

Información del Plan Docente

Academic Year	2017/18
Faculty / School	175 - Escuela Universitaria Politécnica de La Almunia 179 - Centro Universitario de la Defensa - Zaragoza
Degree	425 - Bachelor's Degree in Industrial Organisational Engineering 457 - Bachelor's Degree in Industrial Organisational Engineering 563 - Bachelor's Degree in Industrial Organisational Engineering
ECTS	6.0
Year	
Semester	Half-yearly
Subject Type	Compulsory
Module	---

1.General information**1.1.Introduction****1.2.Recommendations to take this course****1.3.Context and importance of this course in the degree****1.4.Activities and key dates****2.Learning goals****2.1.Learning goals****2.2.Importance of learning goals****3.Aims of the course and competences****3.1.Aims of the course****3.2.Competences****4.Assessment (1st and 2nd call)****4.1.Assessment tasks (description of tasks, marking system and assessment criteria)****Enterprise itinerary**

Final case

Case "START EXPRESS". 40%

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Real company case. Work tema (4-5 persons, during one month). Two questions and a global valoration. Oral presentation.

Test final exam 60%

Active participation

Defence

The evaluation of the course is structured through two global activities: 1. Test exam of the theoretical and practical aspects (50%). 2. Practical activities (50%). They have double profile, focused on job skills and personal skills, and teamwork: (a) oral presentation of a work (10%), (b) Preparation and performance in group of the debate Pros and cons (25%), and (c) Analysis of group cases in work teams (15%).

5. Methodology, learning tasks, syllabus and resources

5.1. Methodological overview

Specialization in business

The leadership course makes up knowledge, procedure and values through cooperative and collaborative learning that requires an active student involvement. The course sessions allow to learn theories and practical implications to influence in groups and teams in their leader condition and the training of those social skills to lead.

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5.2. Learning tasks

Specialization in business

The learning methodology is organized in four kinds of teaching actions. The first ones are lecture sessions with a Moodle platform support and Power Point. The second ones are a seminar sessions to promote collaborative and cooperative learning of theoretical Knowledge, procedure and values. The work teams are setting up at the beginning of academic term and work on three sort of group activities. Those are, a public debate about a theme, a case-group study and a discourse about a theory of leadership with practical implications. Only the theories to discuss are assigned by the lecturers already the debate topic and case study are selected by class groups. The third kind of learning activity is the application of group-techniques (cognitive, emotional and behavioral) to train leadership's competences through experience-based methodology. The last one is a tutorial course where lecturers use feedback technique during the learning process to improve skills in tasks carried out that allow to improve leadership's competence.

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5.3.Syllabus

Specialization in business

- **INTRODUCTION OF LEADERSHIP**
- Direction vs. Leadership
- Leadership functions
- Theorys of leadership
- Power and authority
- Situational Leadership

Cases.

- Case "Steve Jobs".
- Case "Microsoft".

- **LEADERSHIP AND TEAM**

- Team vs. Group

- What is a team?
- Key to work team
- Different models of team in enterprise environment
- Characteristics of high performance teams
- Team steps
- Attitudes to create successful team

BLOQUE II

- **CULTURE AND LEADERSHIP**
- Culture concept
- Influential factors in the enterprise culture
- Socialization process
- Cultural models
- Laboral climate concept
- Factors of laboral climate analysis
- **MOTIVATION**
- Motivation and emotional intelligence
- Different motivation theories

BLOQUE III

- **DELEGATION**
- What is delegate?
- Advantage of efective delegation
- Delegation steps
- **MAKE DECISION**
- Keys to decide
- Mistakes in decision process
- Groups decision. Vroom model
- **COMUNICATION**
- **Tool management**
- Internal comunication
- Effective feedback
- **Social hability**
- Information vs. Comunication
- Key elements in comunication
- Comunication styles
- Coflict management
- How to speak in public

- **NEGOCIATION**
- Key elements
- Negotiation strategies

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The course contents are structured Leadership through five thematic modules:

Module I. Overall leadership and phenomenological perspective

1. Introduction to Leadership.
2. Theorists in the study of leadership approaches.

Module II. Individual, group and organization management Leadership

3. The Leader as a specific role (processes of self-leadership / training).
4. Psychosocial aspects of social interaction in Leadership
5. The group in the Leadership management
6. Management Leadership in Organizations

Module III. Leadership and Social Communication

7. Leadership and Social Communication

Module IV. Crisis and Leadership

8. Risk factors in the psychosocial health management Leadership
9. Emergencies and crisis leadership management.

Module V. Society and Leadership

10. Psychosocial aspects of Collective Behavior and Social Movements.
11. Community Leadership

5.4. Course planning and calendar

Enterprise itinerary

The timing of the presentation of class work is exposed on the first day of class by the teacher of the subject. This information is available on the Moodle platform of the subject, where a power point presentation will relate the syllabus of the subject.

