Universidad Zaragoza

Academic Year/course: 2024/25

30133 - Leadership

Syllabus Information

Academic year: 2024/25
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

The objectives of the subject are that the students acquire competencies and sufficient management of the theoretical and practical concepts from the field of psychology that underpin the exercise of leadership in the professional field of student. In general in organizations, but particularly in the military field in the defense profile and in the field of companies and organizations in the company profile.

2. Learning results

1. To know the theoretical and epistemological bases on which the exercise of leadership is based.

2. To know and understand the main aptitudinal and attitudinal factors that influence the behavior of the individual.

3. Understand the basics of group dynamics to facilitate participation, managementand leadership of work in teams.

4. To be able to choose the most effective management style adapted to the situational context, including multicultural aspects.

5. Master the techniques and develop skills for public speaking.

6. To know the basics of organizational communication.

7. To know the theoretical bases for the application of personal and work motivation procedures.

8. Know and use management and decision making tools.

9. Develop skills in negotiation techniques and meeting management.

3. Syllabus

DEFENSE PROFILE:

Unit 1. General considerations on leadership.

Unit 2. Psychosocial processes.

Unit 3. Communication.

Unit 4. Emotion and motivation.

Unit 5. Study of the groups.

Unit 6. Leadership models and theories.

Unit 7. Team management.

COMPANY PROFILE:

BLOCK I

INTRODUCTION LEADERSHIP

Exposure concepts

Address vs. Leadership

Roles and responsibilities leader

Models and theories of leadership: trait theory, behavioral style theories, situational theories, transformational leadership, etc

Power and authority

Situational Leadership

Classroom dynamics

Identification styles address. Blake Address Grille & Mouton Cases

Steve Jobs case. Leadership style analysis. Performed individually, analyzed in the classroom

Microsoft? case. Organizational leadership style analysis. Performed individually, analyzed in the classroom.

LEADERSHIP AND TEAMS

Exposure concepts Team vs. Group

what is a team? Keys to the work team

Equipment models in the business environment

High performance equipment features. Stages of team development

Attitudes that generate success within the team

Classroom dynamics

the numbers game. Cooperation

NASA. Difference individual results-team results

lego Man. Teamwork with defined roles and rules.

Tower construction. Teamwork, without rules. Search for creativity and added value.

BLOCK II

CULTURE AND LEADERSHIP

Exposure concepts

Concept of culture

Factors influencing culture. Socialization process

Cultural models. Climate concept

Dimensions of work climate studies. Classroom dynamics

Analysis of the "real" work environment study (questionnaires, results, evaluations?) Cases

Toyota case. Cultural model analysis ? influence of external values ? influence of leadership. Group work and defended in the classroom.

Case ?Paradores Nacionales? Cultural change analysis. Done as a group and defended in the classroom.

MOTIVATION

Exposure concepts

Motivation and emotional intelligence

Maslow Theory, McClelland's Needs Theory, Herzberg's Theory

Motivational elements in the company. Systems valuation.

Classroom dynamics

Bread set. Fair-adequate concept. Perceptions we have.

Analysis of company valuation systems. Management systems by objectives and performance evaluation systems. Real cases.

BLOCK III

DELEGATION

Exposure concepts

what is delegation? What is not delegation?

Benefits effective delegation

Delegation phases

MAKES DECISIONS

Exposure concepts Elements

keys to decide.

Fundamental errors in corporate decision making Principles for effective decision making.

Group decision making. Vroom model.

Classroom dynamics

The murdered young woman. Importance of values in decision making.

COMMUNICATION

Management tool

Exposure concepts

Internal Communication

Benefits bottom-up, top-down, horizontal communication

Rumor management

How to give feedback Ability

Social Exposure concepts

Inform vs. Communicate

Key communication elements in the company. Communication styles: aggressive, assertive, passive Active listening Strategies to prevent communication problems. Conflict management

Key aspects of public speaking. Classroom dynamics

Squares. Difference between informing and communicating and their effects. Importance of listening.

Broken telephone. How to transmit messages and loss of information. Transcendence of written communication.

Five-minute presentation of a topic. Video recording and collective feedback.

Cases

Ramón Pastor case. Analysis type information given, how it is given, decoding and inadequate decision making.

