

WSB University				
Field of study: Management				
Course: Challenges of the modern leadership				
Educational profile: general				
Education level: II -cycle studies				
Number of hours per semester	1		2	
	I	II	III	IV
Full-time studies (L/C/lab/pr/e)			12	
Part-time studies (L/C/lab/pr/e)				
CLASS LANGUAGE	English			
LECTURER	Dr Ioana Manea			
FORM	classes			
COURSE OBJECTIVES	The course aims to deepen students' understanding of modern leadership dynamics, focusing on responsible leadership, strategic innovation, and ethical practices. It provides theoretical knowledge and practical tools to address leadership challenges in rapidly changing business environments. Students will learn to combine innovation, ethics, and sustainability principles to create value-driven, forward-looking leadership strategies.			
Reference to learning outcomes - Field-related learning outcome EFMD	Description of learning outcomes			
	Description of learning outcomes	Teaching and learning methods		Verification of learning outcomes
Knowledge				
Business Management Concepts and Challenges L02	Students understand and critically evaluates various leadership theories and styles, including transformational, transactional, and situational leadership, recognizing their applicability and effectiveness in different organizational contexts and scenarios.	Teaching methods: Multimedia presentations Problems questions		Project presentation
	Students understand the influence of macro and micro-environmental factors on leadership decisions. They recognize the implications of globalization, digital transformation, and socio-political forces on leadership approaches.	Learning methods: Self-study		
Responsible Leadership and Decision-making	Students recognise the principles, values, and ethical frameworks underlying responsible leadership. They understand the role of responsible	Teaching methods: Multimedia presentations Problems questions		Project presentation

LO11 LO12	leadership in enhancing organizational sustainability and stakeholder trust. Students recognize best practices and challenges in implementing responsible leadership within modern enterprises. They assess the balance between profitability, social responsibility, and ethical considerations.	Learning methods: Self-study	
Innovations and Change Management LO13	Students know and understand tools and methodologies for diagnosing organizational needs and opportunities for innovation. They identify factors influencing innovation-driven strategies and their alignment with leadership responsibilities.	Teaching methods: Multimedia presentations Problems questions Learning methods: Self-study	Project presentation
Ethics and Sustainability LO20	Students know and understand how ethical decision-making and the UN SDGs can guide sustainable leadership and corporate strategies. They understand the role of corporate governance in advancing sustainability goals.	Teaching methods: Multimedia presentations Problems questions Learning methods: Self-study	Project presentation
Skills & Attitudes			
Business Management Concepts and Challenges LO2	Students demonstrate the ability to analyze real-world cases and adapt business concepts to fit diverse organizational and cultural contexts. They demonstrate flexibility and strategic thinking when facing uncertain and dynamic business environments.	Teaching methods: Presentations, discussion, Multicultural education using examples from different cultures Learning methods: Project-based learning,	Project presentation and discussion
Responsible Leadership and Decision-making LO11 LO12	Students are able to develop a personal leadership philosophy rooted in ethical principles and social responsibility. They possess ability to exhibit self-awareness and empathy when addressing stakeholder needs. Students are able to design leadership strategies that align with corporate social responsibility (CSR) and sustainability practices. They display decision-making skills that prioritize long-term societal value over short-term gains.		

Innovations and Change Management LO13	Students are capable of conducting strategic diagnostics to identify innovative opportunities within an organization and proposing actionable innovation strategies using analytical and problem-solving techniques.	Teaching methods: Presentations, discussion, Multicultural education using examples from different cultures Learning methods: Project-based learning,	Project presentation and discussion
Ethics and Sustainability LO20	Students develop strategies for integrating SDGs into corporate decision-making processes advocating for ethical and sustainable business practices in diverse leadership contexts.	Teaching methods: Presentations, discussion, Multicultural education using examples from different cultures Learning methods: Project-based learning,	Project presentation and discussion
Full- time Participation in lectures = Participation in classes = 12 Preparation to classes = 10 Preparation to lectures = Preparation to an examination = 6 Project tasks = e-learning = Credit/examination = 2 others (indicate which) = 20 TOTAL:50 ECTS points: 2 Including practical classes: 12		Part-time Participation in lectures = Participation in classes = Preparation to classes = Preparation to lectures = Preparation to an examination = Project tasks = e-learning = Credit/examination = others (indicate which) = TOTAL: ECTS points: Including practical classes:	
PREREQUISITES			
COURSE CONTENT (Division into contact hours and e-learning)	Contact hours: 1. Introduction to Modern Leadership Challenges 2. Foundations of Responsible Leadership 3. Responsible Leadership Practices in Action 4. Strategic Diagnosis for Innovation 5. Innovation Concepts in Leadership 6. Integration of Ethics and SDGs into Leadership Practice E-learning:		
LITERATURE (compulsory reading)	• Bass, B. L. (2019). What is leadership?. In <i>Leadership in Surgery</i> (pp. 1-10). Springer, Cham. • Western, S. (2019). <i>Leadership: A critical text</i>. Sage. • Dwipayana, A. D., Darmayanti, N. L., & Wijonarko, B. (2023). Challenges and Opportunities for Leadership and Talent Development Graduates of Cadets. <i>ADI Journal on Recent Innovation</i>, 4(2), 122-127. • International management behavior : global and sustainable leadership / Henry W. Lane, Martha L. Maznevski ; with Joseph J. DiStefano. - Eighth edition, first published 2019, Cambridge University Press, 2019.		
OPTIONAL LITERATURE	• Cheong, M., Yammarino, F. J., Dionne, S. D., Spain, S. M., & Tsai, C. Y. (2019). A review of the effectiveness of empowering leadership. <i>The Leadership Quarterly</i>, 30(1), 34-58.		

