Leadership & Team Management

Basic information

Field of study Renewable Energy and Energy Management	**Didactic cycle** 2021/2022
Speciality All	**Subject code** EiPEOZS.IIi1HS.6e3d8e83b6bf012b76360708cd96b53c.21
Department Faculty of Energy and Fuels	**Lecture languages** English
Study level Second-cycle (engineer) programme	**Mandatory** Obligatory
Study form Full-time studies	**Block** Humanities and Social Sciences Modules
Education profile General academic	**Subject related to scientific research** Yes

Subject coordinator	Ewa Beck-Krala , Katarzyna Klimkiewicz, Joanna Kulczycka
Lecturer	Ewa Beck-Krala , Katarzyna Klimkiewicz, Joanna Kulczycka

Period Semester 1	Examination Assessment **Activities and hours** Lecture: 15, Project classes: 45	Number of ECTS points 5.0

Goals

C1	Students get familiar with the concepts of leadership and teamwork and have the opportunity to practice it by taking part in a group project.
C2	Enhencing students ability to creative thinking, improve leadership skills and the ability to work in a team.
C3	Through the project provided in a form of blended learning students practice their reflective thinking, have ability to evaluate own- and team performance, share their thoughts with the lecturer and receive feedback.
C4	The course is also aimed at stressing the importance of leadership, teamwork and entrepreneurial behavior that are required in current workplaces.

Subject learning outcomes

Code	Outcomes in terms of	Directional learning outcomes	Examination methods
Knowledge – Student knows and understands:			
W1	how to classify and summarise leadership theories and approaches by comparing them and stating main ideas,	EOZ2A_W06	Participation in a discussion
W2	how to evaluate tools and procedures when planning, organizing and assessing teamwork.	EOZ2A_W06	Activity during classes, Involvement in teamwork
Skills – Student can:			
U1	select and design most effective tools and procedures of team management that will help to achieve specific goals,	EOZ2A_U08	Activity during classes, Report, Involvement in teamwork, Presentation
U2	develop the learning skills that are necessary in effective leadership,	EOZ2A_U09	Report, Presentation
U3	identify most effective motivational tools.	EOZ2A_U05	Report, Presentation
Social competences – Student is ready to:			
K1	develop ability to cooperate in a diverse team - sensitivity to diversity, communication skills as well negotiation skills,	EOZ2A_K02	Report, Involvement in teamwork, Presentation
K2	develop ability to think creatively, work in a team and be a leader.	EOZ2A_K02	Activity during classes, Report, Presentation

Programme content that ensure achieving learning outcomes for the module

The content of the programme includes lectures and project classes. The material covered includes: introduction to leadership and team management, various theoretical approaches toward effective leadership, importance of values in global leadership, development of leadership skills, team building and staffing and developing teams.

Calculation of ECTS points

Activity form	Average amount of hours* needed to complete each activity form
Lecture	15
Project classes	45
Preparation for classes	15
Realization of independently performed tasks	20
Preparation of project, presentation, essay, report	30
Student workload	**Hours** 125
Workload involving teacher	**Hours** 60

* hour means 45 minutes

Study content

No.	Course content	Subject learning outcomes	Activities
1.	Introduction to Leadership and Team Management	W1	Lecture
2.	Various theoretical approaches toward effective leadership: • Traits Approach • Behavioral - Skills Approach • Situational Approach – Leadership Styles • Theories of power - Transactional and Transformational leadership • Leadership in XXI Century	W1	Lecture
3.	Importance of values in global leadership: • value based leadership • approaches of responsible business	W1	Lecture
4.	Development of leadership skills: • Self-effectiveness • Emotional Intelligence	W2	Lecture, Project classes
5.	Team Building and Staffing : • The characteristic of an effective team • Team roles within a team • Diversity management – advantages and disadvantages of team diversity • Recruitment and selection of team members	W2, U1	Lecture, Project classes
6.	Developing Teams: • Phases of Team Development – Bruce Tuckman Model • Motivating and rewarding team members • Performance management • Counterproductive work behaviors	W1, U3	Lecture

7.	Developing self-effectiveness: • Understanding my own strengths and weaknesses • Setting goals according to the Smart (elements of time management) • Effective Communication (verbal and non-verbal) in managing teams • Assertiveness as an important attitude in teamwork • Feedback as an important managerial tool	U2, K1	Project classes
8.	Team Building and management workshop: • How to build a team? • Important team roles within an effective team - Knowing my most often chosen role in a team - my strengths and weaknesses as a team member • Effective communication within a team • Leadership styles - What is my leadership style? • Motivating and assessing work within a team	U2, K2	Project classes
9.	Team formation and development for different sources of energy	U1, K1	Project classes
10.	Workshop on creativity and entrepreneurial thinking	U2, K2	Project classes
11.	Working on project task, developed with design thinking method: • identifying team competences • generating creative ideas • gathering insights and emphatizing • exercising presentation skills • providing team evaluations	U2, K1, K2	Project classes

Course advanced

Teaching methods:

Lectures, Multimedia presentation, Discussion, E-learning, Case study, Group work method, Design thinking, Brainstorming, Mind mapping, Concept mapping, Peer assessment

Activities	Examination methods	Credit conditions
Lecture	Participation in a discussion, Involvement in teamwork	Completion of the course is obtained on the basis of active participation in a discussion

Activities	Examination methods	Credit conditions
Project classes	Activity during classes, Report, Involvement in teamwork, Presentation	Completion of the course is obtained on the basis of attendance and active participation as well as submission report from the project and presentation of the project.

Requirements and method of completing particular forms of classes

Students should come to class having done all the tasks and be prepared to actively participate. They should provide all the required individual assignements as well as group work (project).

