

## LEADERSHIP

<b>Course code</b>	<i>MNG118</i>
<b>Course title</b>	<i>Leadership</i>
<b>Type of course</b>	<i>Compulsory/elective</i>
<b>Stage of Study</b>	<i>Undergraduate</i>
<b>Year of study</b>	<i>3<sup>rd</sup></i>
<b>Semester</b>	<i>6<sup>th</sup></i>
<b>Number of credits</b>	<i>6 ECTS; 48 class hours, 112 hours of self-study, 2 hours of consultations</i>
<b>Lecturers</b>	<i>Dalius Misiūnas, Olga Štangej</i>
<b>Prerequisites</b>	-
<b>Form of studies</b>	<i>Full Time</i>
<b>Teaching language</b>	<i>English</i>

### Course Description

In recent years, business leaders have started to give more and more focus on taking action on and defining success by the contribution the core business makes towards addressing today's most pressing societal challenges. Many organizations are actively engaging into innovative partnerships with numerous business stakeholders to create mutual value. The current business environment is typified by an increased level of complexity and interconnectedness and it requires a different kind of leadership. There has been a major trend among organizational theorists to shift the focus from leadership as a person or role, to leadership as a process. Throughout the course, students are encouraged to examine the choices each leader made, the path he or she traveled, the values and objectives he or she nurtured, and the larger stage on which that person acted. This perspective provides a broad understanding of the long-term impact of leadership and innovation on business, government, and society. In looking closely at the agency of other individuals who have exerted lasting influence, students are challenged to consider their own agency, along with their ambitions and ideas about leadership.

### Course Aim

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.

### Learning Outcomes of the Course

<b>Course learning outcomes (CLO)</b>	<b>Study methods</b>	<b>Assessment methods</b>
CLO1. Demonstrate the understanding of the concept of effective leadership, its utility and relevance to managing business or other field of human activity.	Lectures, case study, discussions, self-study, reflection, video	Case analysis assessment, exam
CLO2. Compare and contrast traditional and emergent paradigms of leadership and apply critical thinking to leadership theories and practices.	Lectures, problem-solving workshops, self-study, case study, video	Case analysis assessment, exam
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.	Lectures, problem-solving workshops, case studies, self-study	Case analysis assessment, personal leadership development project, exam
CLO4. Diagnose current strengths and development needs as team leaders and as learners.	Lectures, problem-solving workshops, case studies, self-study	Case analysis assessment, personal leadership development project, exam
CLO5. Understand gender and cultural influences on leadership.	Lectures, problem-solving workshops, case studies, self-	Case analysis assessment, exam

	study	
CLO6. Develop increased personal awareness about student's own leadership practice through self-reflection.	Lectures, problem-solving workshops, self-study	Personal leadership development project
CLO7. Demonstrate skills of collaborative learning, facilitating the learning of others and helping others become better leaders.	Coursework; studying readings, preparing for group presentations	Case analysis assessment, exam, personal leadership development project

### Quality Assurance

The lecturer will apply multiple teaching methods to keep the students engaged in the topic (problem solving, case studies, homework) and enable regular check-ups. Continuous student feedback will be encouraged and accommodated to improve class experience.

Week	TOPIC	IN-CLASS HOURS		READINGS
		Lectures	Seminars	
1	<u>Mapping Leadership</u> An Introduction	2	2	Ch 1 (Howell), Ch 1 (Yukl) Handouts
2	<u>Personality In and For Leadership</u> Leader Traits and Characteristics	2	2	Ch 6 (Yukl) Handouts
3	<u>Leadership in Action: From Me to We</u> Leader-Follower Relationships Leadership as a Group Process	2	2	Ch 9-10 (Yukl) Handouts
4	<u>Leadership in Action: Leader Behaviors</u> Leadership Approaches	2	2	Ch 12, 13 (Yukl) Handouts
5	<u>Leadership in Action: Leader Behaviors</u> Leadership Styles	2	2	Handouts
6	<u>Leadership in Action: Leadership Effectiveness</u>	2	2	Ch 3 (Yukl) Handouts
7	<u>Leadership in Context</u> Cross-cultural Perspectives Industrial Perspectives	2	2	Ch 11, 14, 4 (Yukl) Handouts
8	<u>Specific Forms of Leadership</u> Distributed and Shared Leadership	2	2	Ch 13 (Yukl) Handouts
9	<u>Specific Forms of Leadership</u> Virtual Leadership	2	2	Handouts
10	<u>Specific Topics in Leadership</u> Dark Leadership	2	2	Handouts
11	<u>Leadership Development and Training</u>	4		Ch 15 (Yukl) Handouts
12	<u>Documented Leadership: Movie-Based Cases</u>		4	Selected documentaries
	Consultation		2	
	FINAL EXAM	2		

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

### Grading Formula

Type of assignment	Hours	%
Case-based Assignments	20	15
Movie-based Case Study	22	20
Personal Leadership Development Project	20	25
Final Exam	50	40
<b>Total:</b>	<b>112</b>	<b>100</b>

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

### Final Exam Re-take

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