



COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
Leadership	

Lecturer(s)	Department(s) where the course unit (module) is delivered
Coordinator: Assoc. Prof. dr. Andrius Valickas Other(s): Partnership Assoc. Prof. Eglė Daunienė	Business School, Saulėtekio al. 22, Vilnius

Study cycle	Type of the course unit (module)
First	General university studies

Mode of delivery	Period when the course unit (module) is delivered	Language(s) of instruction
Face-to face (on-line)	Spring/autumn	Lithuanian /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	48	82

Purpose of the course unit (module): program competences to be developed

Classical and contemporary leadership conceptions are introduced, their application in personal development, teamwork and organizational contexts is explained, skills of leadership related problems' analysis and skills to strengthen personal leadership competencies taking into consideration professional career aims and societal challengers are developed, positive attitudes towards leadership are formed and skills of leadership in interdisciplinary and multicultural teams are advanced.

Learning outcomes of the course unit (module)	Teaching and learning methods	Assessment methods
Knowledge of the main characteristics of leadership and skills to apply them in different social contexts participating in public life and expressing the position of citizen. Knowledge of leadership analysis levels and leadership distinctiveness in each of them and ability to apply knowledge in practical situations of leadership.	Inclusive lectures, reflection and discussion, practical tasks performance in auditorium, analysis of visual materials, concept mapping.	Examination (analysis of cases and problem situations)
Knowledge of leadership principles and skills to apply them working in the interdisciplinary and intercultural context. Understanding leadership as one of the main success factors of team and organizational work. Knowledge of the main instruments of leadership and methods of motivating, delegating, empowerment, involvement and ability to apply them. Understanding and ability to apply the main principles of strategic and change leadership.	Inclusive lectures, reflection and discussion, frontal survey, practical tasks performance in auditorium, concept mapping.	Examination (analysis of cases and problem situations)
Knowledge and skills to self-assess leadership potential, traits, competencies, styles and ability to	Studies of scientific literature, lectures, group discussions and	Examination (analysis of cases and problem situations)

apply them taking into consideration contextual requirements. Knowledge of the means of influencing individuals and groups and ability to apply them in teamwork.	debates, frontal survey, concept mapping, preparation of leadership development plan and its presentation.	
Understanding of leadership as of one of the most important personal development alternatives. Skills to complete personal leadership development plan taking into consideration professional career aims, to set leadership development aims and to select measures enabling to implement the plan. Ability to communicate and introduce the achieved results of personal leadership development.	Studies of scientific literature, lectures, group discussions, preparation of leadership development plan and its presentation.	Preparation of leadership development plan and its presentation.

Content: breakdown of the topics	Contact hours							Self-study work: time and assignments	
	Lectures	Tutorials	Seminars	Exercises	Laboratory work	Internship/work placement	Contact hours	Self-study hours	Assignments
1. Concept of leadership. Historical aspects of leadership and scientific research on leadership. Levels of leadership analysis: individual, team and organizational. Demand of leadership in managing contemporary teams and organizations. Leadership and management.	3		2				5	12	Leadership concept mapping. Assignment: identification of essential leadership characteristics and concepts directly related to leadership. Comparison of leadership and management. Assignment: identification of essential differences between leadership and management based on scientific literature and personal experience. Recommended for independent studies: Northouse, P. G. Leadership: theory and practice (2019). 32 – 62 p.
2. Scientific psychological backgrounds of leadership. Leader's personality, motivation, values and competencies. Emotional intelligence and leadership. Personal potential for leadership. Leader's sources of power.	2		3				5	10	Personal leadership experience. Assignment: Reflection on and introduction of personal leadership experience. Assessment of personal leadership potential on the base of

									scientifically grounded methods. Recommended for independent studies: Northouse, P. G. Leadership: theory and practice (2019). 63 – 99 p.	
3. Leader's behavior and styles, distinctiveness of their application in different managerial contexts. Scientifically grounded evaluation of leadership styles efficiency. Leader's influence and means of influence, practical aspects of their application.	3		3					6	10	Self-assessment of leadership style on the base of scientifically grounded methods. Case and problem situations' analysis. Recommended for independent studies: Northouse, P. G. Leadership: theory and practice (2019). 166 – 197 p.
4. Personal leadership. Leadership experiments. Leadership and individual career. Plan of personal changes for leadership characteristics development. Leadership development aims and activities.	3		2					5	10	Leadership development aims formulation. Recommended for independent studies: Kruckeberg K., Amann W, Green M. (Eds.) Leadership and personal development: a toolbox for the 21st century professional (2011). 15 – 54 p.
5. Team leadership. Shared leadership. Leadership in the interdisciplinary and virtual teams. Leadership instruments: delegation, empowerment, involvement.	3		3					6	10	Performance of teamwork assignments. Self-analysis of leadership in teamwork. Case analysis. Recommended for independent studies: Margaret R. Lee. Leading Virtual Project Teams. Adapting Leadership Theories and Communications Techniques to 21st Century Organizations (2014). 143 – 172 p.
6. Leadership challenges in the intercultural environments. Leadership in multicultural teams. Intercultural competence of leadership. Efficiency and success factors of intercultural leadership.	3		2					5	10	Self-assessment of intercultural leadership competencies. Case analysis. Recommended for

