

**MBAN 604DE – Transformational Leadership**

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| Course title                  | Transformational Leadership                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |          |                     |     |
| Course code                   | MBAN 604DE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |          |                     |     |
| Course type                   | Concentration Elective                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                 |          |                     |     |
| Level                         | 2 <sup>nd</sup> Cycle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |          |                     |     |
| Year / Semester               | 1 <sup>st</sup> or 2 <sup>nd</sup> / Fall, Spring, Summer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |          |                     |     |
| Teacher’s name                | Dimos Chatzinikoalou                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |          |                     |     |
| ECTS                          | 6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Lectures / week | 1/week   | Laboratories / week | N/A |
| Course purpose and objectives | <b>Understand</b> the principles and theories of transformational leadership.<br><b>Develop</b> skills necessary to inspire and motivate teams towards achieving strategic goals.<br><b>Explore</b> the role of transformational leaders in fostering innovation and organizational change.<br><b>Enhance</b> self-awareness and personal leadership effectiveness.<br><b>Apply</b> transformational leadership practices in various organizational contexts.                                                                                                                                                                       |                 |          |                     |     |
| Learning outcomes             | <b>Demonstrate</b> an understanding of the core concepts and characteristics of transformational leadership.<br><b>Differentiate</b> transformational leadership from other leadership styles through critical analysis.<br><b>Evaluate</b> the impact of transformational leadership on organizational performance and culture.<br><b>Design</b> personal leadership plans that incorporate transformational leadership principles.<br><b>Measure</b> the effectiveness of transformational leadership practices in diverse scenarios.<br><b>Utilise</b> transformational leadership techniques to inspire and lead diverse teams. |                 |          |                     |     |
| Prerequisites                 | MBAN 680                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                 | Required | NO                  |     |
| Course content                | <b>Week 1</b><br><b>Introduction to Leadership Theories</b><br><i>Overview of Leadership Styles:</i> Analyze various leadership styles and their applications.<br><i>Transformational vs. Transactional Leadership:</i> Distinguish between these two primary forms of leadership.<br><br><b>Week 2</b>                                                                                                                                                                                                                                                                                                                             |                 |          |                     |     |

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|  | <p><b>Core Principles of Transformational Leadership</b><br/> <i>Influence and Inspiration:</i> Explore how leaders influence and inspire their teams.<br/> <i>Intellectual Stimulation and Individualized Consideration:</i> Understand intellectual stimulation and how to tailor consideration to individuals.</p> <p><b>Week 3</b><br/> <b>Leadership Skills and Competencies</b><br/> <i>Emotional Intelligence:</i> Develop emotional intelligence to enhance leadership effectiveness.<br/> <i>Visionary Thinking and Strategic Planning:</i> Cultivate the ability to think strategically and plan effectively.</p> <p><b>Week 4</b><br/> <b>Communication and Feedback Techniques</b><br/> <i>Effective Communication:</i> Master the art of clear, concise, and impactful communication.<br/> <i>Constructive Feedback:</i> Learn techniques for providing and receiving feedback.</p> <p><b>Week 5</b><br/> <b>Building and Leading High-Performance Teams</b><br/> <i>Motivating and Engaging Team Members:</i> Explore strategies for ensuring high team motivation and engagement.<br/> <i>Conflict Resolution and Negotiation:</i> Develop skills to effectively negotiate and resolve conflicts.</p> <p><b>Week 6</b><br/> <b>Fostering Creativity and Innovation</b><br/> <i>Encouraging Creativity:</i> Implement ways to spark creativity within teams.<br/> <i>Innovation in Leadership:</i> Adopt practices that promote innovation.</p> <p><b>Week 7</b><br/> <b>Transformational Leadership in Practice</b><br/> <i>Case Studies:</i> Analyze successful transformational leadership case studies.<br/> <i>Leading Organizational Change:</i> Develop approaches to drive organizational change effectively.</p> <p><b>Week 8</b><br/> <b>Culture and Ethics in Leadership</b><br/> <i>Cultural Influence:</i> Examine how culture affects leadership styles and effectiveness.<br/> <i>Ethical Leadership:</i> Practice ethical decision-making and its importance in leadership.</p> <p><b>Week 9</b><br/> <b>Power and Influence</b><br/> <i>Understanding Power Dynamics:</i> Recognize where power comes from and its consequences.<br/> <i>Empowerment:</i> Investigate pathways to empowering others as a leader.</p> <p><b>Week 10</b><br/> <b>Individual Differences and Traits</b><br/> <i>Personality Traits in Leadership:</i> Investigate how personality influences leadership abilities.<br/> <i>Values and Abilities:</i> Assess how individual values and abilities affect leadership styles.</p> |
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|                      | <p><b>Week 11</b><br/> <b>Contemporary Leadership Styles</b><br/> <i>Charismatic and Value-Based Leadership</i>: Differentiate between charismatic and value-based leadership styles.<br/> <i>Transformational Leadership Today</i>: Discuss current trends in transformational leadership.</p> <p><b>Week 12</b><br/> <b>Developing Leaders for the Future</b><br/> <i>Methods of Leader Development</i>: Explore various leader development techniques and their effectiveness.<br/> <i>The Future of Leadership</i>: Consider future trends and challenges that leaders will face.</p>                                                                                                                                                                                                                                                        |
| Teaching methodology | <p><b>Lectures and Seminars</b>: Interactive sessions to discuss key concepts and theories.</p> <p><b>Case Studies</b>: Analysis of real-world examples to demonstrate effective leadership in action.</p> <p><b>Role-Playing Exercises</b>: Simulations to practice leadership and decision-making skills.</p> <p><b>Self-Reflection Journals</b>: Encouraging students to reflect on their leadership styles and growth.</p> <p><b>Group Projects</b>: Designing and implementing a leadership initiative within a team setting.</p> <p><b>**Online Discussion Forums</b>: Engage in collaborative discussions and debates with peers.</p> <p><b>Workshops</b>: Participate in specialized sessions focused on skill development.</p> <p><b>**Guest Lectures</b>: Insights from industry leaders on transformational leadership practices.</p> |
| Bibliography         | <p>The Art and Science of Leadership, Nahavandi, A., Pearson, 2015 7<sup>th</sup> Edition, 9781292060187</p> <p>Transformational Leadership, Bass, B. M., &amp; Riggio, R. E.</p> <p>Leadership: Theory and Practice, Northouse, P. G., 8<sup>th</sup> Edition, 9781544331942</p> <p>The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations, Kouzes, J. M., &amp; Posner, B. Z., 6<sup>th</sup> Edition, 9781119278962</p> <p>Leadership in Organizations, Yukl, G., 8<sup>th</sup> Edition, 9780134166842</p> <p>Leading Change, Kotter, J. P., 9781422186435</p>                                                                                                                                                                                                                                                   |
| Assessment           | <p><b>Attendance and Participation</b>: Face-to-face: Contributions during lectures</p> <p><b>Leadership Development Plan</b>: Focuses on individual development in both face-to-face and online modes</p> <p><b>Case Study Analysis</b>: Assessment of understanding and application of leadership concepts</p> <p><b>Participation and Engagement</b>: Active involvement in discussions and team activities</p> <p><b>Final Exam</b>: Comprehensive test of all course material</p> <p><b>In-course Exercises</b>: Online: Regular assignments and quizzes</p>                                                                                                                                                                                                                                                                                |
| Language             | English                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |