



EFFECTUS
University of Applied
Sciences

DESCRIPTION OF THE COURSE

GENERAL INFORMATION		
Course Holder	dr.sc. Natalia Tutek	
The name of the college	Management Techniques and Skills	
Study program	Professional Graduate Study - Business Management - MBA	
Status of the College	Mandatory	
Year	2 nd Year	
Point value and method of teaching	ECTS coefficient of student workload	7
	Number of hours (P+V+S)	42+14+0

DESCRIPTION OF THE COURSE
<i>1.1. Objectives of the course</i>
The course offers students an overview of recent theoretical concepts and newer knowledge in the field of organizational behavior. It helps students identify and understand problems related to people in the organization, and helps them choose theoretical concepts that correspond to these problems and to develop appropriate solutions, all with the aim of successfully leading organizations.
<i>1.2. Requirements for enrolment in the course</i>
Enrolled in professional graduate study
<i>1.3. Expected learning outcomes for the course</i>
Learning outcomes mean the knowledge, skills and competencies that a student has acquired by fulfilling obligations and passing the exam in the subject Leadership Techniques and Skills, which means that students are able to:
I1 Distinguish between different understandings of leadership and examine leadership as a trait versus leadership as a process.

- I2 Identify leadership approaches based on skills, style, and traits.**
- I3 Analyze leadership styles and, based on the analysis, evaluate the differences and similarities of the situational approach and the theory of coordinated leadership.**
- I4 Choose an appropriate leadership theory based on a practical example and evaluate its effectiveness.**
- I5 Examine the role of gender in leadership and check the existence of a glass ceiling in the company of choice.**
- I6 Formulate a code of ethics taking into account the basic cultural determinants of the society in which the company operates.**

1.4. *Course content*

Name of the whole	Week	Topic name / Literature	Number of hours	Learning Outcomes
MANAGER VS. LEADER	1	MANAGEMENT AS A PROCESS.	1	I1
	1	MANAGEMENT LEVELS	1	I1
	2	THE DIFFERENCE BETWEEN A MANAGER AND A LEADER	2	I1
INTRODUCTION TO LEADERSHIP	3	THE DEFINITION OF LEADERSHIP	1	I2
	3	WHO ARE THE LEADERS	1	I2
	4	THE BASICS OF LEADERSHIP	2	I2
LEADERSHIP THEORIES	5	LEADERSHIP BASED ON THE QUALITIES OF A LEADER	1	I3
	5	LEADERSHIP BASED ON THE LEADER'S BEHAVIOR	1	I3
	6	CONTINGENCY APPROACH TO LEADERSHIP	1	I3
	6	THE THEORY OF THE PATH TO THE GOAL	1	I3
A NEW APPROACH TO LEADERSHIP	9	TRANSACTIONAL MANAGEMENT	1	I4
	9	TRANSFORMATIONAL LEADERSHIP	1	I4



	10	CHARISMATIC LEADERSHIP	1	I4
THE ROLE OF GENDER IN LEADERSHIP	10	THE PRESENCE OF WOMEN IN MANAGEMENT STRUCTURES	1	I5
	11	SPECIFICS OF THE BEHAVIOR OF WOMEN MANAGERS	1	I5
	11	KEY CHARACTERISTICS OF MALE AND FEMALE LEADERS	1	I5
LEADERSHIP HARMONY	12	ORGANIZATIONAL CULTURE	1	I6
	12	SOURCES OF MOTIVATION	1	I6
	13	LEADERSHIP HARMONY	2	I6
1.5. <i>Types of teaching (put X)</i>		<input checked="" type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input checked="" type="checkbox"/> exercises <input type="checkbox"/> Distance education <input type="checkbox"/> Field Teaching	<input checked="" type="checkbox"/> Independent tasks <input type="checkbox"/> Multimedia & Network <input type="checkbox"/> laboratory <input type="checkbox"/> Mentoring work <input type="checkbox"/> Other _____	
1.6. <i>Student obligations</i>				
<p><i>The obligations of students are prescribed in detail by the Statute, Study Regulations, and Student Obligations Guidelines. The key obligations of students are:</i></p> <p><i>ATTENDANCE AT CLASSES: students are obliged to attend classes, actively follow lectures and exercises, and participate constructively in classes, and in order to acquire the right to take the exam, it is necessary to attend classes in the percentages prescribed by the Study Regulations. For each student, their presence in class is recorded through the Infoeduka digital office system. The minimum obligations are;</i></p> <ul style="list-style-type: none"> <i>Full-time students must attend at least 70% of the total number of classes to be eligible to sign.</i> <i>Part-time students need to attend at least 50% of the total number of classes to be eligible to sign.</i> 				



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PASSING EXAMS: in order to achieve a positive grade in the subject, it is necessary to achieve at least 54 points in the subject, but also at least 50% of points for each learning outcome. The method of taking the exam is described in more detail in the item Assessment and evaluation of students' work during classes and at the final exam.

**FINAL EXAM – a student who has not met the conditions for passing the exam during the continuous examination of knowledge (has achieved a total of at least 54 points in the course and has met the lower point threshold of adoption of each learning outcome, i.e. a minimum of 50% of the points of each learning outcome), may take the learning outcomes of the course at the final exam.*

INDIVIDUAL PROJECT: the student is obliged to participate in an individual project that verifies the practical application of knowledge.

1.7. Student Work Tracking (Add X to the appropriate tracking format)

Attending classes	x	Teaching activity		Seminar paper		Experimental work	
Written exam	x	Oral exam		Essay		Research	
Project	x	Continuous Knowledge Assessment		Report		Practical work	
Portfolio							

1.8. Assessment and evaluation of students' work during classes and at the final exam

Evaluation and evaluation of students' work during classes and at the final exam is carried out on the basis of the Regulations on Studying of the EFFECTUS University of Applied Sciences.

