



### COURSE UNIT (MODULE) DESCRIPTION

| Course unit (module) title    | Code |
|-------------------------------|------|
| <b>RESPONSIBLE LEADERSHIP</b> |      |

| Academic staff   | Core academic unit(s)  |
|--|--|
| <b>Coordinators:</b><br>Dr Antanas Ūsas<br><b>Other: -</b> | Vilnius University<br>Kaunas Faculty<br>Institute of Social Sciences and Applied Informatics<br>Muitinės str. 8, LT-44280 Kaunas |

| Study cycle | Type of the course unit |
|-------------|-------------------------|
| Second      | Optional                |

| Mode of delivery    | Semester or period when it is delivered | Language of instruction |
|---------------------|---|-------------------------|
| Face to face/Remote | 1 <sup>st</sup> semester                | English                 |

| Requisites              |                                       |
|-------------------------|---------------------------------------|
| <b>Prerequisites: -</b> | <b>Co-requisites (if relevant): -</b> |

| Number of ECTS credits allocated | Student's workload (total) | Contact hours | Individual work |
|----------------------------------|----------------------------|---------------|-----------------|
| 5                                | 130                        | 34            | 96              |

| Purpose of the course unit   |   |   |
|--|---|---|
| To acquire theoretical and practical knowledge and abilities of the responsible leadership, to develop managerial competences.   |   |   |
| Learning outcomes of the course unit   | Teaching and learning methods   | Assessment methods  |
| Is able to analyze the abilities, actions and results of a team leader as the Responsible Leader. Responsible leadership communication, analytical, problem solving, work in team, self-recognition and development, learning, and ability to act in an international organization skills. | Academic lectures, research workshops, problem-solving practical learning, case study analysis, discussions, presentations. | Presentations, practical tests, analysis of case studies, final exam with open questions. |
| Is able to present ideas reasonably, provide suggestions, convince audience.   | Academic lectures, research workshops, problem-solving practical learning, case study analysis, discussions, presentations. | Presentations, practical tests, analysis of case studies, final exam with open questions. |
| Knows how to lead the team and is able to follow team management knowledge in practical situations, taking into account the team's international criteria and the challenges of sustainable development.   | Academic lectures, research workshops, problem-solving practical learning, case study analysis, discussions, presentations. | Presentations, practical tests, analysis of case studies, final exam with open questions. |

|  |   |   |
|--|---|---|
| Is able to identify and describe the main business problems and challenges of sustainable business development and provide possible solutions to the team. | Academic lectures, research workshops, problem-solving practical learning, case study analysis, discussions, presentations. | Presentations, practical tests, analysis of case studies, final exam with open questions. |
| Is able to lead and discover features of successful Responsible Leader.  | Academic lectures, research workshops, problem-solving practical learning, case study analysis, discussions, presentations. | Presentations, practical tests, analysis of case studies, final exam with open questions. |
| Is able responsibly lead for business processes, human resources management, based on coaching, emotional intelligence, knowledge of entrepreneurship.     | Academic lectures, research workshops, problem-solving practical learning, case study analysis, discussions, presentations. | Presentations, practical tests, analysis of case studies, final exam with open questions. |

| Content   | Contact hours |           |          |           |                 |            |                      | Individual work: time and assignments |   |
|---|---------------|-----------|----------|-----------|-----------------|------------|----------------------|---------------------------------------|---|
|   | Lectures      | Tutorials | Seminars | Exercises | Laboratory work | Internship | Contact hours, total | Individual work                       | Tasks for individual work                               |
| 1. Introduction to subject. The essence and concept of leadership. Entrepreneurship and Responsible Leadership. Responsible Leadership and Corporate Social Responsibility. | 1             |           | 1        |           |                 |            | 2                    | 5                                     | Discussion, research workshop                           |
| 2. Leadership Theories: Trait, Contingency, Situational Leadership Theories, Responsible Leadership Theory. Characteristics of leaders, styles, motives                     | 2             |           | 2        |           |                 |            | 4                    | 10                                    | Discussion, research workshop, case study               |
| 3. Charismatic leaders. Transformational, Transactional Leaders   | 1             |           | 1        |           |                 |            | 2                    | 5                                     | Problem-based learning, presentation, discussion        |
| 4. Responsible and sustainable leadership. The role of responsible leadership in implementing the goals of sustainable development.   | 2             |           | 2        |           |                 |            | 4                    | 10                                    | Problem-based learning, presentation, discussion        |
| 5. The influence of responsible leadership on the organization's activities.  | 1             |           | 1        |           |                 |            | 2                    | 5                                     | Presentation, research workshop, discussion             |
| 6. Possibilities for analysis and investigation of responsible leadership attributes.   | 2             |           | 2        |           |                 |            | 4                    | 10                                    | Presentation, Research workshop, discussion             |
| 7. Groups and teams, team-building  | 1             |           | 1        |           |                 |            | 2                    | 5                                     | Presentation, research workshop, discussion             |
| 8. Personnel motivation. Leader communication.  | 2             |           | 2        |           |                 |            | 4                    | 10                                    | Presentation, research workshop, discussion, case study |
| 9. Decision making. Conflict resolution.  | 1             |           | 1        |           |                 |            | 2                    | 5                                     | Presentation, discussion                                |

