

LEADERSHIP

Course code	<i>MNG118</i>
Compulsory in the programmes	-
Level of studies	<i>Undergraduate</i>
Number of credits	<i>6 ECTS (48 in-class hours + 6 consultation hours + 2 exam hours, 104 individual work hours)</i>
Course coordinator	<i>Dr. Dalius Misiūnas, Dr. Olga Štangej</i>
Prerequisites	-
Language of instruction	<i>English</i>

THE AIM OF THE COURSE:

This course provides the critical element of analytical and intellectual examination and reflection of certain core issues in the practice of leadership. These objectives will be achieved through open discussion, honest self-assessment, experiential exercises, and observation of real-life leadership practice.

MAPPING OF COURSE LEVEL LEARNING OUTCOMES (OBJECTIVES) WITH DEGREE LEVEL LEARNING OBJECTIVES (See Annex), ASSESMENT AND TEACHING METHODS

Course level learning outcomes (objectives)	Degree level learning objectives (Number of LO)	Assessment methods	Teaching methods
CLO1. Demonstrate the understanding of the concept of effective leadership, its utility and relevance to managing business or other field of human activity.	BLO1.1. BLO2.1. BLO4.1. BLO4.3.	Case analysis assessment, exam	Lectures, case study, discussions, self-study, reflection, video
CLO2. Compare and contrast traditional and emergent paradigms of leadership and apply critical thinking to leadership theories and practices.	BLO1.2. BLO2.1. BLO2.1. BLO4.3.	Case analysis assessment, exam	Lectures, problem-solving workshops, self-study, case study, video
CLO3. To be able to form teams and provide them with clear vision, mission, values and strategic goals; create a most favorable atmosphere for creative team work.	BLO1.2. BLO2.1. BLO2.1. BLO4.3.	Case analysis assessment, personal leadership development project, exam	Lectures, problem-solving workshops, case studies, self-study
CLO4. Diagnose current strengths and development needs as team leaders and as learners.	BLO1.2. BLO4.3.	Case analysis assessment, personal leadership development project, exam	Lectures, problem-solving workshops, case studies, self-study

CLO5. Understand gender and cultural influences on leadership.	BLO1.2. BLO2.1. BLO4.3.	Case analysis assessment, exam	Lectures, problem-solving workshops, case studies, self-study
CLO6. Develop increased personal awareness about student's own leadership practice through self-reflection.	BLO1.2. BLO4.3.	Personal leadership development project	Lectures, problem-solving workshops, self- study
CLO7. Demonstrate skills of collaborative learning, facilitating the learning of others and helping others become better leaders.	BLO1.2. BLO4.2. BLO4.3.	Case analysis assessment, exam, personal leadership development project	Coursework; studying readings, preparing for group presentations

ACADEMIC HONESTY AND INTEGRITY

The ISM University of Management and Economics Code of Ethics, including cheating and plagiarism are fully applicable and will be strictly enforced in the course. Academic dishonesty, and cheating can and will lead to a report to the ISM Committee of Ethics. With regard to remote learning, ISM remind students that they are expected to adhere and maintain the same academic honesty and integrity that they would in a classroom setting.

COURSE OUTLINE

Topic	In-class hours	Readings
1. <u>Mapping Leadership</u> An Introduction	4	Ch 1 (Howell), Ch 1 (Yukl) Handouts
2. <u>Personality In and For Leadership</u> Leader Traits and Characteristics	4	Ch 6 (Yukl) Handouts
3. <u>Leadership in Action: From Me to We</u> Leader-Follower Relationships Leadership as a Group Process	4	Ch 9-10 (Yukl) Handouts
4. <u>Leadership in Action: Leader Behaviors</u> Leadership Approaches	4	Ch 12, 13 (Yukl) Handouts
5. <u>Leadership in Action: Leader Behaviors</u> Leadership Styles	4	Handouts
6. <u>Leadership in Action: Leadership Effectiveness</u>	4	Ch 3 (Yukl) Handouts
7. <u>Leadership in Context</u> Cross-cultural Perspectives Industrial Perspectives	4	Ch 11, 14, 4 (Yukl) Handouts
8. <u>Specific Forms of Leadership</u> Distributed and Shared Leadership	4	Ch 13 (Yukl) Handouts
9. <u>Specific Forms of Leadership</u> Virtual Leadership	4	Handouts
10. <u>Specific Topics in Leadership</u>	4	Handouts

Dark Leadership		
11. <u>Leadership Development and Training</u>	4	Ch 15 (Yukl) Handouts
12. <u>Documented Leadership: Movie-Based Cases</u>	4	Selected documentaries
	Total: 48 hours	
CONSULTATIONS	6	
FINAL EXAM	2	

FINAL GRADE COMPOSITION

Type of assignment	%
<i>Group Components, 45%</i>	
Case-based Assignments	15
Movie-based Case Study	20
Peer-assessment	10
<i>Individual Components, 55%</i>	
Personal Leadership Development Project	15
Final Exam	40
Total:	100

DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT

Case-Based Assignments

The classes will involve a series of cases to be analyzed in teams. The detailed assignments and assessment rubrics will be provided in class.