The linking of learning outcomes, teaching methods and assessment of learning outcomes is carried out as follows:



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	Attending classes	Written exam	Project	Practical work	Altogether
I1		16			16
I2		16			16
I3		16			16
I4			16		16
I5			16		16
I6			16		16
OUT OF OUTCOME	4				4
ALTOGETHER	4	48	48		100



<i>FORMS OF TRACKING</i>	<i>NAME OF LEARNING OUTCOMES</i>	<i>TEACHING METHOD</i>	<i>KNOWLEDGE ASSESSMENT METHOD</i>	<i>Maximum number of points</i>
<i>Written exam</i>	<i>OUTCOME 1 Distinguish between different understandings of leadership and examine leadership as a trait versus leadership as a process.</i>	<i>lecture</i>	<i>Exam in the form of an essay on a given topic: essay-type questions are used to check the mastery of theoretical concepts of leadership</i>	<i>64</i>
		<i>discussion</i>		
		<i>Open Questions</i>		
	<i>OUTCOME 2 Identify leadership approaches based on skills, style, and traits.</i>	<i>lecture</i>		
		<i>discussion</i>		
		<i>Open Questions</i>		
	<i>OUTCOME 3 Analyze leadership styles and, based on the analysis, evaluate the differences and similarities of the situational approach and the theory of coordinated leadership.</i>	<i>lecture</i>		
		<i>discussion</i>		
		<i>Open Questions</i>		
<i>Project</i>	<i>OUTCOME 4</i>	<i>discussion</i>		



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		<i>Choose an appropriate leadership theory based on a practical example and evaluate its effectiveness.</i>	<i>Open Questions</i>		
		<i>OUTCOME 5 Examine the role of gender in leadership and check the existence of a glass ceiling in the company of choice.</i>	<i>discussion</i>	<i>Individual project: the project verifies the practical application of knowledge and understanding</i>	<i>16</i>
			<i>Open Questions</i>		
	<i>Project</i>	<i>OUTCOME 6 Formulate a code of ethics taking into account the basic cultural determinants of the society in which the company operates.</i>	<i>discussion</i>	<i>Individual project: the project verifies the practical application of knowledge and understanding</i>	<i>16</i>
			<i>Open Questions</i>		
<i>Attending classes</i>		<i>All outcomes</i>	<i>Lectures and exercises</i>	<i>Attendance records</i>	<i>4</i>
TOTAL POINTS					100



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<i>Type of student workload</i>	<i>Student Load Hours</i>	<i>ECTS credits</i>
Attending contact classes	56	1,9
Field Trips/Visits Outside the College	0	0
Independent study/research	34	1,1
Out-of-classroom preparation and preparation of seminars/presentations	30	1
Work on an out-of-classroom project assignment	0	0
Independent preparation for exams and exam time	60	2
Consultation activities	30	1
Other	0	0
TOTAL ECTS credits	210	7

RATING:

In order to achieve a positive grade in the course, the student must cumulatively meet two conditions: achieve a total of at least 54 (fifty-four) points in the course and meet the lower point threshold for the adoption of each individual learning outcome, which is 50% of the total points of the learning outcomes.



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Grades are calculated based on the following distribution of points:

<i>SCORE</i>	<i>RATING</i>
<i>0,00 – 53,90</i>	<i>Insufficient (1)</i>
<i>54,00 – 64,90</i>	<i>Sufficient (2)</i>
<i>65,00 – 79,90</i>	<i>Good (3)</i>
<i>80,00 – 89,90</i>	<i>Very good (4)</i>
<i>90.00 and more</i>	<i>Excellent (5)</i>

Grading is carried out in a transparent manner by collecting points. The course is evaluated with 100.00 points (with the possibility of achieving an additional 8 points on the Challenge learning outcome).

CHALLENGE LEARNING OUTCOME - the student has the opportunity to earn an additional maximum of 8 points through the Challenge learning outcome; The student independently chooses one of the activities proposed in the first lesson, and has the opportunity to independently propose an activity with which he wants to increase the number of points and, with the consent of the course holder, achieves them according to the criteria of the course. Points for the Challenge learning outcome are not distributed according to the learning outcomes, but the number achieved makes an additional number of points to the total number of points achieved according to the learning outcomes.

Before taking the final written exam, each student must meet the prescribed conditions, which primarily means that they have attended the % of classes determined by the Study Regulations and that they have received an electronically encrypted permission to take the exam.



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<i>1.9. Required reading and number of copies in relation to the number of students currently attending classes in the course</i>		
<i>Title</i>	<i>Number of copies</i>	<i>Number of students</i>
Internal materials – presentations	-	-
Buble, Marin: Business Leadership, 2011.	5* *students receive compulsory literature in permanent ownership	60
<i>1.10. Supplementary literature</i> <i>Nahavandi, A.: The Art and Science of Leadership; Prentice Hall; 2003</i>		
<i>1.11. Ways of quality monitoring that ensure the acquisition of output knowledge, skills and competencies</i>		
<ul style="list-style-type: none">• <i>processing and analysis of exam results,</i>• <i>conducting a survey among students,</i>• <i>evaluation and self-evaluation of teachers,</i>• <i>achieved results, level of understanding and knowledge during project development,</i>• <i>achieved results and level of knowledge presented during the preparation and defense of the final thesis (students who choose a graduate thesis in this course),</i>• <i>analysis of the report of the Head of the Quality Centre, and</i>• <i>Feedback from students who have already graduated on the usefulness of the content of this course in the performance of the work they do.</i>		