

## ITEM CARD

Annex No. 1 to Regulation No. 3/07/2020  
of 13 July 2020 *on the model card*  
*subject at the Higher School of Management*  
*in Warsaw*

I. GENERAL BASIC INFORMATION ABOUT THE SUBJECT (MODULE)										
<b>LEADERSHIP</b>										
<b>Name of the organizational unit leading the course:</b>				Faculty of Management and Technical Sciences						
<b>Name of the field of study, level of education:</b>				Management II cycle						
<b>Learning profile:</b>				General academic						
<b>Name of the specialty:</b>				Directional						
<b>Type of learning module:</b>				Primary						
<b>Year/Semester:</b>				Year II semester 3						
<b>Person coordinating the subject:</b>										
<b>Prerequisites (resulting from the succession of items):</b>				Knowledge, skills and competences acquired as a result of teaching related subjects at second-cycle studies						
II. FORMS OF CLASSES AND NUMBER OF HOURS										
	Lecture	Exercise	Seminar	Laboratory	Workshop	Project	Seminar	Consultation	Exam/Passing	Total hours
Full-time studies	15	15								30
Part-time studies	12	12								24
III. METHODS OF TEACHING ACTIVITIES										
<b>Forms of classes</b>			<b>Didactic methods</b>							
<b>Lecture</b>			Multimedia presentations, discussions, brainstorming, case-study, problem methods, work with literature.							
<b>Exercises / workshops / project</b>			Exercises assuming hypothetical-deductive thinking of listeners, work with the text and tests carried out in class.							
IV. OBJECTIVE LEARNING OUTCOMES IN RELATION TO THE LEARNING OUTCOMES FOR THE FIELD OF STUDY										
<b>Lp.</b>	<b>Description of the learning outcomes in question</b>								<b>Directional effect reference</b>	
<b>Knowledge: A graduate of second-cycle studies knows and understands:</b>										
1.	Knows the qualities of leadership to a deeper degree								Z02_W01 P7S_WG	
2.	The student knows and understands in depth the role of leadership in management, its types and main paradigms and the most important theoretical models of leadership styles								Z02_W07 P7S_WG	
3.	Knows in depth the concepts of leadership and their impact on shaping employee behavior and building their trust and loyalty								Z02_W11 P7S_WG P7S_WK	
4.	Knows in the extended scope issues of leadership and key competences of managers, functions, roles, tasks, impact on the innovativeness of the								Z02_W15	

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	organization and creating human capital, building trust and loyalty of employees	P7S_WG P7S_WK
<b>Skills: A graduate of second-cycle studies can:</b>		
1.	The student is able to characterize the main paradigms of leadership, indicate the opportunities and conditions associated with them	Z02_U01 P7S_UW
2.	Use the law in the field of business activity to justify specific actions and decisions and interpret the content of modern business theories using the terminology of management sciences at an extended level.	Z02_U06 P7S_UW
3.	Participate constructively in organisational decision-making processes at all levels of management and take on a leadership role.	Z02_U09 P7S_UW P7S_UK P7S_UO
<b>SOCIAL COMPETENCES: A graduate of second-cycle studies is ready to:</b>		
1.	He is ready to organize the work of a small group and conduct discussions. He is ready to work in a team, taking on various roles and functions m.in leader, leader	Z02_K08 P7S_KO
2.	He is ready to behave in a professional and ethical manner and to modify irregularities occurring in attitudes in the workplace – his own and others.	Z02_K09 P7S_KR P7S_KK
<b>V. CURRICULAR CONTENT (LEARNING)</b>		
Lp.	Lecture:	Reference to the learning outcomes in question
1.	Introduction to the subject: - definitions characterizing the subject of the subject, - Defining the lazy requirements and grading rules.	Z02_W01 Z02_U01
2.	- The modern world as a context for leaders' actions. - Perspectives, assumptions, models, concepts.	Z02_W07 Z02_W11 Z02_U06
3.	- Leadership paradigms . - Typologies of conduction styles. - Types and styles of leadership. - The nature of leadership	Z02_W01 Z02_U01 Z02_K09
4.	- Social research. - Leadership in opinions: stereotypes and simplifications. - Constructivism, dialogue, empathy.	Z02_W01 Z02_W11 Z02_U09 Z02_K09
5.	- Leadership and the learning community. - Learning and development.	Z02_W07 Z02_W15 Z02_U06

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	- The five disciplines of the learning organization. - Strategic thinking.	Z02_K09
6.	Summary and preparation for the final project: - a summary of the most important issues of the subject, - discussion of the concept of the final design.	Z02_W10 Z02_K08
<b>Lp.</b>	<b>Exercises/workshops/project:</b>	<b>Reference to the learning outcomes in question</b>
1.	- Team building. - Organizational culture supporting teams.	Z02_W11 Z02_K03 Z02_K08
2.	- Vision, values and ethics of leadership.	Z02_W11 Z02_K09
3.	- Why do even the best ideas fail? - Mainstream stereotypes and theories. - Strengths. - Failure factors and abnormal tendencies.	Z02_W01 Z02_W11 Z02_K08
4.	- Features and competencies of an effective leader.	Z02_W11 Z02_U09 Z02_K08
5.	- Communication.	Z02_W07 Z02_U01 Z02_U06 Z02_U09
6.	- Leadership as a conversation.	Z02_W15 Z02_U06 Z02_K08 Z02_K09

