



Subject card

Subject name and code	Leadership and teamwork , PG_00070232						
Field of study	Leadership and teamwork						
Date of commencement of studies	October 2023		Academic year of realisation of subject			2025/2026	
Education level	first-cycle studies		Subject group			Optional subject group 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	3		Language of instruction			Polish	
Semester of study	6		ECTS credits			4.0	
Learning profile	general academic profile		Assessment form			assessment	
Conducting unit	Department of Management Engineering and Quality -> Faculty of Management and Economics -> Faculties of Gdańsk University of Technology						
Name and surname of lecturer (lecturers)	Subject supervisor		dr inż. Ewa Marjańska				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	45.0	0.0	0.0	0.0	0.0	45
	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	45		10.0		45.0	100
Subject objectives	The aim of the course is to prepare students for effectively fulfilling the roles of team leader and team member by developing skills in leadership, motivation, and collaboration, based on knowledge from the social sciences and humanities, as well as shaping attitudes of responsibility, reflexivity, and ethics in the context of teamwork within an organizational environment.						
Learning outcomes	Course outcome		Subject outcome			Method of verification	
	[K6_W04] demonstrates creative and entrepreneurial activity in identifying and solving innovative ideas		The student knows and understands the principles of creative and entrepreneurial action in the context of identifying challenges in teamwork and formulating innovative solutions related to team functioning and leadership behaviours.			[SW1] Ocena wiedzy faktograficznej	
	[K6_K03] demonstrates the ability to think critically and analytically and integrates knowledge from many disciplines in order to make effective decisions		The student is ready to think critically and analytically about leadership and team actions, particularly through participation in reflection, case analysis and self-assessment, integrating knowledge from multiple areas to make responsible team-related decisions.			[SK2] Ocena postępów pracy	

Subject contents	Course content – lecture 1. Leadership in the BANI World complexity, fragility and leader responsibility 2. The evolution of leadership theories from traits to relationships and meaning 3. Paradoxes of leadership the art of balancing opposites 4. Team dynamics from chaos to synergy 5. Trust as the foundation of collaboration The five dysfunctions of teamwork diagnosis and countermeasures 6. Team communication between rationality and emotions 7. Constructive conflict the energy of diversity 8. Motivation and engagement in teamwork 9. The leader as facilitator leadership in the spirit of Lean Thinking 10. Situational and adaptive leadership flexibility in action 11. Ethical and authentic leadership from values to decisions 12. Organizational culture and leadership in times of change 13. Diversity of thinking and action styles in teams (the FRIS model) 14. Self-evaluation of leadership style an individual leadership pathway 15. Reflection and leader development leadership as a journey, not a role		
Prerequisites and co-requisites			
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	test	60.0%	40.0%
	leadership autoevaluation	60.0%	20.0%
	individual leader's scenario	60.0%	40.0%
Recommended reading	Basic literature		
		Kouzes, J. M., & Posner, B. Z. (2018). <i>The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations</i>. Wiley. Northouse, P. G. (2022). <i>Leadership: Theory and Practice</i>. Sage Publications.	

	Supplementary literature	Elmore, T. (2021). <i>The Eight Paradoxes of Great Leadership</i>. HarperCollins Leadership. Czerska, J. (2019). <i>Doskonalenie strumienia wartości. Lean Management w praktyce</i>. Lean Enterprise Institute Polska. Heifetz, R. A., & Linsky, M. (2017). <i>Leadership on the Line: Staying Alive Through the Dangers of Change</i>. Harvard Business Review Press. Pink, D. H. (2011). <i>Drive: The Surprising Truth About What Motivates Us</i>. Riverhead Books. Schein, E. H., & Schein, P. A. (2018). <i>Organizational Culture and Leadership</i>. Wiley.
	eResources addresses	
Example issues/ example questions/ tasks being completed	How a leader influences a culture of collaboration; The role of leadership in overcoming resistance to change; Principles of Lean Leadership: Gemba, Kaizen, empowerment; The leaders role in improving processes and developing people	
Practical activities within the subject	Not applicable	

Document generated electronically. Does not require a seal or signature.