



## COURSE OUTLINE

### 1. Information about the program

1.1 Higher education institution	“Alexandru Ioan Cuza” University of Iași
1.2 Faculty	Faculty of Economics and Business Administration
1.3 Department	Management, Marketing and Business Administration
1.4 Field of study	Management
1.5 Cycle of study	master
1.6 Study program / Qualification	Strategic Human Resource Management in Europe

### 2. Information about the course

2.1 Course title		Leadership and Motivation					
2.2 Course coordinator		-					
2.3 Seminar coordinator		Andreea Negruți, PhD					
2.4 Year of study	2	2.5 Semester	4	2.6 Type of evaluation*	MT	2.7 Course status**	C

\* MT-MID-TERM, O-ORAL EXAM, E-EXAM, M-MIXED; \*\* C-compulsory/O-optional/E-elective

### 3. Estimated time allocation (hours per semester and teaching activities)

3.1 Number of hours per week	3	out of which: 3.2 course	-	3.3 seminar / laboratory	3
3.4 Total number of hours per semester	42	out of which: 3.5 course	-	3.6 seminar / laboratory	42
Time allocation					h
Study based on course book, course materials, bibliography and other					20
Supplementary study in the library, on electronic platforms and on the field					20
Preparing seminars/laboratories, assignments, papers, portfolios and essays					14
Tutorship					2
Examination					2
Other activities .....					
3.7 Total hours of individual study					58
3.8 Total hours per semester					100
3.9 Number of credits					4

### 4. Prerequisites (if applicable)

4.1 Referring to curriculum	1st, 2nd and 3rd semester
4.2 Referring to competences	Not necessary

### 5. Conditions (if applicable)

5.1 For the course	Not necessary
5.2 For the seminar / laboratory	Not necessary



### 6. Specific competences accumulated

<b>Professional competencies</b>	<p>Apply leadership skills</p> <p>Understand and assess various leadership styles</p> <p>Implement programs which can address staff motivation in a market-adequate way, and which can create long-term loyalty</p> <p>Manage international and intercultural HR processes successfully</p>
<b>Transversal competencies</b>	<p>Exercise business English language</p> <p>Apply group work to tasks and projects</p>

### 7. Course objectives (based on specific competencies accumulated)

<b>7.1 General objective</b>	<p>Upon completion of this module, students will learn about various leadership and motivation theories, and experience problem solving of leadership and role differentiation issues. The students practice how to reflect on employees' motivation, conflict resolution and other aspects of leadership.</p>
<b>7.2 Specific objectives</b>	<p>After successfully finalizing this course, students will be able to:</p> <ul style="list-style-type: none"> <li>▪ Understand and use the essential leadership theories and approaches in the field</li> <li>▪ Understand and use the essential theories of motivation in the field</li> <li>▪ Understand the research methodologies, the interventions and techniques used in leadership development programs</li> </ul>

### 8. Content

8.1	Course	Teaching methods	Observations (time and bibliography)
<b>Bibliography</b>			
8.2	Seminar / Laboratory	Teaching methods	Observations (time and bibliography)
1.	Leadership - individual, group and organization view	Interactive teaching methods, case study method, examples	9 hours
2.	Psychodynamic, systemic and narrative concepts of leadership	Interactive teaching methods, case study method, examples	9 hours
3.	Reflection on power and conflicts regarding leadership	Interactive teaching methods, case study method, examples	9 hours
4.	Reflection on hierarchy and self-organization	Interactive teaching methods, case study method, examples	9 hours
5.	Reflection on motivation and measures to enhance it in organization	Interactive teaching methods, case study method, examples	6 hours

**Bibliography**

- Kets de Vries, M., Korotov, K., and Florent-Treacy, E. (2007) *Coach and Couch*. Palgrave MacMillan
- Schuster, R. J. (2015). On teaching leadership (intervention science in action). Theoretical background and design of a lecture on leadership. *Gruppendynamik und Organisationsberatung* (online).
- Weir, P. (Director) (2003): *Master and Commander* (Movie). Twentieth Century Fox

**9. Bridging course content with the expectations of the community, professional associations and representative employers in the field of the program**

On an annual basis, the course content is discussed with the representatives of the business environment, who hire or could hire graduates from this program, while students are required to provide feedback (online, anonymous) after each semester about the course structure, teaching methods, as well as strengths / weaknesses (after the final evaluation).

**10. Evaluation**

Type of activity	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Allocation to the final grade (%)
10.4 Course			
10.5 Seminar/ Laboratory	Applied / practical knowledge	<p>Reading and discussing recommended materials – students are expected to read the required bibliography and to be able to answer questions on relevant topics (30%)</p> <p>Assessing the knowledge through business cases – student are expected to answer to practice-related questions, in conversations about specific business cases matching themes from recommended bibliography. The business/practice-related cases shall be presented by teacher (30%)</p> <p>One presentation on a specific theme – students are expected to have one presentation (individual or in group) throughout semester, on a specific theme, relevant for this course (40%)</p>	100
10.6 Minimal performance standard			
Obtaining 5 points (out of 10) for the evaluation along the semester			



Date

Course coordinator

Seminar coordinator

**Andreea Negruți, Ph.D.**

24.09.2021

Date of approval in the departament

Head of departament

Professor Valentin Nita, Ph.D

28.09.2021