30133 - Leadership

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

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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

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• 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
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- What is a team?
- Key to work team
- Differents 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 clime concept
  - Factors of laboral clime analyse

- MOTIVATION
  - Motivation and emotional intelligence
  - Differents motivation theories

BLOQUE III
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- **DELEGATION**
  - What is delegate?
  - Advantage of effective delegation
  - Delegation steps

- **MAKE DECISION**
  - Keys to decide
  - Mistakes in decision process
  - Groups decision. Vroom model

- **COMUNICACION**
  - Tool management
    - Internal communication
    - Effective feedback
    - Social ability
      - Information vs. Communication
      - Key elements in communication
      - Communication styles
      - Conflict management
      - How to speak in public
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**

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

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.

5.5. Bibliography and recommended resources

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


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


**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** 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 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