|  |           |          |           |  |  |  |           |           |  |
|--|-----------|----------|-----------|--|--|--|-----------|-----------|--|
| 10. Creative problem solving and responsible leadership. Responsible leadership and values, peculiarities of cultural diversity in leadership.           | 1         |          | 1         |  |  |  | 2         | 4         | Presentation, discussion, case study, problem-based learning |
| 11. Government power, organization policies and responsible leadership. Leader of the 21st century, challenges and prospects for leadership development. | 2         |          | 2         |  |  |  | 2         | 10        | Presentation, discussion, case study, problem-based learning |
| Preparation for the exam   |           | 2        |           |  |  |  | 2         | 17        |  |
| <b>Total</b>   | <b>16</b> | <b>2</b> | <b>16</b> |  |  |  | <b>34</b> | <b>96</b> |  |

| Assessment strategy              | Weight, % | Deadline            | Assessment criteria   |
|----------------------------------|-----------|---------------------|---|
| Activity during lectures         | 15 %      | During the semester | Activity in Face to face is evaluated. Evaluation of communication skills, logical statements, argumentation.<br>1,5 point – all criteria are met<br>1 point - all criteria are met, but there are minor mistakes<br>0,5 point – one of the criteria is not fully met<br>0 point - more than one criteria is not met  |
| Individual homework              | 15 %      | During the semester | These aspects are assessed:<br><ul style="list-style-type: none"> <li>- <u>Structure and volume</u>: the structure of a work is clear and logic. Student presents theme, aims, tasks and analysis and interpretation of empirical material, conclusions.</li> <li>- <u>Analysis and conclusions</u>: very detailed analysis, conclusions reasoned and interpreted.</li> <li>- <u>Scientific style</u>: formulations and style meet the requirements of scientific style.</li> </ul> 1,5 point – all criteria are met<br>1 point - all criteria are met, but there are minor mistakes<br>0,5 point – one of the criteria is not fully met<br>0 point - more than one criteria is not met |
| Individual homework presentation | 15 %      | During the semester | These aspects are assessed:<br><ul style="list-style-type: none"> <li>- The structure of a presentation is clear and logic.</li> <li>- Speaker's attractive communication.</li> <li>- Analysis and conclusions.</li> </ul> 1,5 point – all criteria are met<br>1 point - all criteria are met, but there are minor mistakes<br>0,5 point – one of the criteria is not fully met<br>0 point - more than one criteria is not met  |
| Midterm exam (written)           | 20 %      | During the semester | Midterm test consist of open questions (different difficulty, from understanding to assessment).<br>Assessment strategy:<br><b>2:</b> Excellent knowledge and skills, some nonessential mistakes. 90-100 % correct answers.<br><b>1,5:</b> Very good skills and knowledge, some nonessential mistakes. 71-90 % correct answers.<br><b>1:</b> Good skills and knowledge, some mistakes. 61-70 % correct answers.<br><b>0,5:</b> Moderate knowledge and skills, some mistakes. 51-60 % correct answers.<br><b>0:</b> A lot of mistakes. Knowledge and skills are not evaluated. Less than 50 % correct answers.   |