									independent studies: Kohler R. Optimization of Leadership Style. New Approaches to Effective Multicultural Leadership in International Teams (2016). 7 – 22 p.	
7. Leadership at the organizational level. Leadership distinctiveness in different sectors: business, governmental and non-governmental. Strategic and change leadership. Organizational models of leadership development.	3		2					5	10	Analysis of leadership distinctiveness in different sectors: business, governmental and non-governmental. Problem situations' analysis. Recommended for independent studies: Kruckeberg K., Amann W, Green M. (Eds.) Leadership and personal development: a toolbox for the 21st century professional (2011). 317 – 355 p.
8. Contemporary scientific conceptions of leadership. Leadership challenges of in global world. Leadership in complex, dynamic and unstable environments (Complexity leadership). Adaptive leadership.	4		3					7	10	Comparison of traditional and contemporary conceptions of leadership. Recommended for independent studies: DeRue D. S. Adaptive leadership theory: Leading and following as a complex adaptive process. Research in Organizational Behavior, 31, (2011). 125–150.
9. Presentation of personal leadership development plan for leadership characteristics development.			4					4		Presentation of the plan.
Total	24		24					48	82	

Assessment strategy	Weight, %	Deadline	Assessment criteria
Preparation and presentation of personal leadership development plan	50	During the semester	Quality of leadership development plan: 9 -10 points – Exceptional (10 points) or very good (9 points) knowledge and skills are demonstrated preparing and introducing the plan. Written paper and its composing parts correspond to the requirements. Theoretical knowledge and tools are properly applied. Personal leadership development plan is based on reflection and presented in detail. It has high potential of being implemented. Responses to questions are specific and grounded. 7 - 8 points – Higher than average (8 points) or average (7 points) knowledge and skills are demonstrated preparing and introducing the plan. Written paper and its composing parts

			<p>correspond to the requirements. Theoretical knowledge and tools are quite properly applied. Personal leadership development plan is based on reflection and presented in detail. It has high potential of being implemented. Some nonessential shortcomings related to concreteness, coherence and argumentation are noted.</p> <p>5 - 6 points – lower than average (6 points) or minimal (5 points) knowledge and skills are demonstrated preparing and introducing the plan. Written paper and its composing parts essentially correspond to the requirements. Some theoretical knowledge and tools are applied. Implementation of the plan is introduced incompletely. Shortcomings related to structure, concreteness, completeness and argumentation are noted. Not all the parts of the plan are presented.</p> <p>5 - 6 points – significantly lower than average knowledge and skills are demonstrated, not complying with minimal requirements, preparing and introducing the plan. Theoretical knowledge and tools are minimally used. Implementation of the plan is not introduced or not grounded. Evident shortcomings related to structure, concreteness, completeness and argumentation are noted. Not all the parts of the plan are presented.</p> <p>1 - 2 points – Personal leadership development plan is not presented and/or not complies with minimal requirements.</p> <p>0 points – Personal leadership development plan is not prepared and not presented.</p>
Examination	50	During the session of exams	<p>Examination can be accessed just if the independent work (personal leadership development plan) is submitted.</p> <p>Examination is composed of 5 open ended questions and cases for analysis (3 questions and 2 cases). Maximal value of the answer to each question is 2 points. During the examination student's theoretical knowledge of leadership and skills to apply them in practical situations analyzing cases are evaluated. Completeness and exhaustiveness of the answers are evaluated. Maximal sum of points is 10.</p> <p>10 points - exceptional knowledge and skills, correct answers to all 5 questions.</p> <p>9 points – very good knowledge and skills, essentially correct answers to all 5 questions, some minor inaccuracies are possible.</p> <p>8 points – good, higher than average knowledge and skills, correct answers to 4 questions, some minor inaccuracies are possible.</p> <p>7 points – sufficient, average level knowledge and skills, essentially correct answers to 4 questions, some minor inaccuracies are possible.</p> <p>6 points – satisfactory, lower than average level knowledge and skills, correct answers to 3 questions.</p> <p>5 points – weak, minimal requirements satisfying knowledge and skills, correct answers to 3 questions, some minor inaccuracies are possible.</p> <p>4 points – unsatisfying knowledge and skills, there are mistakes, correct answers to 2 questions.</p> <p>3 points - unsatisfying knowledge and skills, there are mistakes, essentially correct answers to 2 questions.</p> <p>2 points - unsatisfying knowledge and skills, there are essential mistakes, correct answers to 1 question.</p> <p>1 point - unsatisfying knowledge and skills, there are essential mistakes, essentially correct answer to 1 question.</p> <p>0 points – minimal requirements are not satisfied, there are no</p>

			correct answers or essentially no correct answers. Weight of the examination in the final accumulative evaluation is 50 percent.
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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		Sage publishing
Reinhold Kohler	2016	Optimization of Leadership Style New Approaches to Effective Multicultural Leadership in International Teams		Springer Gabler
Margaret R. Lee	2014	Leading Virtual Project Teams. Adapting Leadership Theories and Communications Techniques to 21st Century Organizations		CRC Pressis an imprint of Taylor & Francis Group
Katja Kruckeberg, Wolfgang Amann, Mike Green (Editors)	2011	Leadership and personal development: a toolbox for the 21st century professional		IAP–Information Age Publishing, Inc.
D. Scott DeRue	2011	Adaptive leadership theory: Leading and following as a complex adaptive process		Research in organizational Behavior, 31, 125 – 150.
Optional reading				
Jennifer L.S. Chandler, Robert E. Kirsch	2019	Critical leadership theory: integrating trans- disciplinary perspectives		Palgrave Macmillan
Jacobus Kok, Steven C. van den Heuvel (Editors)	2019	Leading in a VUCA World. Integrating Leadership, Discernment and Spirituality.		Springer