

**UNIVERSITY OF ECONOMICS - VARNA**  
**FACULTY OF ECONOMICS**  
**DEPARTMENT OF INDUSTRIAL BUSINESS AND LOGISTICS**

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Adopted by the FC (record №/ date): №9/23.04.2020

Adopted by the DC (record №/ date): №7/27.02.2020

**ACCEPTED BY:**

**Dean:**

(Assoc.prof.Denka Zlateva, PhD)

## **SYLLABUS**

**SUBJECT: LEADERSHIP AND MANAGEMENT SKILLS**

**DEGREE PROGRAMME: „Business and management“; BACHELOR`S DEGREE**

**YEAR OF STUDY: 3; SEMESTER: 6**

**TOTAL STUDENT WORKLOAD: 150 hours; incl. curricular 60 hours**

**CREDITS: 5**

### **DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM**

<i>TYPE OF STUDY HOURS</i>	<b>WORKLOAD, hours</b>	<b>TEACHING HOURS PER WEEK, hours</b>
CURRICULAR: incl. <ul style="list-style-type: none"><li>• LECTURES</li><li>• SEMINARS / LAB. EXERCISES</li></ul>	30 30	2 2
EXTRACURRICULAR	90	-

Prepared by:

1. ....  
(assoc.prof. Yordan Ivanov, PhD)

2. ....  
(assist.prof. Stefan Kalpachev, PhD)

Head of department  
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(assoc.prof. Yordan Ivanov, PhD)

## **I. ANNOTATION**

*Leadership is behavior and activity that takes into account the value system of people, their interests, while motivating them to perform the tasks assigned to them in the best way, as well as to develop their creativity and potential for the benefit of the company. Leadership is exposed in interpersonal relationships. It is associated with the attainment of goals so that followers can perceive them as their own. Effective management is impossible without leadership.*

*The main objective of “Leadership and Management Skills” subject is to provide a blend of theoretical knowledge and practical skills needed to develop leadership skills in students. Leaders' personal traits, leader-group interactions, successful conflict resolution, the promotion of creative solutions and the effective management of controversies within the organization, the foundations for building and training successful teams, providing feedback and training of subordinates through coaching are studied.*

*After completing the course, students should be able to:*

*Enhance their ability to communicate their ideas clearly and persuasively orally and in writing;*

*Use leadership and management concepts to understand leadership situations and enhance their effectiveness in the leadership process.*

*Understand the impact of individual differences and different situations on the practice of leadership.*

*Understand their current strengths and weaknesses as a leader, manager and follower, and develop their own personal approach to the practice of leadership.*

*Enhance their ability to participate in and to lead a group with an interdependent task.*

*Enhance their ability to think critically, to analyze complex and diverse concepts, and to use reasoning, judgment and imagination to create new possibilities in leadership situations.*

## **II. THEMATIC CONTENT**

<b>No. по ред</b>	<b>TITLE OF UNIT AND SUBTOPICS</b>	<b>NUMBER OF HOURS</b>		
		<b>L</b>	<b>S</b>	<b>L.E.</b>
	<b>TOPIC 1. WHAT IS LEADERSHIP?</b>	<b>4</b>	<b>4</b>	
	1.1.Characteristics of leadership			
	1.2.Leadership definitions			
	1.3. Functional differences between leaders and managers			
	1.4. Strategic dimensions of leadership			
	<b>TOPIC 2. THEORIES AND PRINCIPLES OF LEADERSHIP</b>	<b>4</b>	<b>4</b>	
	2.1.Personal traits of leaders			
	2.2 Leadership theories based on individual behavior			
	2.3.Situational theories of leadership			
	2.4. Charismatic leadership			
	<b>TOPIC 3. LEADERSHIP AND POWER</b>	<b>2</b>	<b>2</b>	
	3.1 Types of power			
	3.2.Formal and informal leaders			
	3.3 Power in Organizations			
	<b>TOPIC 4. LEADERSHIP AND CONFLICTS</b>	<b>2</b>	<b>2</b>	
	4.1.Essence of conflicts			
	4.2. Reasons for occurrence of conflict			
	4.3.Types of conflicts and methods for solving them			

<b>TOPIC 5. LEADERSHIP AND ORGANIZATIONAL CHANGE</b>		<b>2</b>	<b>2</b>	
	5.1.Types and reasons of change in organizations			
	5.2. Managing change and resistance to change			
<b>TOPIC 6. DECISION MAKING</b>		<b>4</b>	<b>4</b>	
	6.1 Making effective decisions			
	6.2.Characteristics of individual and group decision making			
	6.3.Methods of decision making			
	6.4. Factors in group decision making			
<b>TOPIC 7. CONTROVERSY AND CREATIVITY</b>		<b>2</b>	<b>2</b>	
	7.1. Bondage between contradictions and decision making. Outcomes and conditions defining constructive arguing.			
	7.2 Creativity. Developing and fostering creativity			
<b>TOPIC 8. DEALING WITH DIVERSITY</b>		<b>2</b>	<b>2</b>	
	8.1. Diversity and interdependence			
	8.2. Group composition and performance on task			
	8.3.Barriers to interaction with diverse peers.			
	8.4 Making diversity among members a strength.			
<b>TOPIC 9. TEAM DEVELOPMENT AND TRAINING</b>		<b>4</b>	<b>4</b>	
	9.1.What is a team. Types of teams			
	9.2 Building productive teams			
	9.3.Forming, structuring and nurturing teams			
	9.4.Dealing with problem behaviors in teams			
<b>TOPIC 10.COACHING.</b>		<b>4</b>	<b>4</b>	
	10.1.Coaching. Differences between mentoring and coaching			
	10.2.Coaching as a process			
	10.3.The golden rules of coaching			
	10.4. Collecting data for coaching purposes			
<b>Total:</b>		<b>30</b>	<b>30</b>	

### III. FORMS OF CONTROL:

No. by row	TYPE AND FORM OF CONTROL	№	extra-curricular, h.
<b>1.</b>	<b>Midterm control</b>		
1.1.	Written assignments on a specified topic	<b>3</b>	<b>40</b>
1.2.	Test	<b>2</b>	<b>20</b>
<b>Total midterm control:</b>		<b>5</b>	<b>60</b>
<b>2.</b>	<b>Final term control</b>		
2.1.	Examination (test)	<b>1</b>	<b>30</b>
<b>Total final term control:</b>		<b>1</b>	<b>30</b>
<b>Total for all types of control:</b>		<b>6</b>	<b>90</b>

#### **IV. LITERATURE**

##### **REQUIRED (BASIC) LITERATURE:**

1. Bertocci, D. Leadership in Organizations, University Press of America, 2009
2. ILM. Leadership and management in organisations, Pergamon Flexible Learning, 2007
3. Pardey, D(ed.). Coaching and Training Your Work Team, Pergamon Flexible Learning, 2007

##### **RECOMMENDED (ADDITIONAL) LITERATURE:**

1. Gelfand, M., et al. The Psychology of Conflict and Conflict Management in Organizations, Lawrence Erlbaum Associates, 2008
2. Cooper, C. (ed.). Leadership and management in the 21st century, Oxford University Press, 2005
3. Eggert, M. and Falzon, W. The resolving conflict pocketbook. Management Pocketbooks Ltd, 2004
4. Bennis, W. On becoming a leader, Basic Books, 2009
5. Pammer, W.J. and Killian, J. (ed.). Handbook of Conflict Management, Marcel Dekker Inc, 2003