



COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title		Code	
Leadership			
Lecturer(s)		Department(s) where the course unit (module) is delivered	
Coordinator: Assoc. Prof. Rasa Paulienė		Faculty of Economics and Business Administration Management Department	
Other(s):			
Study cycle		Type of the course unit (module)	
IInd (Master)		Compulsory	
Mode of delivery	Period when the course unit (module) is delivered	Language(s) of instruction	
Face-to-face at classroom	3 rd semester	English	
Requirements for students			
Prerequisites:		Additional requirements (if any): -	
Course (module) volume in credits	Total student's workload	Contact hours	Self-study hours
5	130	32	98
Purpose of the course unit (module): programme competences to be developed			
<p>Aim of the subject – to develop business leaders and management professionals who are familiar with leadership phenomenon as well as theoretical models based on practical leadership.</p> <p>Students will be able to distinguish between leadership and management, to critically evaluate leadership concept changes over time, to interpret practical cases results thus to develop 'soft' leadership skills as well as to use a variety of theoretical paradigms both at organizational level and on a global scale.</p>			
Learning outcomes of the course unit (module)	Teaching and learning methods	Assessment methods	
Students will know the major theories of leadership applying scientific approach in the area of leadership and management: <ul style="list-style-type: none"> - will constructively take part in scientific discussions; - will work as a team to critically evaluate theories and practical realities searching for optimal decisions. 	Lectures: problem-based teaching, lecture-discussion, active learning (teaching) methods. Seminars: case study, mind mapping, learning by doing, group discussion, critical reading of scientific literature, presentation.	Students' knowledge and competences are assessed during lectures and seminars, case study analysis (essay writing), and presentations by applying accumulative grading.	
Students will know how leadership and management differ thus will learn to coordinate activities of employees in order to achieve strategic goals: <ul style="list-style-type: none"> - will learn to work in a team, taking responsibility for part of tasks, or to lead the team; - will learn to apply leadership coaching strategies to help the 	Lectures: problem-based teaching, lecture-discussion, active learning (teaching) methods. Seminars: mind mapping, group discussion, critical reading of scientific literature, presentation.	Students' knowledge and competences are assessed during lectures and seminars, case study analysis (essay writing), and presentations by applying accumulative grading.	

<p>team to navigate global business challenges and maximize performance;</p> <ul style="list-style-type: none"> - will learn to solve problems of global management working autonomously or in teams. 		
<p>Students will be able to describe leader's traits and skills and its' impact to leader's behavior and the followers' feedback:</p> <ul style="list-style-type: none"> - will learn of how to influence and motivate employees' to accomplish goals and to enhance team's productivity to boost organization's capabilities and growth; - will learn to raise problems, argue them critically and develop alternatives by applying structured thinking and problem solving techniques. 	<p>Lectures: problem-based teaching, lecture-discussion, active learning (teaching) methods. Seminars: case study, mind mapping, learning by doing, group discussion.</p>	<p>Students' knowledge and competences are assessed during lectures and seminars, case study (essay writing) analysis, and presentations by applying accumulative grading.</p>

Content: breakdown of the topics	Contact hours							Self-study work: time and assignments		
	Lectures	Tutorials	Seminars	Exercises	Laboratory work	Internship/work	E-learning	Contact hours	Self-study hours	Assignments
1. Developmental psychology and social psychology – multidisciplinary approach to leadership phenomenon	2		2					4	8	Individual analysis of scientific and methodical literature. pg. 258-299. pg. 218-245. Download: pdf online: https://www.academia.edu/40176168/The_Psychology_Book_Big_Ideas_Simply_Explained_PDFDrive_com_
2. Leadership and management distinction. Leadership and management in practice.	2		2					4	16	Individual analysis of scientific and methodical literature. (pg. 94-115): https://www.academia.edu/14043360/The_Business_Book_Big_Ideas_Simply_Explained_
3. Leadership styles. Managerial competencies and leadership practices.	2		2					4	20	Individual analysis of scientific and methodical literature. (pg. 66-91): https://www.academia.edu/14043360/The_Business_Book_Big_Ideas_Simply_Explained_
4. Leadership Traits theory. Leadership Skills theory. Goal-Path Leadership theory.	2		2					4	20	Individual analysis of scientific and methodical literature. (pg: 19-70): https://www.academia.edu/34987356/Leadership_theory_and_practice_7th_peter_g._northouse
5. Team leadership. Conflict management styles.	4		4					8	20	Individual analysis of scientific and methodical literature;

										preparation for discussions at seminars. (pg: 363-397): https://www.academia.edu/34987356/Leadership_theory_and_practice_7th_peter_g_northouse	
6. Psychodynamic theories. Self-management and empathy. Leadership as a competence. Culture and Leadership.	4		4						8	14	Individual analysis of scientific and methodical literature (pg: 1-23): http://www.druckerforum.org/retr/pective/fileadmin/user_upload/2014/files/presentations/dayII/04_plenary_3/herminia_ibarra_ch1.pdf (pg: 295-328): https://www.academia.edu/34987356/Leadership_theory_and_practice_7th_peter_g_northouse
Total	16		16						32	98	

