

**DESCRIPTION OF THE COLLEGE**

| <b>GENERAL INFORMATION</b>                |                                                         |                |
|-------------------------------------------|---------------------------------------------------------|----------------|
| <b>Course Holder</b>                      | Assoc. Prof. dr.sc. Natalia Tutek                       |                |
| <b>Name of the College</b>                | Management Techniques and Skills                        |                |
| <b>Study program</b>                      | Professional Graduate Study - Business Management - MBA |                |
| <b>Status of the College</b>              | Mandatory                                               |                |
| <b>Code</b>                               | MBA-TVV-18                                              |                |
| <b>Year</b>                               | Year 2                                                  |                |
| <b>Point value and method of teaching</b> | <b>ECTS Student Workload Coefficient</b>                | <b>7</b>       |
|                                           | <b>Number of hours (P+H+S)</b>                          | <b>42+14+0</b> |

| <b>DESCRIPTION OF THE COLLEGE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <p>1.1. <i>Objectives of the course</i></p> <p>The course offers students an overview of recent theoretical concepts and newer findings in the field of organizational behavior. It helps students to recognize and understand problems related to people in an organization, and helps them to choose theoretical concepts that correspond to these problems and to develop appropriate solutions, all with the aim of successfully leading organizations.</p>                                                                                           |
| <p>1.2. <i>Requirements for enrolment in the course</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>Enrolled in professional graduate study</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p>1.3. <i>Expected learning outcomes for the course</i></p> <p><b>Learning outcomes mean the knowledge, skills and competencies that the student has acquired by fulfilling obligations and passing exams in the subject of Leadership Techniques and Skills, which means that students are able to:</b></p> <p><b>I1 Distinguish between different understandings of leadership and examine leadership as a trait as opposed to leadership as a process.</b></p> <p><b>I2 Identify approaches to leadership based on skills, style, and traits.</b></p> |

- 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 an example from practice and evaluate its effectiveness.
- I5** Examine the role of gender in leadership and verify 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. *The content of the course*

| 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    | 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 BEHAVIOR OF A LEADER  | 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 FEMALE AND MALE LEADERS | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | I5                                                                                                                                                                                                                               |
| THE HARMONY OF LEADERSHIP        | 12 | ORGANIZATIONAL CULTURE                         | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | I6                                                                                                                                                                                                                               |
|                                  | 12 | SOURCES OF MOTIVATION                          | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | I6                                                                                                                                                                                                                               |
|                                  | 13 | THE HARMONY OF LEADERSHIP                      | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | I6                                                                                                                                                                                                                               |
| 1.5. Types of teaching (put X)   |    |                                                | <input checked="" type="checkbox"/> Lectures<br><input type="checkbox"/> Seminars and workshops<br><input checked="" type="checkbox"/> Exercises<br><input type="checkbox"/> Distance education<br><input type="checkbox"/> Field Teaching                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <input checked="" type="checkbox"/> Independent tasks<br><input type="checkbox"/> Multimedia & Network<br><input type="checkbox"/> Laboratory<br><input type="checkbox"/> mentoring work<br><input type="checkbox"/> other _____ |
| 1.6. Obligations of students     |    |                                                | <p>Student obligations are prescribed in detail by the Statute, the Study Regulations and the Instructions on Student Obligations. The key obligations of students are:</p> <p><b>ATTENDANCE AT CLASSES:</b> 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 commitments are;</p> <ul style="list-style-type: none"> <li>• Full-time students must attend at least 70% of the total number of classes to be eligible to sign.</li> <li>• Part-time students need to attend at least 50% of the total number of teaching hours to be eligible to sign.</li> </ul> <p><b>EXAM:</b> 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.</p> <p><b>*FINAL EXAM</b> – a student who has not met the conditions for passing the exam during the continuous examination (has achieved a total of at least 54 points in the course and met the lower point threshold for the acquisition of each learning outcome, i.e. at least 50% of the points of each learning outcome), may take the learning outcomes of the course at the final exam.</p> |                                                                                                                                                                                                                                  |

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

*1.7. Monitoring of student work (add X with the appropriate form of monitoring)*

|              |   |                                    |  |            |  |                   |  |
|--------------|---|------------------------------------|--|------------|--|-------------------|--|
| Attendance   | x | Teaching activity                  |  | Term paper |  | Experimental work |  |
| Written exam | x | Oral exam                          |  | Essay      |  | Research          |  |
| Design       | x | Continuous assessment of knowledge |  | Paper      |  | Practical work    |  |
| Portfolio    |   |                                    |  |            |  |                   |  |

