the possibility of unimpeded access for students to classrooms, restrooms and other areas of the department, as well as their stay in these areas.

Learners with disabilities and persons with disabilities are provided with printed and/or electronic educational resources in forms adapted to their disabilities. The education of students with disabilities may be organised with other students or in separate groups or organisations.

ASSESSMENT RESOURCES

1.1 Control tasks and assignments for interim attestation

Is not provided by the work programme of the discipline.

1.2 Topics for written task

Is not provided by the work programme of the discipline.

1.3 Interim checkpoints

Number	Type	Method of conduct	Topic number
1	Case study	in writing	1-5
2	Test	with the help of technical means and information systems	6-11
3	Monitoring	with the help of technical means and information systems	1-11

1.4 Other assessment objects

Names of the object of evaluation	Method of conduct	Topic number
Report	verbally	9-10

1.5 Self-study

Name of self-study	Topic number
Preparation of messages, reports	4-8
Lectures and practical classes preparation	1-11

1.6 Grading scale

Scales of assessment and procedures for assessing learning outcomes of the discipline are regulated by the Regulations on the current control of progress and interim attestation of students in higher education programmes and the Regulations on the scoring and rating system.

A grading and rating system is used to assess the learning outcomes of the discipline:

The final control of the discipline is an examination (or a differentiated test), the final grade being formed in accordance with the scale given in the table below:

Points	Grade
<55	Not passed
>=55	Passed

Grading scale

2 (points to 54)	Demonstrates a lack of understanding of the problem. Many of the requirements of the assignment are not met. An initial perception of the material is demonstrated. The work is incomplete and/or plagiarised.
3 (points 55-69)	Demonstrates a partial understanding of the problem. Most of the requirements of the task have been met. Mastery of the elements of the assigned material. The material is mostly clear and coherent.
4 (points 70-84)	Demonstrates considerable understanding of the issue by the discipline. All requirements of the assignment are fulfilled. The content of the completed tasks is disclosed and examined from different perspectives.
5 (points 85-100)	Demonstrates full understanding of the problem. All requirements of the assignment are fulfilled. Demonstrates proficiency in the discipline. The completed assignments are holistic, complete, structured, present different points of view and demonstrate creativity.