

TITLE OF THE COURSE Code....(full-time) / Code....(part-time) Leadership – A Values-Work Perspective					
TITLE OF THE COURSE IN HUNGARIAN Leadership – a vezetés mint értékmunka					
Responsible unit (institute/department): Institute of Economics and Management	Number of lessons per week/semester: Full-time: 2 Part-time:	Credit value: 6		Prerequisites:	Prerequisite for exam:
Lecturer in charge of the subject: Dr. habil Fehér János (PhD) Honorary University Professor	Type of course: compulsory/ compulsory elective/ elective/ criterion	Recommended semester: -	Semester in which the course is offered: Autumn	Language of instruction: Hungarian/ English/ German/ ...	Type of evaluation: <u>exam (colloquium)/</u> <u>term mark</u> basic exam/ comprehensive exam/report/ signature/graded signature
Lecturer(s): Dr. habil. Fehér János (PhD)					Method of evaluation: written/ oral/ oral and written
Description of professional content and purpose of the course:					
<p>While <i>power and influence</i> had been historically—and have remained—key in interpreting leadership, other issues, including the <i>representation of the values of followers / societies, groups and their members</i> by the leaders have also been crucial in gaining insight into this phenomenon. The goal of this subject is to introduce leadership from a ‘<i>leaders as representatives</i>’ perspective and enhance students’ understanding about the values-related substance and value implications of organizational leadership.</p>					
Short outline, description of acquired knowledge, skills and competences:					
<ol style="list-style-type: none"> 1. Leadership as a process of influencing followers. The evolution of leadership thought: trait, behavioral and contingency approaches. 2. Leaders as representatives of followers’ values. The evolution of leadership thought from a representation of followers’ values perspective. 3. Transformational leadership as an integrative leadership model and complex mechanism for exerting influence. 4. Aspirations and functions of the transformational leader. Manifest, latent and dysfunctional tendencies, and reciprocity between leaders and followers in transformational leadership. 5. Experiential exercise in leadership. Choosing the right leadership style. 6. Other contemporary leadership theories. The issue of credibility in leadership. Authentic Leadership. 7. Values work of the leader. Value-based leadership in a changing cultural-historical, technological, economic, HRM, political and ethical context. 8. Dimensions of leadership values, i. a. time related (change and innovation), societal environment related (CSR, CSV), employee related and inner self related. 9. Empowering followers in leadership. 10. Self-understanding and self-regulation in leadership. 11. Interrelations between the Power/Influence and Representation of Follower Values leadership perspectives. Influence potential and values transfusion. The effect of the types of represented values and the authenticity of the leader on the effectiveness of the leadership influence. The ethical choice of and motives behind, options for and constraints against value-based leadership behaviors. 12. Experiential exercise – leadership and values. 					
Requirements during the semester and teaching methods:					
<p>Hand out assignments. Case studies, situational exercises. Optional knowledge assessment for offered exam grade/term mark.</p>					

<i>Compulsory sources/reading, bibliography, available sources for the acquisition of knowledge, skills and competences:</i>
<p>Fehér, János (2025): Course Presentation Material. Fehér, János (2023): Leadership – a Values Work Perspective. Akadémiai Kiadó, Budapest Fehér, János (2025): Values Work in Leadership. Monograph Chapter. In: Ethical Leadership. L'Harmattan, Paris (under Press)</p>
<i>Recommended additional sources/reading:</i>
<ol style="list-style-type: none"> 1. Kouzes, James M., Posner, Barry Z. (2023): The Leadership Challenge: How to make extraordinary things happen in organizations. Wiley, 2023 2. Northouse, P. (2021): Leadership. Theory and Practice. Sage Publications 3. Antonakis, John; Day, David D. (2018): The Nature of Leadership. Thousand Oaks (California), Sage Publications, 2018, ISBN: 978-1483359274 4. Avolio, Bruce, J., Yammarino, Francis, J (2013): Transformational and charismatic leadership: the road ahead. Bingley (UK), Emerald, 2013 5. Bachmann, Bernhard (2016): Ethical Leadership in Organizations. Concepts and Implementation. Switzerland, Springer International Publishing, 2017 6. Dierendonck, Van D., Patterson, Kathleen (Ed.). (2018): Practicing Servant Leadership. Developments in Implementation. London, Palgrave Macmillan, 2018 7. Fehér, János; Bonifert, Márta Szigeti (2001): The Application of Change Management Methods at Business Organizations Operating in Hungary: Challenges in the Business and Cultural Environment and First Practical Experiences. In: Daniel Denison. Organizational Change in Transition Economies. (2001), Lawrence Erlbaum & Associates, London, UK, ISBN:0805836187 8. Fehér, János; Kollár, Péter (2024): Interpersonal and Organizational Dimensions of Transformational Leadership Measured by LPI. Engineering Economics, 2024. July 9. Fehér, János; Reich, Matthias (2020): Perceived impacts of company Workplace Health Promotion on employment relationship. Journal of Eastern European and Central Asian Research 2020 (3), pp. 238-254 10. Fehér, János; Urbán, Anna (2020): Change and Values. Book chapter. In: Fehér, János: Fejlesztő vezetés. KRE ÁJK, Budapest
<i>Exam topics and/or questions:</i>
A list of the required professional competences, competence elements (knowledge, skills, etc.), based on point 7 (bachelor) or 8 (master) of the programme and outcome requirements, to which the course typically and substantially contributes:
<ol style="list-style-type: none"> a) knowledge Basics of leading as a management function. Basics of leadership. Understanding leadership environment (intra- and extra-organizational environment, stakeholders' values and needs). Leadership from a values-representation perspective. b) skills Leadership and followership skills. Goal-setting skills, delegating, influencing, effective leading and teamwork. c) attitude Understanding leadership as a dynamic process between leader, followers and environment. Valuing followership and servant leadership. Understanding principles behind value-orientated leadership. d) autonomy and responsibility
Notes (e.g. special device, student number limits):

*Explanations