Universidad Zaragoza

Academic Year/course: 2024/25

39733 - Leadership

Syllabus Information

Academic year: 2024/25
Subject: 39733 - Leadership
Faculty / School: 175 - Escuela Universitaria Politécnica de La Almunia
Degree: 608 -
ECTS: 6.0
Year: 5
Semester: First semester
Subject type: Compulsory
Module:

1. General information

The objectives of the subject are that the students acquire competencies and a sufficient management of the theoretical and practical concepts from the field of psychology that underpin the exercise of leadership in the student's professional field. 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

To pass this subject, students shall demonstrate they have acquired the following results:

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

. To know and understand the main aptitudinal and attitudinal factors that influence the individual's behavior.

. Understand the basics of group dynamics to facilitate participation, management and leadership of workteams.

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

. Master the techniques and develop skills for public speaking.

. To know the basics of organizational communication.

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

. Know and use management and decision making tools.

. Develop skills in negotiation techniques and meeting management.

3. Syllabus

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
Charismatic leadership
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. Carried out groupform 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

DECISION-MAKING

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 of information being given, how it is given, decoding and decision making that is inadequate.

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 of negotiating by position or by interests, review negotiating skills and the importance of preparation.

4. Academic activities

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 participants reflect and share their ideas and assessments. The cases will be exposed in class, forcing the participation and preparation of the same to be exposed to the rest of the group. Exposure of common situations in the company's environment. Analysis, study and evaluation of a business case by groups. Group exposition with preparation of the presentation and use of technical resources (powerpoint, videos, use of blackboard?).

Preparation and delivery of a five-minute presentation by each student. The student will be free to choose the topic, the presentations will be videotaped and a collective feedback session will be held with 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 one, interactive dynamics where they will try to reinforce key concepts and discover different elements linked to each of the learning areas. Thirdly, the application of group techniques (cognitive, conative and emotional) to train Leadership skills and competencies through experiential methodology. And the last one, the resolution of a real company case in a team where the key aspects of the subject are.

5. Assessment system

Cases Continuous Assessment - Practices 40%

Final Exam 60%

Written multiple-choice test with questions open-closed.

Class attendance, active participation.

6. Sustainable Development Goals

5 - Gender Equality
8 - Decent Work and Economic Growth
10 - Reduction of Inequalities