GDAŃSK UNIVERSITY OF TECHNOLOGY

Subject card

Subject name and code	Leadership and teamwork, PG_00073965		
Field of study	Management		
Date of commencement of studies	October 2024	Academic year of realisation of subject	2026/2027
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	English
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] Assessment of factual knowledge
[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] Assessment of progress of work

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
leadership autoevaluation	60.0%	20.0%
test	60.0%	40.0%
individual leader's scenario	60.0%	40.0%

Recommended reading	Basic literature	**Kouzes, J. M., & Posner, B. Z. (2018).** ***The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations.*** Wiley. **Northouse, P. G. (2022).** ***Leadership: Theory and Practice.*** Sage Publications.

	Supplementary literature	**Elmore, T. (2021).** ***The Eight Paradoxes of Great Leadership.*** HarperCollins Leadership. **Czerska, J. (2019).** ***Doskonalenie strumienia wartości. Lean Management w praktyce.*** Lean Enterprise Institute Polska. **Heifetz, R. A., & Linsky, M. (2017).** ***Leadership on the Line: Staying Alive Through the Dangers of Change.*** Harvard Business Review Press. **Pink, D. H. (2011).** ***Drive: The Surprising Truth About What Motivates Us.*** Riverhead Books. **Schein, E. H., & Schein, P. A. (2018).** ***Organizational Culture and Leadership.*** 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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