

Subject card

Subject name and code	Organisational Leadership, PG_00187233						
Field of study	International Business						
Date of commencement of studies	October 2026		Academic year of realisation of subject		2027/2028		
Education level	Master's studies		Subject group		Obligatory subject group in the field of study Subject group related to scientific research in the field of study		
Mode of study	full-time studies		Mode of delivery		at the university		
Year of study	2		Language of instruction		English		
Semester of study	4		ECTS credits		3.0		
Learning profile	academic		Assessment form		credit		
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	0.0	30.0	0.0	30.0	0.0	60
	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	60		0.0		15.0	75
Subject objectives	The aim of the course is to deepen students' knowledge of contemporary theories, concepts and challenges of organisational leadership and to develop their ability to analyse leadership processes, people management and team functioning in organisations operating in an international environment, as well as to identify and address organisational challenges and formulate recommendations related to management and leadership practices.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[IBMU2_U08] can independently plan and pursue lifelong professional development and support the development of others, particularly in conditions of dynamic changes in the international environment.	The student is able to analyse challenges related to leadership and people management, formulate recommendations supporting employee development, and design solutions that foster effective organisational performance in conditions of change and workforce diversity.	[SU2] presentation/project/paper/report [SU8] observation of student's independent or team work
	[IBMU2_W09] knows and understands strategies and management models of enterprises operating in the international environment.	The student has an advanced understanding of the impact of cultural, social and organisational factors on leadership processes, communication, diversity management and team functioning in an international environment, as well as the significance of selected leadership concepts and models for contemporary organisations.	[SW4] test/exam - oral or written [SW5] implementation of a problem task
	[IBMU2_K04] is ready to assume leadership roles and share responsibility for the implementation of complex projects in an international environment.	The student is prepared to assume leadership roles and collaborate in project teams, taking responsibility for assigned tasks, preparing recommendations, and taking into account the principles of diversity and inclusion when addressing organisational challenges. The student demonstrates responsibility for the quality and timely completion of team project tasks.	[SK4] test/exam - oral or written [SK8] observation of student's independent or team work
	[IBMU2_W08] knows and understands the areas of operation of a modern enterprise in the international environment as well as the determinants of its activity.	The student understands the role of leaders and leadership processes in different types of contemporary organisations operating in an international environment. The student understands the impact of leadership on employee behaviour, team functioning and organisational effectiveness, as well as the challenges arising from globalisation, technological development and new forms of work.	[SW4] test/exam - oral or written [SW5] implementation of a problem task

Subject contents	Exploring key concepts and contemporary challenges in organizational leadership through discussion and case study analysis. Examining definitions of organizations and managerial roles, and critically evaluating the development of leadership theories from classical approaches to human relations perspectives - workshop with literature. Applying behavioural leadership theories to organizational situations and discussing the effectiveness of different leadership styles in diverse contexts. Comparing major leadership theories and discussing their strengths, limitations, and practical implications for profit and non-profit organizations - analysis of examples. Evaluating the contribution of leadership traits and skills to leadership effectiveness, including personality, intelligence, determination, and integrity. Assessing emotional intelligence and leadership competencies, and discussing the role of communication in effective leadership. Analysing sources of power and influence in organizations and applying influence tactics to leadership scenarios. Trust and control in organizations: discussing their role in leadership, team performance, and organizational effectiveness - evidence from leaders interviews. Managing teams: team dynamics, team-building processes, and characteristics of high-performing teams. Attribution processes in leadership and their influence on leader–follower relationships and managerial decision-making. Developing effective communication strategies: identifying barriers to communication, practising feedback delivery, and addressing workplace microaggressions. Leadership challenges: stress, burnout, and networking as factors influencing leadership effectiveness and career development. Assessing personal leadership potential and developing competencies related to self-management, critical thinking, problem solving, decision making, and time management. Managing organizational change and conflict: exploring leadership strategies that support employee engagement and successful change implementation. Ethical leadership, corporate social responsibility, diversity, and generational differences in contemporary organizations.		
	Students also conduct a project in small teams. Project title: Neurodiversity as an Organizational Resource		
	The project will include four stages: Recruitment Analysis – examining whether neurodiversity is considered in recruitment advertisements within a selected sector or occupational group. Recruitment Process Evaluation – analysing how traditional recruitment and selection practices may affect the opportunities of neurodivergent candidates. Evidence Review – reviewing academic literature, international reports, and examples of good practices related to neurodiversity and inclusive employment. Recommendations – students are providing recommendations for organizations, recruitment practices, managers, and the selected sector to better support neurodivergent employees and candidates.		
	Project assumptions and progress are discussed with the instructor during dedicated project sessions and individual consultations. Project sessions are included in the course schedule, while consultation dates and locations are published on the University of Gdańsk website. The project findings will be presented and discussed with lecturers.		
Prerequisites and co-requisites	Prerequisites: General knowledge of human behavior in organizations, the ability to solve problems creatively, and critical thinking skills. The final grade for the course can be awarded only after receiving a passing grade on all components of the course as specified in the syllabus (seminars and project). Passing each component is a prerequisite for passing the course.		
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	Project	51.0%	30.0%
	Solving problem tasks	51.0%	30.0%
	Written assessment - test and open questions	51.0%	40.0%
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	
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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