| Assessment strategy   | Weight, % | Deadline                   | Assessment criteria   |
|---|-----------|----------------------------|---|
| Exam (written)  | 35 %      | At the end of the semester | <p>The written exam consists of open and closed type questions (of different difficulty, from comprehension up to assessment). The evaluation is performed as follows:</p> <p><b>3,5:</b> Excellent knowledge and skills, some nonessential mistakes. 90-100 % correct answers.</p> <p><b>3:</b> Very good skills and knowledge, some nonessential mistakes. 80-90 % correct answers.</p> <p><b>2,5:</b> Good skills and knowledge, some mistakes. 70-80 % correct answers.</p> <p><b>2:</b> Moderate knowledge and skills, some mistakes. 60-70 % correct answers.</p> <p><b>1,5:</b> Knowledge and skills fall outside the moderate criteria, some essential mistakes. 50-60 % correct answers.</p> <p><b>1:</b> Knowledge and skills meet minimum criteria. A lot of mistakes. 40-50 % correct answers.</p> <p><b>0:</b> Less than 40 % correct answers. Knowledge and skills are not evaluated.</p> |
| <p>Student's knowledge and skills during the session are assessed only if he/she fulfilled the requirements and assignments of a mid-term test during the semester.</p> <p>Student's knowledge and skills throughout all the tests and the examination is assessed from 1 to 10 points. The course is passed if:</p> <ul style="list-style-type: none"> <li>The results of all the tests are not lower than 5 points.</li> <li>The mark of the examination is not lower than 5 points;</li> </ul>   |           |                            |   |
| <p>In cases when the Assessment Strategy includes a written assignment (written work, research paper, project, etc.) and the Assessment Criteria do not include a defence or an oral presentation of the written work, the lecturer shall have the right to ask follow-up questions in order to make sure that no generative artificial intelligence (AI) tools (ChatGPT, etc.) were used by the student to prepare the assignment (i.e. the content of the work was not generated by AI tools) and, if necessary, to modify or cancel the evaluation of the work.</p>  |           |                            |   |
| <p>For the external examination, the following formula is applied:</p> <p>Final grade = <math>(E \times 0.7) + (I \times 0.3)</math></p> <p>E = External Exam Score</p> <p>I = Individual work</p> <p><b>10:</b> Excellent knowledge and skills, some nonessential mistakes. 90-100 % correct answers.</p> <p><b>9:</b> Very good skills and knowledge, some nonessential mistakes. 80-90 % correct answers.</p> <p><b>8:</b> Good skills and knowledge, some mistakes. 70-80 % correct answers.</p> <p><b>7:</b> Moderate knowledge and skills, some mistakes. 60-70 % correct answers.</p> <p><b>6:</b> Knowledge and skills fall outside the moderate criteria, some essential mistakes. 50-60 % correct answers.</p> <p><b>5:</b> Knowledge and skills meet minimum criteria. A lot of mistakes. 40-50 % correct answers.</p> <p><b>0:</b> Less than 40 % correct answers. Knowledge and skills are not evaluated</p> <p>The external examination will cover the entire module's content, assessing the full range of topics studied throughout the course.</p> <p>Evaluation strategy working remotely the same as expected.</p> |           |                            |   |

| Author                        | Year of publication | Title                  | Issue of a periodical or volume of a publication | Publishing place and house or web link  |
|-------------------------------|---------------------|------------------------|--|---|
| <b>Required reading</b>       |                     |                        |  |   |
| V. Šilingienė                 | 2012                | Leadership             |  | Kaunas, Kaunas University of Technology |
| L. Šimanskienė, E. Župerkienė | 2013                | Sustainable leadership |  | Klaipėda University                     |

| Author  | Year of publication | Title   | Issue of a periodical or volume of a publication | Publishing place and house or web link                                  |
|---|---------------------|---|--|---|
| B. Martin, M. Breunig, M. Wagstaff, & M. Goldenberg, M. | 2024                | Outdoor leadership: Theory and practice                                     |  | Human Kinetics.   |
| R. Bolden, J. Gosling, & B. Hawkins                     | 2023                | Exploring leadership: Individual, organizational, and societal perspectives |  | Oxford University Press   |
| V. Šilingienė   | 2012                | Leadership  |  | Kaunas, Kaunas University of Technology                                 |
| <b>Recommended reading</b>                              |                     |   |  |   |
| R.E Riggio, & T. Newstead.                              | 2023                | Crisis leadership   |  | Annual Review of Organizational Psychology and Organizational Behavior, |
| A. Pease  | 2013                | Questions are the Answers: How to Get to 'Yes' in Network Marketing         |  | Dajalita  |
| R. Goffee, G. Jones                                     | 2010                | Management and leadership   |  | Alma Littera  |