30133 - Leadership

Información del Plan Docente

Academic Year	2016/17
Academic center	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
	457 - Bachelor's Degree in Industrial Organisational Engineering
ECTS	6.0
Course	
Period	Half-yearly
Subject Type	Compulsory
Module	---

1.Basic info

1.1.Recommendations to take this course

1.2.Activities and key dates for the course

2.Initiation

2.1.Learning outcomes that define the subject

2.2.Introduction

3.Context and competences

3.1.Goals

3.2.Context and meaning of the subject in the degree

3.3.Competences

3.4.Importance of learning outcomes

4.Evaluation

Enterprise itinerary

Final case

Case "START EXPRESS". 40%

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 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.Activities and resources

5.1.General methodological presentation

Specialization in business
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5.2.Learning activities

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.Program

Specialization in business

- **INTRODUCTION OF LEADERSHIP**

- Direction vs. Leadership

- Leadership functions

- Theorys of leadership
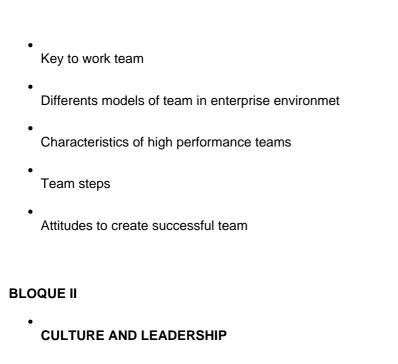
- Power and authority

- Situational Leadership

Cases.

- Case "Steve Jobs".

- Case "Microsoft".

- **LEADERSHIP AND TEAM**

- Team vs. Group

- What is a team?

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- Key to work team

- Differents models of team in enterprise environmet

- 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**

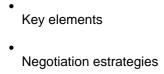- Motivation and emotional intelligence

- Differents motivation theories

BLOQUE III

- **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

- **NEGOCIATION**

- Key elements

- Negotiation estrategies

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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.Planning and scheduling

Enterprise itinerary

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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
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5.5.Bibliography and recomended resources

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- Bonache, J., Cabrera, A. (2002). Dirección estratégica de personas. Prentice Hall.
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BB	Aspectos psicosociales de la comunicación / coords. , Roberto Martínez-Pecino, José Manuel Guerra de los Santos Madrid : Pirámide, D.L. 2014
BB	Liderazgo, hecho y ficción : visiones actuales / Fernando Molero, José Francisco Morales (coords.) . - [1st ed.] Madrid : Alianza, D. L. 2011
BB	Molero, F. & Morales J.F. El líder y su grupo: visiones actuales del liderazgo. Madrid. Alianza Editorial, 2011
BB	Ovejero Bernal, Anastasio. Técnicas de negociación : Cómo negociar eficaz y exitosamente / Anastasio Ovejero Bernal . Madrid [etc.] : McGraw Hill, D.L. 2004
BB	Sabucedo, J. M. Psicología Social / Sabucedo, J. M., y Morales, J. F. Madrid: Panamericana, 2012
BB	Sánchez, José C. Psicología de los grupos : teorías, procesos y aplicaciones / José C. Sánchez Madrid [etc.] : Mc Graw Hill, 2002
BB	Yukl, Gary. Liderazgo en las organizaciones / Gary Yukl ; traducción,

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AB	Yago Moreno López . - 6th ed. Madrid : Pearson Educación, [2008]
AB	Albizu, E., & Landeta, J. (2007). Dirección estratégica de los recursos humanos. Teoría y práctica. Madrid: Pirámide
AB	Benatuil, D. La Inteligencia Práctica en Líderes militares: Incluye protocolos del instrumento Conocimiento Tácito para el Liderazgo Militar (CTLM) Editorial Académica Española, 2012
AB	Goleman, D. Liderazgo. El poder de la Inteligencia Emocional. Madrid: Ediciones B, 2013
AB	Introducción a la psicología de las organizaciones / Francisco Gil Rodríguez, Carlos María Alcover de la Hera (coords.) . - 2nd ed. Madrid : Alianza, D.L. 2008
AB	Muchinsky, Paul M. Psicología aplicada al trabajo / Paul M. Muchinsky . Madrid : Paraninfo, D.L. 2000
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AB	Sánchez Vázquez, Juan Francisco. Liderazgo : teoría y aplicaciones / Juan Francisco Sánchez Vázquez Salamanca : Universidad Pontificia Salamanca, 2010
AB	Studer, Jürg. Guía práctica de oratoria : hablar, exponer, convencer / Jürg Studer . - [3rd ed.] Madrid : Drac, 2006
AB	Técnicas grupales en contextos organizacionales / coords., Francisco Gil Rodríguez, Carlos María Alcover de la Hera Madrid : Pirámide, cop. 2004

BB. Basic bibliography

AB. Addiconal bibliography