



MULTI-GENERATIONAL TEAMS - CHALLENGES

Syllabus

Basic information

Field of study Finance and Accounting for Business		Didactic cycle 2025/26	
Speciality -		Subject code EKOFABS.M4.0116.25	
Organizational unit School of Undergraduate and Graduate Studies		Lecture languages English	
Study level graduate studies		Mandatory Obligatory	
Study form full-time		Block Major courses	
Education profile general academic		Department responsible for the subject Department of Human Resource Management	
		Subject related to scientific research No	
		Subject shaping practical skills No	
Coordinator	Agata Austen		
Teacher	Agata Austen		
Period Semester 3	Form of teaching, number of hours and method of examination • lecture: 15, Credit with grade • classes: 15, Credit	Number of ECTS points 3	
Sustainable Development Goals	diversity; inclusiveness / inclusive		
Flags	consultancy project		

Goals

Code	Goal
C1	The objective of the course is to develop the knowledge and skills of managing and working in multi-generational teams, including the aspects of leadership, team composition and dynamics, communication, psychological aspects and work-related outcomes for individual and team performance and multi-dimensional quality of life

Recommended requirements

n.a.

Subject's learning outcomes

Code	Outcomes in terms of	Major learning outcomes for the subject	Examination methods
Knowledge:			
W1	The student knows and understands the determinants of changes in team composition, including multi-generational teams	FAB.M_W02	Final test (written) - test, End-of-course assessment - group report
W2	The student knows and understands the dilemmas and challenges of contemporary cross-generational cooperation	FAB.M_W03	Final test (written) - test, End-of-course assessment - group report
W3	The student knows and understands the key economic, legal, ethical and cultural conditions of multi-generational teams	FAB.M_W04	Final test (written) - test, End-of-course assessment - group report
Skills:			
U1	The student is able to speak English at the B2+ level in the area of team management	FAB.M_U04	Final test (written) - test, End-of-course assessment - group report, End-of-course assessment - preparation of a video material/film report
U2	The student can manage individual and team learning	FAB.M_U05	Final test (written) - test, End-of-course assessment - group report, End-of-course assessment - preparation of a video material/film report
Social competences:			
K1	The student is ready to critically assess the acquired information and knowledge in team management	FAB.M_K01	Final test (written) - test, End-of-course assessment - group report, End-of-course assessment - preparation of a video material/film report

Code	Outcomes in terms of	Major learning outcomes for the subject	Examination methods
K2	The student is ready to fulfil social obligation, including the social aspect of cross-generational cooperation	FAB.M_K03	Final test (written) - test, End-of-course assessment - group report, End-of-course assessment - preparation of a video material/film report

Study content

No.	Course content	Subject's learning outcomes	Activities
1.	Diversity and multigenerational teams: foundations	W1, W2, W3, U1, U2, K1, K2	lecture, classes
2.	Cross-generational differences. Generational cohorts: myths and realities	W1, W2, W3, U1, U2, K1, K2	lecture, classes
3.	Team composition and dynamics	W1, W2, W3, U1, U2, K1, K2	lecture, classes
4.	Leadership in multigenerational teams	W1, W2, W3, U1, U2, K1, K2	lecture, classes
5.	Cross-generational communication	W1, W2, W3, U1, U2, K1, K2	lecture, classes
6.	Group conflicts	W1, W2, W3, U1, U2, K1, K2	lecture, classes
7.	Diversity management & future outlook	W1, W2, W3, U1, U2, K1, K2	lecture, classes

Additional information

Activities	Methods of conducting classes
lecture	Lecture using multimedia techniques, Lecture using activating techniques
classes	Task solving, Solving a case study/real problem of an organization, Workshop

Activities	Examination method	Percentage
lecture	Final test (written) - test	40%
classes	End-of-course assessment - group report	30%
classes	End-of-course assessment - preparation of a video material/film report	30%

Activities	Credit conditions
lecture	Students need to obtain at least 50% of the points
classes	Active participation in classes, assessment of exercises and video

Literature

Obligatory

1. Peters, P. (2023). Diversity management. Kohlhammer Verlag.
2. Skudiene, V., Kvedaraviciene, I. A., Trunciene, G., & Legote, I. (2025). Antecedents of retention: Digital subscription perspectives of Generation Z. Management Decision. Advance online publication. <https://doi.org/10.1108/MD-04-2024-0961>
3. Dasborough, M. T., Hannah, S. T., & Zhu, W. (2020). The generation and function of moral emotions in teams: An integrative review. Journal of Applied Psychology, 105(5), 433-452. <https://doi.org/10.1037/apl0000443>

Optional

1. Buchanan, D., Huczynski, A. (2019). Organizational Behaviour. Pearson

Calculation of ECTS points

Activity form	Activity hours*
lecture	15
classes	15
Preparation of end-of-course assessment - group presentation	20
Analysis of lecture notes	10
Literature study	12
Preparation of the end-of-course assessment - group paper	10
Consultations	4
Re-sit assignement	4
Student workload	Hours 90
Number of ECTS points	ECTS 3

* hour means 45 minutes

Major learning outcomes for the subject

Code	Content
FAB.M_K01	Critically evaluates the obtained information and acquired knowledge of finance, business, and accounting, including from an international perspective.
FAB.M_K03	Is ready to fulfill social obligations, initiate and co-organize activities for the benefit of the community following the public interest using strategic thinking and acting in an entrepreneurial manner while also being aware of the consequences of financial decisions made in such activities.
FAB.M_U04	Is proficient in a foreign language at B2 level of the Common European Framework of Reference for Languages and in specialized terminology in finance and accounting.
FAB.M_U05	Can lead the work of a team, including in an international environment, interact with others as part of teamwork, and act as a leader.
FAB.M_W02	Knows and understands the main financial determinants of change, affecting the conduct of business on a national and international scale and their impact on the accounting and financial reporting system.
FAB.M_W03	Knows and understands the fundamental dilemmas and challenges of modern civilization and their links to the financial and real spheres, including from an international perspective.
FAB.M_W04	Knows and understands the critical economic, legal, ethical and other considerations of various business activities, including the basic concepts and principles of industrial property protection and copyright law.