



Subject card

Subject name and code	LEADERSHIP AND TEAMWORK, PG_00070271						
Field of study	PRZYWÓDZTWO I PRACA ZESPOŁOWA						
Date of commencement of studies	October 2025		Academic year of realisation of subject		2025/2026		
Education level	second-cycle studies		Subject group		Optional subject group Subject group related to scientific research in the field of study		
Mode of study	Part-time studies		Mode of delivery		at the university		
Year of study	1		Language of instruction		Polish		
Semester of study	2		ECTS credits		3.0		
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	8.0	16.0	0.0	0.0	0.0	24
	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	24		4.0		47.0	75
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		
	[K7_W05] takes into account in the analyzes in an in-depth way both the economic, legal and ethical context, being aware of the responsibility for the consequences of its decisions		The student knows and understands the economic, legal, and ethical context of team-based and leadership decisions, in the context of analysing team-work situations and assessing a leader's responsibility for the consequences of actions taken.		[SW1] Ocena wiedzy faktograficznej		
	[K7_U04] prepares and presents convincing, professional presentations of the results of its activities, with their in-depth interpretation		he student is able to prepare and deliver a persuasive and professional presentation of analyses concerning team functioning and leadership roles, applying techniques of interpretation, visualisation, and justification of decisions based on reliable data and the organisational context.		[SU1] Ocena realizacji zadania		

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**

Course content – exercises

1. **Mapping the BANI World in Team Practice**
Analyzing real team situations in terms of fragility, unpredictability and complexity.
2. **From Traits to Relationships Who Is a Leader Today?**
Diagnosing personal beliefs about leadership and confronting them with modern theories.
3. **A Paradox in Action: Stability vs. Change**
A decision-making simulation requiring the leader to balance conflicting expectations.
4. **A Team in Chaos Moving Toward Synergy**
Case study of a struggling team and designing an intervention plan.
5. **Diagnosing Trust Levels in a Team**
Working with the Five Dysfunctions model to identify barriers and create counterstrategies.
6. **Rational vs. Emotional Communication**
Analyzing communication styles and their impact on team climate (including role-play).
7. **Constructive Conflict Team Debate Training**
Practicing negotiation and solution-building based on diverse perspectives.

	8. Sources of Motivation and Engagement Creating a map of engagement drivers within a specific team context. 9. The Leader as Facilitator Guiding a short group process using Lean principles (e.g., improving a micro-process). 10. Situational Leadership in Action Matching leadership styles to different team scenarios. 11. Ethical Dilemmas of a Leader Analyzing tough decisions and evaluating their consequences through the lens of values. 12. Organizational Culture and Change Conducting a mini-audit of culture to identify barriers and enablers of change. 13. Thinking Style Diversity with the FRIS Model Designing team roles and tasks based on cognitive styles. 14. Self-Evaluation of Leadership Style Creating a personal map of strengths and development areas. 15. Individual Leadership Development Pathway Building a personal Leadership Roadmap.		
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 activites within the subject	Not applicable	

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