

Academic Year/course: 2022/23

## 30133 - Leadership

### Syllabus Information

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**Academic Year:** 2022/23

**Subject:** 30133 - Leadership

**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  
563 - Bachelor's Degree in Industrial Organisational Engineering

**ECTS:** 6.0

**Year:** 563 - Bachelor's Degree in Industrial Organisational Engineering: 2

425 - Bachelor's Degree in Industrial Organisational Engineering: 4

**Semester:** 563 - Second semester

425 - First semester

**Subject Type:** Compulsory

**Module:**

## 1. General information

### 1.1. Aims of the course

On the one hand, the student must acquire a sufficient management of the theoretical concepts that from the field of psychology base the exercise of leadership in the professional field of the student. In general in organizations, but particularizing in the military field in the defense profile and in the field of companies and organizations in the company profile. On the other hand, the student must acquire skills in the exercise of leadership, for which the subject must also have a practical approach.

Specialization in Defence: These approaches and objectives are in line with the following Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda (<https://www.un.org/sustainabledevelopment/>), in such a way that the acquisition of the course learning outcomes provides training and competence to contribute to their achievement to some degree: 3. Good health and well-being, 4. Quality education, 5. Gender equality, 10. Reduced inequalities, 16. Peace, justice and strong institutions, 17. Partnership for the goals.

### 1.2. Context and importance of this course in the degree

The engineering of industrial organization aims to provide the student with training that intensifies the special and necessary preparation for proper decision making, for the direction, management, integration and optimization of human and material resources that will be placed under their responsibility. In this sense, leadership constitutes one of the relevant elements of training.

Defense Profile: This subject contributes to the training of Army Officers, providing the knowledge and developing the skills needed by Army Officers to carry out their misión.

### 1.3. Recommendations to take this course

None in particular

## 2. Learning goals

### 2.1. Competences

#### General skills

C02 - Ability to plan, budget, organise, manage and monitor tasks, people and resources.

C04 - Ability to solve problems and take decisions with initiative, creativity and critical reasoning.

C05 - Ability to apply Information and Communication Technologies (ICTs) within the field of engineering.

C06 – Ability to communicate knowledge and skills in Spanish.

C08 – Ability to analyse and evaluate the social and ecological impact of technical solutions, behaving ethically, with professional responsibility and social commitment, always striving for quality and continuous improvement.

C09 – Ability to work in a multidisciplinary group and in a multilingual setting.

C11 – Ability to continue learning and develop self-learning strategies.

#### **Specific competences**

C32 - Knowledge of the fundamental theories of leadership and tools applicable to management positions.

## **2.2. Learning goals**

**The student, to pass this subject, must demonstrate the following results:**

- . Know the theoretical and epistemological bases on which the exercise of leadership is based.
- . Know and understand the main attitudinal and attitudinal factors that influence the behavior of the individual.
- . Understand the bases of the functioning of group dynamics that facilitate the participation, management and leadership of work teams.
- . Train to choose the most effective management style adapted to the situational context, including multicultural aspects.
- . Master the techniques and develop public speaking skills.
- . Know the bases of organizational communication.
- . Know the theoretical basis for the application of personal and work motivation procedures.
- . Know and use management tools and decision making.
- . Develop skills in negotiation techniques and management of meetings.

## **2.3. Importance of learning goals**

The learning outcomes will allow the student to strengthen their leadership skills in the face of their future professional performance, so that they are able to improve their ability to influence and motivate the personnel under their responsibility, as well as to make the most appropriate decisions based on the needs and requirements of the moment.

# **3. Assessment (1st and 2nd call)**

## **3.1. Assessment tasks (description of tasks, marking system and assessment criteria)**

### **Enterprise itinerary**

Grupal Cases. 40%

Test final exam 60%

Active participation

### **Defence**

The students will be able to pass the total of the subject by the continuous evaluation procedure. To do this, they must demonstrate that they have achieved the expected learning outcomes by passing the evaluation instruments indicated below which will be carried out throughout the semester:

- Test 1: Theoretical-practical exam on the first part of the theoretical contents of the subject. Its weight in the final grade is 25%.
- Test 2: Theoretical-practical exam on the second part of the theoretical contents of the subject. Its weight in the final grade is 25%.
- Test 3: Written and practical work in teams, oral presentation in public on the contents of the Communication topic. Its weight in the final grade is 30%.
- Test 4: Written and practical work in teams, oral presentation in public on the contents of the topic of Study of the groups. Its weight in the final grade is 20%.

The final continuous assessment score (100%) will be calculated based on the specific weight of each continuous assessment test. To pass the subject, the student must obtain a final grade greater than or equal to 5.