Schedule sessions and presentation of works

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The schedule and times of the sessions of the subject of Leadership are available through the website of the University Center of Defense (CUD): <http://cud.unizar.es>

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5.5. Bibliography and recommended resources

Specialization in business

- Navas, JE, Guerras, LA. (2002). La dirección estratégica de la empresa. Teoría y aplicaciones. Civitas, Colección Empresa
- Kreitner, Kinicki. (1997). Comportamiento de las Organizaciones. McGraw Hill.
- Bonache, J., Cabrera, A. (2002). Dirección estratégica de personas. Prentice Hall.
- Morales, Ariza, Morales (2000). Gestión integrada de personas. Descleé De Brouwer.
- AAVV. (2004). Equipos que triunfan. Harvard Business Review. Ediciones Deusto.-
- Urcola, JL. (2001). Dirigir personas en tiempos de cambio. ESIC Editorial.
- Fisher, R., Sharp, A. (2000). El liderazgo lateral. Gestión 2000.
- AAVV. (2001). Paradigmas del liderazgo: claves de la dirección de personas. McGraw Hill Profesional. IESE

Defence

BB Goleman, D. Liderazgo. El poder de la Inteligencia Emocional. Madrid: Ediciones B, 2013

BB Introducción a la psicología de los grupos / Coordinación y dirección Francisco Gil Rodríguez [et. al.]. Madrid : Pirámide, D.L. 2010

BB Liderazgo, hecho y ficción: visiones actuales/Fernando Molero, José Francisco Morales (coords.). - [1ª ed.] Madrid : Alianza, D.L. 2011

BB Robbins, Stephen P. Comportamiento organizacional / Stephen P. Robbins, Timothy A. Ju>= traducción, Leticia Esther Pineda Ayala; revisión técnica, Rosalinda Garza Estrada. 15ª ed. Naucalpan de Juárez, Estado de México: Pearson Educación de México, 2013

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BB Sabucedo, J. M. Psicología Social / Sabucedo, J. M., y Morales, J. F. Madrid: Panamericana, 2012

BB Sánchez, José C. Psicología de los grupos: teorías, procesos y aplicaciones / José C. Sánchez Madrid [etc.]: Mc Graw Hill, 2002

BB Yukl, Gary. Liderazgo en las organizaciones / Gary Yukl; traducción, Yago Moreno López. - 6ª ed. Madrid : Pearson Educación, [2008]

BC Albizu, E., y Landeta, J. (2007). Dirección estratégica de los recursos humanos. Teoría y práctica. Madrid: Pirámide

BC Benatuil, D. La Inteligencia Práctica en Líderes militares: Incluye protocolos del instrumento Conocimiento Tácito para el Liderazgo Militar (CTLM). Editorial Académica Española, 2012

BC Introducción a la psicología de las organizaciones / Francisco Gil Rodríguez, Carlos María Alcover de la Hera (coords.). - 2ª reimpr. Madrid : Alianza, D.L. 2008

BC Molero, F. y Morales J.F. El líder y su grupo: visiones actuales del liderazgo. Madrid. Alianza Editorial, 2011

BC Muchinsky, Paul M. Psicología aplicada al trabajo / Paul M. Muchinsky. Madrid: Paraninfo, D.L. 2000

BC Ovejero Bernal, Anastasio. Técnicas de negociación: Cómo negociar eficaz y exitosamente / Anastasio Ovejero Bernal. Madrid [etc.]: McGraw Hill, D.L. 2004

BC Psicología de grupos I: estructura y procesos / directores, Carmen Huici y J. Francisco Morales; otros autores, Juan Manuel Falomir Pichastor [et al.]. - 1a. ed. Madrid: Universidad Nacional de Educación a Distancia, 2004

BC Sánchez Vázquez, Juan Francisco. Liderazgo : teoría y aplicaciones / Juan Francisco Sánchez Vázquez Salamanca : Universidad Pontificia Salamanca, 2010

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BC Studer, Jürg. Guía práctica de oratoria: hablar, exponer, convencer / Jürg Studer. - [3ª ed.] Madrid: Drac, 2006

BC Técnicas grupales en contextos organizacionales / coordinadores, Francisco Gil Rodríguez, Carlos María Alcover de la Hera Madrid: Pirámide, cop. 2004

BB: Basic bibliography

CB: Complementary bibliography