### VI. METHODS OF ASSESSMENT OF LEARNING OUTCOMES

Learning outcomes	Verification method	Form of classes in which EUS is verified (Learning outcome)
<b>Knowledge:</b>		
Z02_W01 Z02_W07 Z02_W11 Z02_W15	Essay (written paper), multiple-choice test, discussion activity, appraisal interview.	Lecture + exercises
<b>Abilities:</b>		
Z02_U01 Z02_U06 Z02_U09	Essay (written paper), multiple-choice test, discussion activity, appraisal interview.	Lecture + exercises

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Social competences:				
Z02_K08 Z02_K09	Essay (written paper), multiple-choice test, discussion activity, appraisal interview.		Lecture + exercises	
VII. CRITERIA FOR ASSESSING ACHIEVED LEARNING OUTCOMES				
Learning outcomes	Unsatisfactory assessment The student does not know and does not understand/cannot/is not ready:	Grade range 3.0-3.5 The student knows and understands / can / is ready:	Grade range 4.0-4.5 The student knows and understands / can / is ready:	Very good rating The student knows and understands / can / is ready:
For each of the learning outcomes identified for the Knowledge, Skills and Competences module	The student obtains less than 50% max. number of points	For each of the learning outcomes identified for the Knowledge, Skills and Competences module	The student obtains less than 50% max. number of points	For each of the learning outcomes, an ego is definedfor the module in knowledge, skills and competences
VIII. STUDENT'S WORKLOAD – NUMBER OF HOURS AND BALANCE OF ECTS CREDITS				
Type of activity ECTS		Student load		
		Studies Stationary	Part-time studies	
Participation in didactic activities (lectures, exercises, tutorials, project, laboratories, workshops, seminars) – SUM of hours – from point II		30	24	
Exam/Passing		2	2	
Participation in the consultation		1	1	
Project / Essay		10	11	
Independent preparation for didactic classes		3	6	
Preparing to pass a teaching class		4	6	
Total student workload (25h = 1 ECTS) TOTAL hours/ECTS		2 ECTS credits/ 50 h	2 ECTS credits/ 50 h	
Student load in classes in direct contact with the teacher		30	24	
Student load in practical classes		20	26	
Student load in practical vocational preparation classes				
Student load in research preparation classes				
IX. LITERATURE AND OTHER DIDACTIC MATERIALS				
Basic literature: - Jo Owen, The Leadership Skills Handbook: 90 Essential Skills You Need to be a Leader, KoganPage 2017 -Henry Kissinger, Leadership: Six Studies in World Strategy Hardcover 2022 -Jocko Willink, Leadership Strategy and Tactics: Field Manual Hardcover 20201. - Northouse, P. G., Leadership: Theory and practice [7TH ed.]. Thousand Oaks, CA: Sage, 2016, - Komives, S., Lucas, N., & McMahon, T., Exploring leadership: For college students who want to				

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make a difference [3rd ed]. San Francisco, CA: Jossey-Bass, 2013.

### **Supplementary literature:**

- Komives, S. R., Lucas, N., & McMahon, T. R., Exploring leadership: For college students who want to make a difference (3rd Edition). San Francisco, CA: Jossey--Bass, 2013.
- Northouse, P. G., Introduction to Leadership: Concepts and Practice (3rd ed.) 2014.
- Schein, Edgar H. Organizational Culture and Leadership, Fourth Edition. San Francisco: Jossey-Bass, 2010
- "Leadership in the organization. Paradigms and case studies", G.Avery, Polskie Wydawnictwo Ekonomiczne, Warsaw 2009,
- "Reinventing leadership for the age of mass collaboration", B. Gobillot, E., Leadershift, Kogan Page, London and Philadelphia 2009,
- "Risk in strategic choices in enterprises", E. Urbanowska-Sojkin, Wyd. PWE, Warsaw 2013,
- "Project portfolio management", A. Kozarkiewicz, Wyd. PWN, Warsaw 2012,
- "Risk management", C. Pritchard, Wyd. MT&DC, Warsaw 2005.
- "Risk of strategic partnership of enterprises. Model approach", J. Światowiec-Szczepańska, Wyd. Poznan University of Economics, Poznan 2012,
- "Leadership of a higher degree", K. Blanchard, PWN, Warszawa 2007,
- "Management of the European project", M. Trotsky, B. Grucz, Wyd. PWE, Warsaw 2007,
- "Risk management in projects. Theory and Practice", C. Pritchard, Wyd. WIG-PRESS, Warsaw 2002.

### **Other teaching materials:**

- case studies, TED talks, support materials takenfrom the Internet.