UNIVERSITATEA BABEȘ-BOLYAI
BABEŞ-BOLYAI TUDOMÁNYEGYETEM
BABEŞ-BOLYAI UNIVERSITÄT
BABEŞ-BOLYAI UNIVERSITY
TRADITIO ET EXCELLENTIA

Facultatea de Business

Str. Horea nr.7
Cluj-Napoca, 400174
Tel.: 0264599170
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E-mail: secretariat.tbs@ubbcluj.ro
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SYLLABUS
Academic year 2024-2025

1. Information regarding the programme

1.1. Higher education institution	Universitatea Babeș-Bolyai
1.2. Faculty	Faculty of Business
1.3. Department	Hospitality Services
1.4. Field of study	Business Administration
1.5. Study cycle	Bachelor
1.6. Study programme / Qualification	Business Administration in Hospitality Services

2. Information regarding the course

2.1. Name of the course	Leadership						
2.2. Code	ILE0004						
2.3. Course coordinator			Lecturer Emanuel-Emil Savan, PhD				
2.4. Seminar coordinator			Lecturer Emanuel-Emil Savan, PhD				
2.5. Year of study	1	2.6. Semester	1	2.7. Type of evaluation	EC	2.8. Type of course	compulsory

3. Total estimated time (hours/semester of didactic activities)

3.1. Hours per week	4	Of which: 3.2. lecture	2	3.3 seminar/laboratory	2
3.4. Total hours in the curriculum	56	Of which: 3.5. lecture	28	3.6. seminar/laboratory	28

Time allotment:	hours
Learning using manual, course support, bibliography, course notes	18
Additional documentation (in libraries, on electronic platforms, field documentation)	18
Preparation for seminars/labs, homework, papers, portfolios and essays	18
Tutorship	2
Evaluations	2
Other activities:	11

3.7. Total individual study hours	69
3.8. Total hours per semester	125
3.9. Number of ECTS credits	5

4. Prerequisites (if necessary)

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4.1. curriculum	
4.2. competencies	

5. Conditions (if necessary)

5.1. for the course	Students will attend lectures and seminars whit mobile closed. Students are expected to contribute to course through short interventions or specific questions. They are also required to go through the materials given by the teacher.
5.2. for the seminar /lab activities	The deadlines for the seminar tasks are jointly established with the students. Deferral is accepted only on extreme situations.

6. Specific competencies acquired

Professional competenc	C5.1. Identifying and describing the concepts of planning, organizing, coordinating and control for the human resource activities C5.3. Solving problems/contexts specific for human resources, like recruitment, selection, motivation, reward, working schedule, training.
Transversal competencies	CT2 Identifying the roles and responsibilities in a multispecialty team and implementing various relational techniques and efficient teamwork.

7. Objectives of the course (outcome of the acquired competencies)

7.1. General objective of the course	• To familiarize students with the terminology and specific leadership tools
7.2. Specific objective of the course	• Use the main paradigms of leadership to choose sides in an informed manner • Identify the main authors that influenced leadership • Develop competence to identify leadership styles used by various leaders • Understand the duality of leadership (ethical and unethical) • Use in an efficient manner the conflict management strategies'

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	• Understand the main differences between informing, communicating, manipulating and persuading • Build abilities to form and develop a team using team development stages and team roles • Develop abilities to identify the learning styles of a group and to adapt training techniques to match them • Using he main theories regarding change management to understand organizational dynamics.

8. Content

8.1. Course		Teaching Method	Remarks
1	Course introduction	Interactive lecture	1 course
2	Business leader archetype	Interactive lecture, multimedia materials	1 course
3	Introductory concepts	Interactive lecture, multimedia materials	1 course
4	Leadership branding	Interactive lecture, multimedia materials, demonstration	1 course
5	Leadership styles	Interactive lecture, multimedia materials	2 course
6	Conflict management	Interactive lecture, multimedia materials	1 course
7	Communication and persuasion	Interactive lecture, multimedia materials	1 course
8	Team development	Interactive lecture, multimedia materials	1 course
9	Organizational Culture	Interactive lecture, multimedia materials	1 course
10	Ethics and leadership	Interactive lecture, multimedia materials	1 course
11	The Corporation – documentary analysis	Documentary viewing and discussions	1 course
12	Change Management	Interactive lecture, multimedia materials	1 course
13	Course review	Interactive lecture	1 course
Bibliography	1. Roe Kevin, (2017), Leadership. Practice and Perspectives, 2nd Edition, Oxford University Press. 2. Peter G. Nordhausen, (2022), Leadership. Theory and Practice, Sage		

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3. Marian Iszatt-White and Christopher Saunders, (2017), Leadership, 3rd Edition, Oxford University Press.

