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

FACULTATEA DE BUSINESS
IN PARTNERSHIP
Facultatea de Business

Str. Horea nr.7
Cluj-Napoca, 400174
Tel.: 0264599170
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SYLLABUS

Leadership and organisational culture

Academic year 2025-2026

1. Information regarding the programme

1.1. Higher education institution	Babeş-Bolyai University
1.2. Faculty	Business
1.3. Department	Hospitality Services
1.4. Field of study	Business Administration
1.5. Study cycle	Master
1.6. Study programme/Qualification	Procurement and Supply chain management
1.7. Form of education	Full time

2. Information regarding the discipline

2.1. Name of the discipline	**Leadership and organisational culture/ Leadership şi cultură organizaţională**		Discipline code	**IME0099**
2.2. Course coordinator		Assistant Professor Andreea-A. Şeulean, PhD		
2.3. Seminar coordinator		Assistant Professor Andreea-A. Şeulean, PhD		

2.4. Year of study	II	2.5. Semester	4	2.6. Type of evaluation	E	2.7. Discipline regime	Elective

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

3.1. Hours per week	**3**	of which: 3.2 course	**2**	3.3 seminar/laboratory	**1**
3.4. Total hours in the curriculum	36	of which: 3.5 course	24	3.6 seminar/laborator	**12**
Time allotment for individual study (ID) and self-study activities (SA)					**hours**
Learning using manual, course support, bibliography, course notes (SA)					21
Additional documentation (in libraries, on electronic platforms, field documentation)					21
Preparation for seminars/labs, homework, papers, portfolios and essays					16
Tutorship					2
Evaluations					2
Other activities:					2
3.7. Total individual study hours	**64**				
3.8. Total hours per semester	**100**				
3.9. Number of ECTS credits	**4**				

4. Prerequisites (if necessary)

4.1. curriculum	Not applicable.
4.2. competencies	Not applicable.

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5. Conditions (if necessary)

5.1. for the course	Room equipped with video-projector, computer.
5.2. for the seminar /lab activities	Room equipped with video-projector, computer.

6. Specific competencies acquired

Professional/essential competencies	• apply change management • identify process improvements • consider economic criteria in decision making • assess risk factors
Transversal competencies	• assume responsibility • apply ethical and sustainable thinking • think analytically • teamwork • think critically

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

7.1 General objective of the discipline	• Developing a deep understanding of fundamental leadership concepts.
7.2 Specific objective of the discipline	• Exploring leadership strategies that facilitate organizational change and improve performance. • Analysing the influence of power, politics, and culture on organizational dynamics. • Applying theoretical knowledge to real-world problems that leaders face in complex and dynamic environments. • Developing leadership skills necessary for team management, recruitment, and selection. • Improving the ability to motivate, coach, and develop employees. • Understanding the impact of organizational culture on leadership styles and performance.

8. Content

8.1 Course	Teaching methods	Remarks
1. Leadership Traits, Styles and Competencies	Interactive lecture — Use of multimedia materials | Exemplification	1 lecture
2. Leadership Strategy, Change and Performance in Organizations	Interactive lecture — Use of multimedia materials | Exemplification	1 lecture
3. Power, Politics, Culture and Toxicity in Organizations	Interactive lecture — Use of multimedia materials | Exemplification	1 lecture

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4. Approaching Leadership Styles	Interactive lecture — Use of multimedia materials	Exemplification	1 lecture
5. Developing Leadership Skills	Interactive lecture — Use of multimedia materials	Exemplification	1 lecture
6. Leadership and Teams	Interactive lecture — Use of multimedia materials	Exemplification	1 lecture
7. Recruitment and Selection	Interactive lecture — Use of multimedia materials	Exemplification	1 lecture
8. Talent and Career Development	Interactive lecture — Use of multimedia materials	Exemplification	1 lecture
9. Leadership and Organizational Culture	Interactive lecture — Use of multimedia materials	Exemplification	4 lectures

Bibliography

1. Armstrong, M., & Taylor, S. (2014). *Armstrong's Handbook of Human Resource Management* (13th ed.). Kogan Page.
2. Bolden, R, Hawkins, B., &Gosling, J. (2023). *Exploring leadership: individual, organizational, and societal perspectives* (2nd ed.). Oxford University Press.
3. Cozozza, A. (2023). *Understanding Organizational Culture: Innovation, Transparency, Leadership, Community*. Springer.
4. DuBrin, A. J. (2023). *Leadership: Research Findings, Practice, and Skills* (10th ed.). Cengage.
5. Johnson, C. E. (2024). *Meeting the Ethical Challenges of Leadership* (8th ed.). SAGE Publications.
6. Northouse, P. (2023). *Introduction to Leadership: Concepts and Practice* (6th ed.). Sage.
7. Roe, K. (2020). *Leadership: practice and perspectives* (3rd ed.). Oxford University Press.
8. Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed.). Jossey-Bass
9. Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2020). *Human Resource Management* (11th ed.). Pearson Education
10. Watkins, M. D. (2013, May 15). What is organizational culture? And why should we care. *Harvard Business Review*, *15*, 1–5. https://hbr.org/2013/05/what-is-organizational-culture

8.2 Seminar / laboratory	Teaching methods	Remarks
1. Leadership Traits, Styles and Competencies	Case study analysis — Use of multimedia materials	Debate	1 seminar
2. Leadership Strategy, Change and Performance in Organizations	Case study analysis — Use of multimedia materials	Debate	1 seminar
3. Power, Politics, Culture and Toxicity in Organizations	Case study analysis — Use of multimedia materials	Debate	1 seminar
4. Approaching Leadership Styles	Case study analysis — Use of multimedia materials	Debate	1 seminar
5. Developing Leadership Skills	Case study analysis — Use of multimedia materials	Debate	1 seminar
6. Leadership and Teams	Case study analysis — Use of multimedia materials	Debate	1 seminar
7. Recruitment and Selection	Case study analysis — Use of multimedia materials	Debate	1 seminar
8. Talent and Career Development	Case study analysis — Use of multimedia materials	Debate	1 seminar
9. Leadership and Organizational Culture	Case study analysis — Use of multimedia materials	Debate	4 seminars

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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 content is consistent with what is being taught in other universities at home and abroad. In order to adapt it to the labour market requirements, there were held meetings with business representatives.

10. Evaluation

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percentage of final grade
10.4 Course	• Correctness and completeness of knowledge • Logical coherence • Specialized language • Understanding of concepts and phenomena	Written exam	50%
10.5 Seminar/laboratory	• The ability to operationalize learned concepts	Correctly solving case studies	50%
10.6 Minimum standard of performance			

- In order to calculate the final grade by adding up the points obtained during the semester, it is necessary to obtain a minimum of 50% of the score for the written exam;

- Understandig the fundamental notions;

- Applying the knowledge acquired relative to the case studies that were solved.

11. Labels ODD (Sustainable Development Goals)

	Eticheta generală pentru Dezvoltare durabilă

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Date:
25.02.2025

Signature of course coordinator

Signature of seminar coordinator

Lecturer Andreea-A. Şeulean, PhD

Lecturer Andreea-A. Şeulean, PhD

Date of approval:
26.02.2025

Signature of the head of department

Assoc. Prof. Mariu Bota, PhD