

Subject card

Subject name and code	Organisational Leadership, PG_00129958						
Field of study	International Business						
Date of commencement of studies	October 2025		Academic year of realisation of subject		2026/2027		
Education level	Master's studies		Subject group		Obligatory subject group in the field of study		
Mode of study	full-time studies		Mode of delivery		at the university		
Year of study	2		Language of instruction		Polish		
Semester of study	4		ECTS credits		3.0		
Learning profile	academic		Assessment form				
Conducting unit	Department of Sustainable Market Processes -> Faculty of Economics -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr Urszula Mrzygłód				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	0.0	0.0	0.0	0.0	30
	E-learning hours included: 0.0						
Learning activity and number of study hours	Learning activity	Participation in didactic classes included in study plan		Participation in consultation hours		Self-study	SUM
	Number of study hours	30		15.0		30.0	75
Subject objectives	This course aims to equip students with main theories, concepts and real-world examples through which students will develop a comprehensive understanding of the complexities of leading in contemporary organisations. The purpose is to enhance students knowledge on organisational leadership, challenges that present-day and future leaders are faced with, but also raise communication skills and self-awareness of key strength and areas necessary for improvement to become more efficient leader.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[IBMU2_U03] can accurately select and use sources of information on international business, evaluate, critically analyse and creatively interpret them, and can present them in an innovative way	A student can recall indicative examples of leaders coming from international companies, can interpret and explain leaders' decision problems with fundamental theories and concepts; can critically assess different approaches to leadership and research findings.	[SU1] oral statement/conversation/discussion [SU4] test/exam - oral or written
	[IBMU2_W08] knows selected areas of the functioning of a modern enterprise in the international environment; understands the conditions, principles and consequences of decisions taken in modern enterprise's structures dealing on the international market	A student indicates leaders' role and challenges within different types of contemporary organisations, understands consequences of leaders decisions and explores the complexities of leading in a global environment with new challenges i.a. technology, remote work.	[SW4] test/exam - oral or written [SW5] implementation of a problem task
	[IBMU2_W03] knows terminology in the field of international business, international economics and financial relations and complementary disciplines	A student knows and understands the terminology used in the field of organisational leadership and organisational behaviour; recognizes and characterizes theories of leadership, sources of power, influence tactics and fundamental skills of leaders	[SW4] test/exam - oral or written
	[IBMU2_U05] can communicate in an international and culturally diverse environment, using advanced terminology of international business	A student enhances communication skills by participating in discussions with other course participants using the advanced terminology of organisational leadership.	[SU1] oral statement/conversation/discussion
	[IBMU2_K06] is ready to observe and develop the principles of professional ethics and corporate social responsibility, takes into account changing social needs, respects the diversity of opinions and cultures	A student is ready to observe and enhance understanding of ethics and social responsibility in organisational leadership, is ready to respect divergent views on real-world cases of leaders' decision making; student receives feedback on the conducted task and clarifies concerns during consultations	[SK8] observation of student's independent or team work
	[IBMU2_K05] is ready independently identify, diagnose and resolve dilemmas and alternative solutions related to international business	A student is ready identify, analyse and propose solutions multifacet decision dilemmas that leaders face in contemporary business and non-profit organisations.	[SK5] implementation of a problem task

Subject contents	• Introduction to organisational leadership: key concepts, historical overview of organisational leadership discipline, overview of main theories of leadership. • Power and influence tactics: how to influence employees?, formal power (legitimate, reward, coercive) and individual power (expert, charismatic), power tactics: persuasion, inspirational appeals, ingratiation, pressure etc. • Trait and skills approach in leadership: the role of intelligence, determination and integrity traits for leaders, Big Five personality factors and leading efficiency, emotional intelligence, leaders skills inventory, Katz approach, communication as critical component of leaders success, communication efficiency, fails and barriers. • Managing teams: importance of teams in organisations, high-performace teams, team building process, the role of trust. • Behavioral approach in leadership: central purpose of behavioral approach, managerial grid theory & major leadership styles, main behaviours within differnt styles, the consequences of leadership style for employees, adaptive behaviors. • Path-goal theory and leader-member exchange theory: underlying assumptions, vertical dyads, in-group and out-group concepts, group status predictors, experiences of in-group and out-group members. • Transformational and charismatic leadership: transformational and pseudotransformational leadership, Basss approach to transformational leadership, transformational leadership strategies, charismatic leaders. • Wrap-up of main theories: reflection on leadership theories, common features and differences of leadership theories, strengths and criticisms of various approaches, research findings. • Self-assessment of leadership skills: quizzes, time management, critical thinking, problem solving and problem structuring, key elements of effective decision making. • Managing change leadership challenge: organisational changes process and importance, employee engagement, responsibility and motivation during change; change dynamics and employees behaviour. • Leadership and performance management: do leaders really mater for organisations?, performance measurement and evaluation, succession planning of organisational leaders. • Leaders, ethics and social responsibility: ethical values in leadership, corporate social responsibility and expections from leaders. • Being a leader within organisation: personal goals, predispositions, managing expectations and potential negative consequences (stress, burnout). • Leaders in non-profit organisations: unique expectations and challenges in leading people within non-profit organisations. Leaders, technology and future: leading in times technological changes; remote work and remote teams and its challenges for organisational leadership, lessons from COVID and its consequences on working environments; recap of the course - future challenges in organisational leadership.											
Prerequisites and co-requisites	General knowledge of human behaviour in organisations, creative problem-solving and critical thinking skills.											
Assessment methods and criteria	<table><tr><td>Subject passing criteria</td><td>Passing threshold</td><td>Percentage of the final grade</td></tr><tr><td>Exam - test and open questions</td><td>51.0%</td><td>70.0%</td></tr><tr><td>Discussio, solving problem tasks</td><td>51.0%</td><td>30.0%</td></tr></table>			Subject passing criteria	Passing threshold	Percentage of the final grade	Exam - test and open questions	51.0%	70.0%	Discussio, solving problem tasks	51.0%	30.0%
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Recommended reading	Basic literature	Northouse, P. G. (2021). Leadership: Theory and practice. Sage publications. (Earlier editions also applicable).										
		Yukl, G. (2020). Leadership in organizations.Gglobal edition. Pearson. (Earlier editions also applicable).										
	Supplementary literature	Dewar, C., Keller, S., Sneader, K., & Strovink, K. (2020). The CEO moment: Leadership for a new era. McKinsey Quarterly, 21.										
		Barsh, J., Capozzi, M. M., & Davidson, J. (2008). Leadership and innovation. McKinsey Quarterly, 1, 36.										
		Dewhurst, M., Guthridge, M., & Mohr, E. (2009). Motivating people: Getting beyond money. McKinsey Quarterly, 1(4), 12-15.										
	eResources addresses	Adresy na platformie eNauczanie:										
Example issues/ example questions/ tasks being completed	Based on the case study description provided, identify the manager's sources of power, tools and management style.											
Work placement	Not applicable											

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