Assessment strategy	Weight, %	Deadline	Assessment criteria
Group work (GW) – seminar presentation	30%	At seminars during the course	Ability to analyze, evaluate the situation and propose solutions, presentation abilities * (detailed explanation - in the final cumulative grade composition section below).
Essay (E)	30%	After the course	Ability to explain a specific leadership style and answer the essay questions defined in the introductory lecture
Final Exam	40%	Exam session	The course is finished with examination in writing (at real class). Student's knowledge and general performance are evaluated using grading scale from 1 (very poor) to 10 (excellent). <ul style="list-style-type: none"> Final Exam - 7 open questions in writing at real class. Each answer to a question (Q) is evaluated from 0 to 10 points. Grade of the Final Exam is calculated according to arithmetic average formula: $(1Q + 2Q + 3Q + 4Q + 5Q + 6Q + 7Q) : 7$. Final Exam is accepted if the student's mark is 4.5 points or more. Assessment criteria: correctness of information, depth and reasoning of answers.
The composition of final accumulative mark (Final evaluation)	100%		Final evaluation = $0.3 \times (GW) + 0.3 (E) + 0.4 (Final Exam)$ <ul style="list-style-type: none"> Only the mark of 4,5 and bigger is accepted for the final accumulative grade. Only the mark of 4,5 and bigger is accepted for each part of the formula. It is a must to fulfill 3 parts of the accumulative grade formula for the final grade accumulation. <p>* In the introductory lecture the teacher presents sequence of individual work (IW) preparation:</p> <ul style="list-style-type: none"> Students are divided into 6 groups of 2-5 students (number of the students in one group depends on the total number of students in the group and the number of seminars that semester). During seminars students are making presentations prepared and based on theories of the most prominent social psychology researchers (i.e. the topics' list is presented by teacher in the Introductory lecture). Students prepare at home and make presentations live - during seminars, according to a pre-allocated calendar schedule prepared by teacher.

			<ul style="list-style-type: none"> • The presentation includes 2 parts: a presentation to listeners at class and a discussion organization/moderation. • The seminar presentation and discussion at the end of each seminar is evaluated by the students themselves - the anonymous grading is organized and the result is calculated by the teacher. <p>* Guidelines for the seminar presentation: Presentation duration ~ 50 minutes:</p> <ul style="list-style-type: none"> • To introduce, explain X theory. • Provide practical examples, case studies, situations. • Real examples can be provided (with reference to the source), artificial simulations can be created. <p>Discussion ~ 30 minutes:</p> <ul style="list-style-type: none"> • The discussion is moderated by the students who prepared the presentation. • The form of the discussion is decided by the students themselves: they can raise problematic questions, organize heuristic conversations, and create simulations. <p>* GW-Presentation evaluation criteria:</p> <ul style="list-style-type: none"> • Collection and structuring of information. • Preparation of presentation plan, preparation of ppt slides. • Audience involvement and engagement. • Organizing and moderating the discussion. • Creativity in preparing questions and assignments for discussion. • Managing time: ~ 50 min for presentation, ~ 30 min for discussion. <p>Note: If more than 2 seminars are missed, the final grade is not available - the student loses the opportunity to get the final grade.</p> <p>Additional note for an external student only: Final grade for the course when the exam is considered external is arithmetic weighted average of 30% Case study (Essay) + 70% Exam.</p>
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Author	Year of publication	Title	Issue of a periodical or volume of a publication	Publishing place and house or web link
Compulsory reading				
Northouse Peter G.	2019	Leadership: theory and practice	8 th edition	Download: pdf online: https://studydaddy.com/attachment/146554/Peter_G._Northouse_Leadership_Theory_and_Practiz-lib.org.pdf
	2012	The Psychology Book: Big ideas simply explained		Download: pdf online: https://www.academia.edu/40176168/The_Psychology_Book_Big_Ideas_Simply_Explained_PDFDrive_com_
	2014	The Business Book. Big Ideas Simply Explained.		Dorling Kindersley Limited: Download: https://www.academia.edu/14043360/The_Business_Book_Big_Ideas_Simply_Explained
Optional reading				
Kotter J. P. et al.	2021	Change: How Organizations Achieve Hard-to-Imagine		Audiobook

		Results in Uncertain and Volatile Times		
Parnell J. A.	2017	Strategic Management: Theory and Practice	4 th edition	Sage Publications Inc.