Movie-Based Case Study

The students will work in teams on an assigned documentary (movie) as a case study of leadership in action. Every documentary will entail a range of perspectives on leadership covered in class. The key aim of every team will be to trace and analyze specific aspects of leadership based on the documentary and share the analysis results in a form of a paper and an oral presentation. The detailed assignment and assessment rubrics will be provided in class.

Personal Leadership Development Project

Each student will construct a personal leadership development plan based on material presented in class, as well as in-class exercises. The plan will be integrated into class-work. Upon completion of the course, the students will develop self-assessment essays based on self-reflection and peer review. The detailed assignment and assessment rubrics will be provided in class.

Grading Criteria for Presentations: The evaluation process will be explained in class prior to each presentation. Both paper and oral presentations will be based on predetermined rubrics.

Final Exam

The exam will be open-book. The exam will include multiple choice and open-ended questions from theory and exercises.

RETAKE POLICY



Students who receive a failing final grade will have the right to re-take the exam during the re-sit week. Retake will comprise 40% of the final grade.

REQUIRED READINGS

1. Howell, J. P. (2013). *Snapshots of Great Leadership*. Routledge.
2. Yukl, G. (2013). *Leadership in Organizations*. New Jersey: Prentice Hall.
3. Handouts

ADDITIONAL READINGS

Additional readings and handouts will be provided in class, in line with the student needs and the continuously-evolving findings on leadership.

ADDITIONAL REMARKS

Note: The instructors reserve the right to make certain changes in this syllabus if the need arises.

Self-study. The large component of the class is based on self-study. The lectures are there only to guide you. The responsibility to study and advance in the subject rests with you as a student.

Participation. Your participation will be evaluated based on the individual/group assignments you submit on eLearning system and peer-evaluation.

Deadlines. All assignments must be submitted at the specified day and time and late submissions will not be accepted.

Ethics. The strength of the university depends on academic and personal integrity. In this course, you must be honest and truthful. Ethical violations include cheating on exams, plagiarism, reuse of assignments, improper use of the Internet and electronic devices, unauthorized collaboration, alteration of graded assignments, forgery and falsification, lying, facilitating academic dishonesty and unfair competition.

Email communication. You are welcome to contact Olga Stangej (olgsta@faculty.ism.it) as the corresponding lecturer.

DEGREE LEVEL LEARNING OBJECTIVES

Learning objectives for the Bachelor of Business Management

Programmes:

*International Business and Communication,
Business Management and Marketing, Finance,
Industrial Technology Management*

Learning Goals	Learning Objectives
Students will be critical thinkers	BLO1.1. Students will be able to understand core concepts and methods in the business disciplines
	BLO1.2. Students will be able to conduct a contextual analysis to identify a problem associated with their discipline, to generate managerial options and propose viable solutions
Students will be socially responsible in their related discipline	BLO2.1. Students will be knowledgeable about ethics and social responsibility
Students will be technology agile	BLO3.1. Students will demonstrate proficiency in common business software packages
	BLO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	BLO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	BLO4.2. Students will be able to convey their ideas effectively through an oral presentation
	BLO4.3. Students will be able to convey their ideas effectively in a written paper

Learning objectives for the Bachelor of Social Science

Programmes:

*Economics and Data Analytics,
Economics and Politics*

Learning Goals	Learning Objectives
Students will be critical thinkers	ELO1.1. Students will be able to understand core concepts and methods in the key economics disciplines
	ELO1.2. Students will be able to identify underlying assumptions and logical consistency of causal statements
Students will have skills to employ economic thought for the common good	ELO2.1. Students will have a keen sense of ethical criteria for practical problem-solving
Students will be technology agile	ELO3.1. Students will demonstrate proficiency in common business software packages
	ELO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	ELO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	ELO4.2. Students will be able to convey their ideas effectively through an oral presentation
	ELO4.3. Students will be able to convey their ideas effectively in a written paper