Course description

Winter & Summer Schools

GENERAL DATA

Course Unit Title	Winter Program: Transformational Leadership		
Module			
Course Unit Code	IFLV6640	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	1
Semester	Fall 2025	ECTS Credits allocated	3

SPECIAL INFORMATION

Name of Lecturer	Vincent Magnini, PhD
Objective of the Course (Learning Outcomes)	Upon completion of this course, students should be able to: -Understand how to shape individual employees' ability-levels and motivation-levels to maximize performance. -Identify and implement opportunities to enhance relationships between team members to harness collaborative efforts and resulting success. -Practice a transformational leadership style to foster an organization-wide culture of innovation and creativity. -Shape team efforts around a shared vision that is truly valued as important by members of the organization.
Course Contents	null **Vincent Magnini, PhD**: Transformational leadership will be taught through the following framework: Employees' individual-level factors: This course teaches leaders how to shape individual employee's characteristics such as learning orientation, creativity, and motivation to maximize performance. Employees' relationship-level factors: For a leader to yield top-rate results from a team, the relationships between members of the team need to have a number of characteristics. Therefore, relationship-level factors such as awareness, access, trust, and respect are covered in this course. Organization-wide factors: Transformational leaders yield results by fostering organizational cultures that are open-minded, metric-centric, and driven by a shared vision. Consequently, this course focuses on operationalizing these organization-wide characteristics.
Recommended Reading	Alqatawenh, A. S. (2018). Transformational leadership style and its relationship with change management. Verslas: teorija ir praktika, 19(1), 17-24. Auqui-Caceres, M. V., & Furlan, A. (2023). Revitalizing double-loop learning in organizational contexts: A systematic review and research agenda. European Management Review, 20(4), 741-761. Deng, C., Gulseren, D., Isola, C., Grocutt, K.,

	& Turner, N. (2023). Transformational leadership effectiveness: an evidence-based primer. Human Resource Development International, 26(5), 627-641. Folger, N., Brosi, P., Stumpf-Wollersheim, J., & Welpe, I. M. (2022). Applicant reactions to digital selection methods: A signaling perspective on innovativeness and procedural justice. Journal of Business and Psychology, 1-23. Jaaron, A. A., & Backhouse, C. J. (2017). Operationalising "double-loop" learning in service organisations: a systems approach for creating knowledge. Systemic Practice and Action Research, 30, 317-337. Kim, H., Gibbs, J. L., & Scott, C. R. (2019). Unpacking organizational awareness: scale development and empirical examinations in the context of distributed knowledge sharing. Journal of Applied Communication Research, 47(1), 47-68. Lukic, D. (2022). What are organisations even there for? A call for deeper double-loop learning. The Learning Organization, 29(4), 408-414. Zasa, F. P., & Buganza, T. (2023). Developing a shared vision: strong teams have the power. Journal of Business Strategy, 44(6), 415-425.
Additional Literature	Garbash, D. A. (2016). Organisational awareness: mapping human capital for enhancing collaboration in organisations (Doctoral dissertation, Université Sorbonne Paris Cité). Ghasabeh, M. S., Soosay, C., & Reaiche, C. (2015). The emerging role of transformational leadership. The Journal of Developing Areas, 49(6), 459-467. Li, C. H., Yang, W. G., & Shih, I. T. (2021). Exploration on the gap of single-and double-loop learning of balanced scorecard and organizational performance in a health organization. Heliyon, 7(12). Lievens, F., & Slaughter, J. E. (2016). Employer image and employer branding: What we know and what we need to know. Annual Review of Organizational Psychology and Organizational Behavior, 3(1), 407-440. Martin, J., McCormack, B., Fitzsimons, D., & Sprig, R. (2014). The importance of inspiring a shared vision. International Practice Development Journal, 4(2), 4. McDermott, R., & O'dell, C. (2001). Overcoming cultural barriers to sharing knowledge. Journal of Knowledge Management, 5(1), 76-85. Wilden, R., Gudergan, S., & Lings, I. (2010). Employer branding: strategic implications for staff recruitment. Journal of Marketing Management, 26(1-2), 56-73.
Planned Learning Activities and Teaching Methods	The course comprises an interactive mix of lectures, discussions and individual and group work.
Assessment Methods and Criteria	Exam