	- Eva, N., Robin, M., Sendjaya, S., Van Dierendonck, D., & Liden, R. C. (2019). Servant leadership: A systematic review and call for future research. <i>The leadership quarterly</i>, 30(1), 111-132. - Cortellazzo, L., Bruni, E., & Zampieri, R. (2019). The role of leadership in a digitalized world: A review. <i>Frontiers in psychology</i>, 10, 1938. - Sułkowski, Ł., Lehman, I. & Cap, P. (2020). Leadership, credibility and persuasion: A view from three public policy discourses. <i>International Review of Pragmatics</i>, 12(1), 165-181. - Sułkowski, Ł. (2019). Academic Leadership in University Mergers. - Kolasińska-Morawska, K., Sułkowski, Ł., & Brzozowska, M. (2019). Leadership and the role of women in the success of logistics companies. <i>International Entrepreneurship Review</i>, 5(4),93. - Sułkowski, Ł., Dacko-Pikiewicz, Z., & Szczepańska Woszczyna, K. (2024). Philosophy and leadership: An evolution of leadership from ancient times to the digital age (p. 269). Taylor & Francis. - Mączyński, J., & Sułkowski, Ł. (2017). A seven nations study of leadership attributes. <i>Polish Psychological Bulletin</i>. - Szostak, M., & Sułkowski, Ł. (2021). The challenges in identification of artists-managers: Consequences for creativity. <i>Creativity Studies</i>, 14(1), 112-124. - Sułkowski, Ł., Dacko-Pikiewicz, Z., & Szczepańska-Woszczyna, K. (2025). Philosophy and Management: Great Minds and Organizational Ideas. - Ratajczak, S. (2022). Digital leadership at universities—a systematic literature review. In <i>Forum scientiae oeconomia</i> (Vol. 10, No. 4, pp. 133-150). Wydawnictwo Naukowe Akademii WSB. - Grzesiak, M. (2022). Leadership and Narcissism in the Organization. Routledge. Readings: Topic 2: Saputra, F. (2021). Leadership, Communication, And Work Motivation In Determining The Success Of Professional Organizations. <i>Journal of Law, Politic and Humanities</i>, 1(2), 59-70. Topic 4: Alvarado-Alvarez, C., Armadans, I., & Parada, M. J. (2020). Tracing the roots of constructive conflict management in family firms. <i>Negotiation and Conflict Management Research</i>, 13(2), 105-126. Topic 8: Ciulla, J. B., & Ciulla, J. B. (2020). Ethics and effectiveness: The nature of good leadership. The search for ethics in leadership, business, and beyond, 3-32.
SCHOLARLY PUBLICATIONS BY PERSONS WHO CONDUCT CLASSES, WHICH ARE RELATED TO THE MODULE SUBJECT	Not applicable
TEACHING AIDS	Computer, multimedia presentation, projector
PROJECT (if implemented in the framework of a classes module)	Not applicable
FORM AND CONDITIONS OF ASSESSMENT CRITERIA FOR ASSESSING ACHIEVED LEARNING OUTCOMES.	Final project presentation – group working Projects Analysis of the impact of leadership in the context of contemporary business trends and challenges - a case study Evaluation criteria: Relevance of the topic: Is the project topic pertinent and relevant to the course content and contemporary leadership challenges? 4 points

	• Quality of analysis and research: What methods of analysis and research were used, and how thorough and reliable was the research? 7points • Theoretical development: Does the project contain a solid theoretical foundation and reference to existing leadership theories and models? 5 points • Creativity and originality: Does the project contain creative and original elements that bring a new perspective to the topic of leadership? 6 point • Clarity and clarity of presentation: How clearly and lucidly is the project presented, and what are the author's presentation skills? 4 points • Practical application: What implications and practical implications does the project have for leaders and organizations? 7 points • Supported by evidence and examples: Does the project include relevant evidence, examples and cases that support its theses and conclusions? 6 points • Understanding diversity: Does the project consider cultural, social or other diversity in the context of leadership and its challenges? 4 points • Practical value: What practical lessons can be learned from the project in the context of effective leadership in organizations? 7 points Grading scale: 0-25 – 2,0 fail 26-30 - 3,0 (E) 31-35 – 3,5 (D) 36-40 – 4,0 (C) 41-45 – 4,5 (B) 46-50 – 5,0 (A)
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** L-lecture, C- classes lab- laboratory, pro- project, e- e-learning*