Method of calculating the final grade

The final grade (FG) is determined on the basis of AGH regulations regarding assessment thresholds and using the following equation:
FG = 0,5*I + 0,5*P
I - grade from Individual engagement (class discussion/participation),
P - grade from group project and presentation.
Students should come to class having done all the tasks and be prepared to actively participate.

The final grade is determined to two decimal places without rounding, in accordance with the following rule depending on the numerical value: 1) from 3.00 verbal rating: sufficient (3.0) 2) from 3.21 verbal mark: plus sufficient (3.5) 3) from 3.71 verbal mark: good (4.0) 4) from 4.21 verbal mark: plus good (4.5) 5) from 4.71 verbal mark: very good (5.0).

Grades show the student's ability of leadership (in reference to EIT OLO 7), i.e. student:
5,0 - has a clear and deep understanding of leadership theories, knows how the leadership practice could be applied and can select and design most effective tools and procedures of team management ,
4,5 - has a good understanding of leadership theories, knows how the leadership practice could be applied and can select tools and procedures of team management,
4,0 - shows moderate understanding of leadership theories, show awareness of how the leadership practice could be applied and can give examples of tools and procedures of team management,
3,5 - shows awareness of leadership theories and can give examples of tools and procedures of team management,
3,0 - shows limited awareness of leadership theories, tools and procedures of team management,
2,0 - no evidence of the Learinig Outcomes shown.

Method and procedure for compensating for missed coursework resulting from student absence from classes

Student, who couldn't attend the class is obliged to get the information on what was done during the class and what are the assignments students should complete, prepare before next class. The assignments will be avilable on online platform.

Entry requirements

No requirements

Attendance requirements for particular classes, with indication whether student attendance is compulsory

Lectures:
– Attendance is not mandatory.
– Participation rules in classes: Students participate in the classes learn the content according to the course syllabus. Students should constantly ask questions and explain doubts. Audiovisual recording of the lecture requires the teacher's consent.
Project classes:
– Attendance is mandatory
– Participation rules in classes: Students are obliged to come prepared to the class, read all the required materials indicated each time by the teacher, upload the required tasks. The student's work assessment can be based on oral or written statements in the form of a report from conducted project and presentation, which according to the AGH study regulations translates into a final grade in this form of classes.

Literature

Obligatory

1. Covey S., The seven habits of highly effective people, Powerful lessons in personal change, Simon&Schuster, USA Steve Mandel, Effective presentation skills, Crisp Publications, Ca, 1993
2. Fox S., Spector P., Counterproductive work behaviors. Investigation of actors and targets. Washington, DC, US: American Psychological Association, 2005.
3. Jackson, Susan E., et al. Managing Human Resources for Environmental Sustainability, John Wiley & Sons, Incorporated, 2012. ProQuest Ebook Central
4. Knights, J. Transpersonal Leadership Series: White Paper One How to Develop Ethical Leaders, Routledge, https://www.routledge.com/rsc/downloads/Transpersonal_Leadership_WP1.pdf

Optional

1. Pinnow, Daniel F., Leadership -What Really Matters. A Handbook on Systemic Leadership. Springer 2011
2. Ancona, G. Deborah, and David F. Caldwell. "Bridging the Boundary: External Activity and Performance in Organizational Teams." Administrative Science Quarterly 37, no. 4 (1992): 634-661.

Research and publications

Publications

1. Beck-Krala E., Masłyk T., Preferencje pracowników dotyczące wartości w pracy i wynagradzania na podstawie badań empirycznych, [w:] Sukces w zarządzaniu kadrami. Różnorodność w zarządzaniu kapitałem ludzkim – podejścia, metody, narzędzia pod red. M stor i T. Listwana, Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu, Wyd. UE we Wrocławiu , 2014, nr 349, s. 33-44, ISSN 1899-3192
2. Klimkiewicz K. (2016) Budowanie zaangażowania – czyli o wykorzystaniu platformy Moodle w kształtowaniu kompetencji społecznych studentów — Building commitment – using Moodle in developing social skills of students. "E-mentor" nr 2, s. 4–12, ISSN 1731-6758.
3. Klimkiewicz K, Nowak J.G. (2016) The sustainable supply chain management as the challenge for global leadership, "Journal of Reverse Logistics", no. 1/2, s. 78–82. ISSN 2083-6422
4. Beck-Krala (2020) Counterproductive work behaviors. Encyclopedia of sustainable management, eds. Samuel Idowu, [et al.], Cham : Springer Nature Switzerland
5. M Smol, J Kulczycka (2019) Towards innovations development in the European raw material sector by evolution of the knowledge triangle, Resources Policy 62
6. E Pędziwiatr, A Czaplicka-Kotas, J Kulczycka (2018) Social responsibility activities of higher education institutions–good practices Ekonomia Społeczna/Social Economy, 45-56

Directional learning outcomes

Code	Content
EOZ2A_K02	Is aware of responsibility for the tasks performed, is willing to think and act in an entrepreneurial and professional manner, is aware of compliance with the principles of professional ethics and the cultivation and dissemination of appropriate practices, as well as initiation of actions for the benefit of the social community and public interest, including the rational use of energy and provision of the national energy security.
EOZ2A_U05	Is able to carry out critical, from the technical, economic, environmental and social point of view - analysis of the functioning of any element of the energy system and develop a project of improvement in the construction and operation of renewable and classic energy equipment and installations.
EOZ2A_U08	Is able to lead a team dedicated to solving energy-related technical problems using a variety of technical and IT tools and resources.
EOZ2A_U09	Is able to plan self-learning using various forms of information acquisition, including professional publications (also in a foreign language) and to conduct self-learning by criticall analysis of the information acquired.
EOZ2A_W06	Knows and understands the general principles for developing individual entrepreneurship, including: principles of business plan development and business management, economics and management in the energy sector and environmental protection.