

#### 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%



Real company case.	Work tema (4-5 persons,	during one month).	Two questions a	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 theorical 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.

#### **Defence**

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.

# 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.



#### **Defence**

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.

# 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



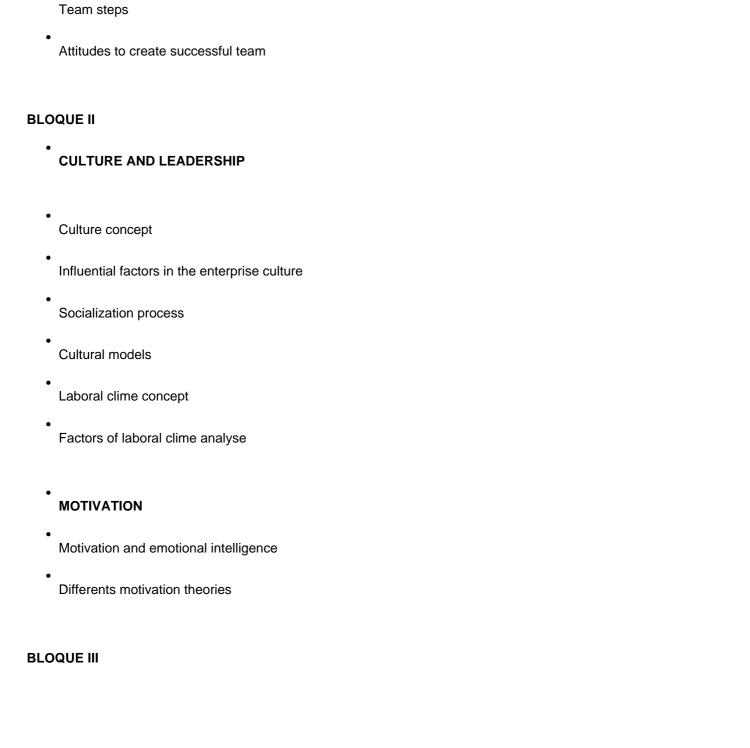
What is a team?

Key to work team

Differents models of team in enterprise environmet

Characteristics of high performance teams

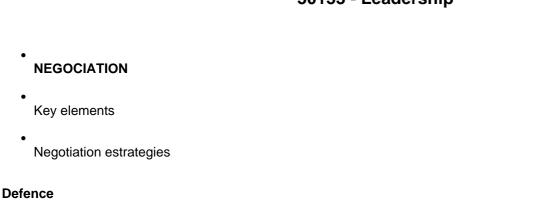
# 30133 - Leadership





# **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





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

#### **Defence**

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

#### 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**

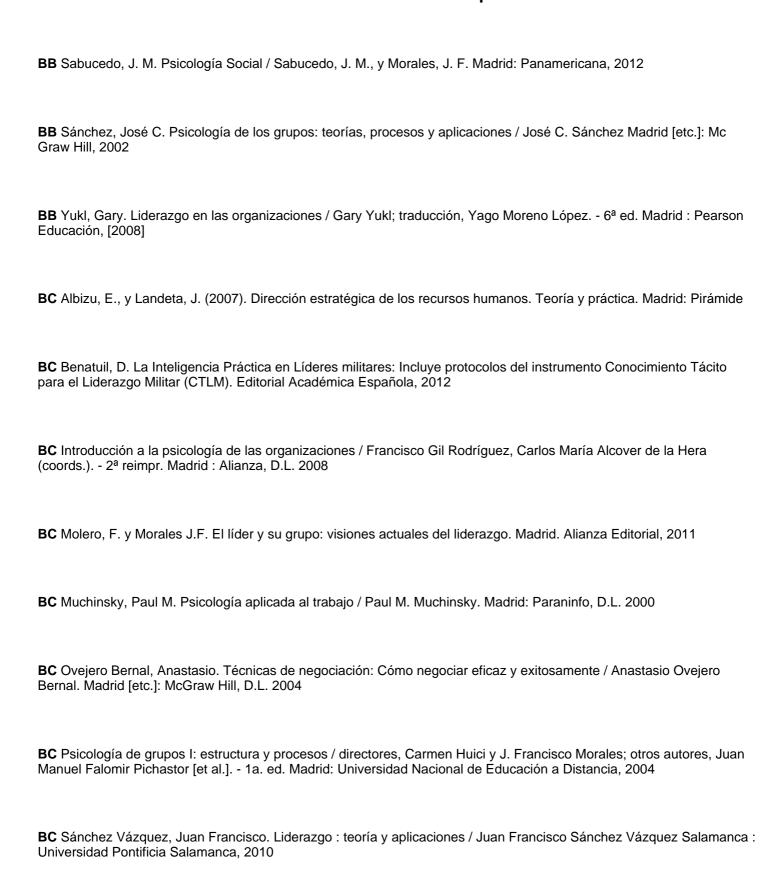
BB Goleman, D. Liderazgo. El poder de la Inteligencia Emocional. Madrid: Ediciones B, 2013

**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







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 bibiography

CB: Complementary bibiography