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

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

*The linking of learning outcomes, teaching methods and assessment of learning outcomes is performed as follows:*

|    | Attendance | Written exam | Design | Practical work | Total |
|----|------------|--------------|--------|----------------|-------|
| I1 |            | 16           |        |                | 16    |
| I2 |            | 16           |        |                | 16    |
| I3 |            | 16           |        |                | 16    |

|  |                   |   |    |    |  |     |  |
|--|-------------------|---|----|----|--|-----|--|
|  | 14                |   |    | 16 |  | 16  |  |
|  | 15                |   |    | 16 |  | 16  |  |
|  | 16                |   |    | 16 |  | 16  |  |
|  | OUT OF<br>THE BOX | 4 |    |    |  | 4   |  |
|  | TOTAL             | 4 | 48 | 48 |  | 100 |  |

| FORMS OF TRACKING | NAME OF LEARNING OUTCOMES                                                                                                                                                                 | TEACHING METHOD | METHOD OF ASSESSMENT KNOWLEDGE                                                                                                           | Maximum number of rating points |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| Written exam      | <b>OUTCOME 1</b><br>Distinguish between different understandings of leadership and examine leadership as a trait as opposed to leadership as a process.                                   | Lecture         | Exam in the form of an essay on a given topic: essay-type questions are used to check the adoption of theoretical concepts of leadership | 64                              |
|                   |                                                                                                                                                                                           | Discussion      |                                                                                                                                          |                                 |
|                   |                                                                                                                                                                                           | Open questions  |                                                                                                                                          |                                 |
|                   | <b>OUTCOME 2</b><br>Identify approaches to leadership based on skills, style, and traits.                                                                                                 | Lecture         |                                                                                                                                          |                                 |
|                   |                                                                                                                                                                                           | Discussion      |                                                                                                                                          |                                 |
|                   |                                                                                                                                                                                           | Open questions  |                                                                                                                                          |                                 |
|                   | <b>OUTCOME 3</b><br>Analyze leadership styles and, based on the analysis, evaluate the differences and similarities of the situational approach and the theory of coordinated leadership. | Lecture         |                                                                                                                                          |                                 |
|                   |                                                                                                                                                                                           | Discussion      |                                                                                                                                          |                                 |
|                   |                                                                                                                                                                                           | Open questions  |                                                                                                                                          |                                 |
| Design            | <b>OUTCOME 4</b><br>Choose an appropriate leadership theory based on an example from practice and evaluate its                                                                            | Discussion      |                                                                                                                                          |                                 |
|                   |                                                                                                                                                                                           | Open questions  |                                                                                                                                          |                                 |

|                     |  |                                                                                                                                                         |                                  |                                                                                                       |            |
|---------------------|--|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------------------------------------------------------------------------------------------------|------------|
|                     |  | <i>effectiveness.</i>                                                                                                                                   |                                  |                                                                                                       |            |
|                     |  | <b>OUTCOME 5</b><br><i>Examine the role of gender in leadership and verify the existence of a glass ceiling in the company of choice.</i>               | <i>Discussion</i>                | <i>Individual project: the project tests the practical application of knowledge and understanding</i> | 16         |
|                     |  |                                                                                                                                                         | <i>Open questions</i>            |                                                                                                       |            |
| <i>Design</i>       |  | <b>OUTCOME 6</b><br><i>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 tests the practical application of knowledge and understanding</i> | 16         |
|                     |  |                                                                                                                                                         | <i>Open questions</i>            |                                                                                                       |            |
| <i>Attendance</i>   |  | <i>All outcomes</i>                                                                                                                                     | <i>Lectures and exercises</i>    | <i>Attendance records</i>                                                                             | 4          |
| <b>TOTAL POINTS</b> |  |                                                                                                                                                         |                                  |                                                                                                       | <b>100</b> |
|                     |  |                                                                                                                                                         |                                  |                                                                                                       |            |
|                     |  | <b>Type of student workload</b>                                                                                                                         | <b>Hours of student workload</b> | <b>ECTS credits</b>                                                                                   |            |
|                     |  | Attending face-to-face 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        |
| <b>TOTAL ECTS credits</b>                       | <b>210</b> | <b>7</b> |

**JUDGING:**

*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.*

*Grades are calculated based on the following distribution of points:*

| NUMBER OF POINTS | RATING           |
|------------------|------------------|
| 0,00 – 53,90     | Insufficient (1) |
| 54,00 – 64,90    | Sufficient (2)   |

|                |               |
|----------------|---------------|
| 65,00 – 79,90  | Good (3)      |
| 80,00 – 89,90  | Very Good (4) |
| 90.00 and more | Excellent (5) |

*The evaluation is carried out in a transparent manner by collecting points. The course is valued 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 by 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 subject. Points for the Challenge learning outcome are not distributed according to the learning outcomes, but the number achieved is 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.*

#### 1.9. Required literature and number of copies in relation to the number of students currently attending classes in the course

| Title                                    | Number of copies                                                         | Number of students |
|------------------------------------------|--------------------------------------------------------------------------|--------------------|
| Internal materials – presentations       | -                                                                        | -                  |
| Buble, Marin: Business Management, 2011. | 5*<br><br>*students receive compulsory literature in permanent ownership | 60                 |

#### 1.10. Supplementary literature

Nahavandi, A.: *The Art and Science of Leadership*; Prentice Hall; 2003

#### 1.11. Quality monitoring methods that ensure the acquisition of output knowledge, skills and competences

- *processing and analysis of exam results,*
- *conducting a survey among students,*
- *evaluation and self-evaluation of teachers,*
- *the results achieved, the level of understanding and knowledge during the project development,*
- *the achieved results and the level of knowledge presented during the preparation and defense of the final thesis (of students who choose the graduate thesis in this subject),*
- *analysis of the reports of the head of the quality center, and*
- *Feedback from students who have already graduated about the usefulness of the content of this course in the performance of the tasks they are engaged in.*