4. Belbin, M., (1981), Management Teams. Why they succeed or fail, Elsevier

5. Daniel Goleman, Richard Boyatzis, Annie McKee, (2004) *Primal Leadership*, Harvard Business School Press.

6. Frances Hesselbein, Marshall Goldsmith, Richard Beckhard, (1996), *The Leader of the Future*, Jossey Bass.

7. Grint, Keith, (1999) *Leadership: classical, contemporary, and critical approaches.* Oxford: Oxford University Press

8. Grint, Keith, (2010) *Leadership: A Very Short Introduction.* Oxford: Oxford University Press

9. Peters, Tom and Austin, Nancy, (1986) *A Passion for Excellence. The Leadership Difference*. London: Fontana.

10. Schein, E. 2010. Organizational Culture and Leadership, 4th Edition, Wiley.

11. Sofică, A. (2008), *Leadership*, suport de curs, Editura Alma Mater.

12. Yulk, G. (2010) Leadership in Organizations, 7th Edition, Prentice Hall.

8.2. Seminar/laboratory		Teaching Method	Remarks
1	Business leader profile assignment	Discuss the project assignment and debate	1 seminar
2	Business leader archetype	Social experiment	1 seminar
3	Introductory concepts	Case studies analysis, group work, debate	1 seminars
4	Leadership branding	Case studies analysis, group work, debate	1 seminar
5	Leadership styles	Case studies analysis, group work, debate	2 seminar
6	Conflict management	Simulation, debate,	1 seminar
7	Communication and persuasion	Role play, debate, case study analysis	1 seminar
8	Team development	Role play, debate, case study analysis	1 seminar
9	Organizational Culture	Case studies analysis, group work, debate	1 seminar

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10	Ethics and leadership	Case studies analysis, group work, debate	1 seminar
11	The Corporation – documentary analysis	Documentary review form and debate	1 seminar
12	Change Management	Role play, debate, case study analysis	1 seminar
13	Exam simulation	Simulation	1 seminar

Bibliography	1. Bass, B., (1990), From Transactional to Transformational Leadership: Learning to Share the Vision, in Organizational Dynamics
	2. Eisenhardt, K., Kahwajz, J. and Bourgeois, L., (1997), How Management Teams Can Have a Good Fight, in Harvard Business Review
	3. Gemmill G., and Oakley J., (1992) Leadership An Alienating Social Myth, in Human Relations, 45(2), 113.
	4. Goleman, D. (2000) Leadership That Gets Results, Harvard Business Review
	5. Guber P., (2007), The Four Truths of the Storyteller, in Harvard Business Review
	6. Hewlett, S.A., (2002), Executive Woman and the Myth of Having It All, in Harvard Business Review
	7. John P. Kotter, (1990) What Leaders Really Do, Harvard Business Review
	8. Kellermen, B., (2004), Leadership – Warts and All, in Harvard Business Review
	9. Kenneth T., (2007), Making Conflict Management a Strategic Advantage, white paper
	10. Mahzarin R. Banaji et al, (2003) How (Un)Ethical Are You? Harvard Business Review
	11. Mintzberg, H., (1998), Covert Leadership, in Harvard Business Review
	12. Pentland, A. (2012). The New Science of Building Great Teams, in Harvard Business Review
	13. Robert Cialdini, (2001) Harnessing the Science of Persuasion, Harvard Business Review
	14. Tuckman, B.W., (1977), Developmental Sequence in Small Groups, Psychological Bulletin, Volume 63, Number 6, Pages 384-99.
	15. Ulrich, D. and Smallwood,N. (2007), Building a Leadership Brand, in Harvard Business Review

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	16. Warren G. Bennis, (2004) The Seven Ages of the Leaders, Harvard Business Review

9. Corroborating the content of the course with the expectations of the epistemic community, professional associations and representative employers within the field of the program

The discipline is always renewed considering the novelties in the field: new standards and practices concerning leadership at international level. Organizational improvement and the usage of leadership tools are presented considering the newest and the most relevant cases from international and local practice

10. Evaluation

Type of activity	10.1 Evaluation criteria	10.2 Evaluation method	10.3 Share in the grade (%)
10.4 Course	D1. Understanding basic concepts, theories and methods used in the main field and speciality area and adequate use for professional communication. D2. Using basic knowledge to explain and interpret various concepts, contexts, processes and projects specific to the field of study.	**Written exam** multiple choice questions and open ended questions. In order to calculate the final grade by adding up the points obtained during the semester, it is necessary to obtain at least 50% of the score related to the written exam.	50%
10.5 Seminar/lab activities	D3. Applying of principles and methods to solve typical problems and situations to the field of study, in the context of qualified assistance. D7. Identifying the roles and responsibilities in a multispecialty team and implementing various relational techniques and efficient teamwork D8. Identifying various opportunities for continuing education and efficiently using learning	**Team project "Business leader profile"** Students have to identify a business leader and to realise his/hers profile according to the guidelines presented during the first seminar.	30%
		Article review test Students must read and review the articles from the mandatory list presented during the first seminar.	20%

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	resources and techniques for their development.		
10.6. Minimal performance standards			
• In order to calculate the final grade by adding up the points obtained during the semester, it is necessary to obtain at least 50% of the score related to the written exam. • Understand the basic concepts • Apply the knowledge to specific case studies			

Date	**Course coordinator**	**Seminar coordinator**
24.04.2024	**Lecturer Emanuel-Emil Savan, PhD**	**Lecturer Emanuel-Emil Savan, PhD**

Date of approval	**Head of department**
22.05.2024	**Assoc. prof. Marius Bota, PhD**