NEGOTIATION

Exposure concepts

Key negotiation elements

Types of negotiation

Negotiation strategies

Classroom dynamics

bitter Oranges Case. Three different roles with the objective of analyzing the difference between negotiating for position or for interests, reviewing negotiating skills and the importance of preparation.

4. Academic activities

DEFENSE PROFILE:

1. Theoretical-practical classes with presentations and individual and group activities of practical exercises, case studies and dramatizations that encourage active participation, analysis and reflection.

2. Team work in two tasks: a) analysis of a case in order to analyze basic structures and processes inherent to a group activity and b) dialectic debate "For-against" in relation to a topic of social interest inherent to a group activity and b) Dialectic debate "For-against" in relation to a topic of social interest chosen by the group chosen by the group.

3. Individual oral presentations of the work carried out in teams.

4. Journaling activities and skills development practices.

5. Study, personal work, evaluations and tutorials.

COMPANY PROFILE:

The approach, methodology and evaluation of this guide is prepared to be the same in any teaching scenario.

They will be adjusted to the socio-sanitary conditions of each moment, as well as to the indications given by the competent authorities.

Exposure of key concepts of the topics. Cooperative learning is sought but encouraging constant interaction with the student. Exercises that reinforce learning: cases carried out individually or in small groups in which the participants reflect and share their ideas and assessments. The cases will be presented in class, forcing participation and preparation of the cases to be presented to the rest of the group. Exposure of common situations in the field of the company.

Analysis, study and evaluation of a business case in groups. Group presentation with preparation of the presentation and use of technical resources (powerpoint, videos, use of blackboard). Preparation and presentation of a five-minute presentation by each student. The student will be free to choose the topic, the presentations will be videotaped and we will conduct a collective feedback sessionwith active participation of the teacher and the students.

The working methodology of the Leadership course is structured through different didactic typologies. The first, theoretical classes with technical support in Power Point and use of the Moodle platform. The second, interactive dynamics where they will try to reinforce key concepts and discover different elements linked to each of the areas of learning. Thirdly, the application of group techniques (cognitive, cognitive and emotional) to train skills and leadership competencies through experiential methodology. And the last one, the resolution of a real company casein team where the key aspects of the subject are collected.

5. Assessment system

DEFENSE PROFILE:

FIRST CALL

Continuous assessment throughout the term.

Test 1. Theoretical-practical exam first part contents. 20%.

Test 2. Theoretical-practical exam second part contents. 20%.

Test 3. Work and oral presentation on the subject of Communication. 25%.

Exhibit 4: Work and oral presentation on the theme of the study of the groups. 15%.

Exhibit 5. Practice self-leadership development through a journal. 10%.

Exhibit 6. Practice development of transversal competencies of the leader. 10%.

Overall test

Development of several open questions, practical exercises and oral presentation. Students who do not pass the subject through continuous assessment or who wish to improve their grade, will have the right to take the overall test set in the academic calendar , prevailing, in any case, the best of the grades obtained. This global test will be equivalent to the continuous assessment tests described above and will have a 100% weight in the final grade.

SECOND CALL

Students who do not pass the subject in the first exam may sit for a second comprehensive exam with a similar structure to the previous one.

ASSESSMENT CRITERIA

In order to pass the subject, the student must obtain a final grade of 5 or higher. The assessment criteria will be based on a rubric of correction of the answers, assessing the adequate content, correct argumentation and criticaljudgment , as well as the formal, logical and editorial correctness of the texts presented.

Assessment instrument	Weighting% Weighting	RA-1	RA-2	RA-3	RA-4	RA-5	RA-6	RA-7	RA-8	RA-9
Theoretical-practical exam 1	20	X	X	X	X			X	X	
Theoretical-practical exam 2	20	X	X	X	X		X	X	X	X
Practical Communication	25	X		X	X	X	X	X		X
Practice Groups	15	X		X	X	X	X			X
Daily self-leadership practice	10 h	X	X				X	X	X	X
Practical skills	10 h	X	X		X			X		X

COMPANY PROFILE:

Cases Continuous Assessment - practices 40%

Final Exam 60%

Written test with open-ended questions.

Class attendance, active participation

6. Sustainable Development Goals

5 - Gender Equality
16 - Peace, Justice and Strong Institutions
17 - Partnerships for the Goals