### **Global Test:**

First call. The students who do not pass the subject by continuous assessment or who would like to improve their grades, will have the right to take the Global Test set in the academic calendar, prevailing, in any case, the best of both grades. This

global test will be equivalent to the continuous assessment test described and will have the 100% weight in the final grade. It will consist of the development of several open-ended questions and practical exercises. To pass the subject, the student must obtain a final grade greater than or equal to 5.

Second call. Students who do not pass the subject in the first call may take a global test set in the academic calendar for the second call. It will be equivalent to the continuous evaluation tests described and will have a weight of 100% in the final grade. It will consist of the development of several open-ended questions and practical exercises. To pass the subject, the student must obtain a final grade greater than or equal to 5.

### **Assessment criteria**

The evaluation criteria will be based on the correctness of the answers and the adequate argumentation before the questions raised, the critical judgment developed, the elaboration and originality of the works. The aspects of formal, logical and drafting correctness in those of the texts submitted will also be considered.

## **4. Methodology, learning tasks, syllabus and resources**

### **4.1. Methodological overview**

The approach, methodology and assessment of this course is prepared to be equivalent in any teaching scenario. It will be adjusted to the socio-sanitary conditions of each moment, as well as to the indications given by the competent authorities.?

#### **Specialization in business**

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

#### **Defence**

The methodology followed in this course is oriented towards the achievement of the learning objectives. It is based on active participation, case studies, teamwork, role-playing etc. that favour the development of communicative skills and critical thinking. A wide range of teaching and learning tasks are implemented, such as lectures, practice sessions, autonomous work, tutorials, and assessment tasks.

Students are expected to participate actively in the class throughout the semester.

Classroom materials will be available via Moodle. These include a repository of the lecture notes used in class, the course syllabus, as well as other course-specific learning materials.

Further information regarding the course will be provided on the first day of class.

### **4.2. Learning tasks**

**The course includes the following learning tasks:**

#### **Specialization in business**

The learning methodology is organized into four kinds of teaching actions. The first ones are lecture sessions with a Moodle platform support and PowerPoint. The second ones are seminar sessions to promote collaborative and cooperative learning of theoretical Knowledge, procedure and values. The work teams are setting up at the beginning of the academic term and work on three sorts 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 is 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 the 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 improving leadership's competence.

#### **Defence**

This is a 6 ECTS course organised as follows:

? Lectures and practice sessions (4,5 ECTS: 45 hours). The teacher presents theoretical contents illustrated with relevant examples and include discussion and presentation of case studies, role-playing and practical work.

? Autonomous teamwork (0,8 ECTS: 8 hours). Students' preparation of debates, teamwork and summative assignments. Teamwork as a way of developing cooperative and collaborative learning of practical content, technical procedures and values. Teams are formed at the start of the academic course and are tasked with 2 main activities: a) analysis of a group case in order to analyse basic procedures and structures inherent to a group activity and, b) dialectical debate "in favour of-against it" of a subject of social interest chosen by the group-class.

? Public presentations: (0.5 ECTS: 5 hours). Feedback is encouraged between professor and students within the duration of the learning process of the skills and competences of the subject.

? Tutorials: (0.2 ECTS: 2 hours). Hours that can be used to solve doubts and for follow-up of students' learning progress.

### **4.3. Syllabus**

The course will address the following topics:

## Specialization in business

- INTRODUCTION OF LEADERSHIP
- Direction vs. Leadership
- Leadership functions
- Theories 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 the team in the enterprise environment
- Characteristics of high-performance teams
- Team steps
- Attitudes to create a 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 analyse
- MOTIVATION
- Motivation and emotional intelligence
- Different motivation theories

## BLOQUE III

- DELEGATION
- What is delegate?
- Advantage of effective delegation
- Delegation steps
- MAKE DECISION
- Keys to decide
- Mistakes in the decision process
- Groups decision. Vroom model
- COMMUNICATION
- Tool management
- Internal communication
- Effective feedback
- Social ability
- Information vs. Communication
- Key elements in communication
- Communication styles
- Conflict management
- How to speak in public
- NEGOTIATION
- Key elements
- Negotiation strategies

## **Defence**

The course will address the following 6 topics:

Topic 1. General considerations about leadership.

Topic 2. Psychosocial processes.

Topic 3. Communication.

Topic 4. Emotion and motivation.

Topic 5. Study of the groups.

Topic 6. Models and theories of leadership.

Topic 7. Team management.

## **4.4. 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 s u b j e c t .

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. 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.

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

The timing of the presentation of class work is set 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.

## **4.5. Bibliography and recommended resources**

### **Specialization in business**

<http://psfunizar10.unizar.es/br13/egAsignaturas.php?codigo=30133>

### **Defence**

<http://psfunizar10.unizar.es/br13/egAsignaturas.php?codigo=30133>