# 30133 - Leadership

## Syllabus Information

**Academic Year:** 2019/20

**Subject:** 30133 - Leadership

**Faculty / School:** 175 - Escuela Universitaria Politécnica de La Almunia

179 - Centro Universitario de la Defensa - Zaragoza

**Degree:** 457 - Bachelor's Degree in Industrial Organisational Engineering

563 - Bachelor's Degree in Industrial Organisational Engineering

425 - Bachelor's Degree in Industrial Organisational Engineering

**ECTS:** 6.0

**Year:** 4

**Semester:** 425 - First semester

425 - First semester

425 - First semester

563 - Second 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.

## 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.

## 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**

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

**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%).

# 4.Methodology, learning tasks, syllabus and resources

## 4.1.Methodological overview

**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.

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## 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.

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## 4.3.Syllabus

The course will address the following topics:

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
- 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 clime concept
- Factors of Laboral clime analyse
- MOTIVATION
- Motivation and emotional intelligence
- Differents 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 contents are structured Leadership through five thematic Section s:

Section I. Overall leadership and phenomenological perspective
- 1. Introduction to Leadership.
- 2. Theorists in the study of leadership approach.

Section 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 Leadership management
- 6. Management Leadership in Organizations

Section III. Leadership and Social Communication
- 7. Leadership and Social Communication

Section IV. Crisis and Leadership
- 8. Risk factors in the psychosocial health management Leadership
- 9. Emergencies and crisis leadership management.

Section V. Society and Leadership
- 10. Psychosocial aspects of Collective Behavior and Social Movements.
- 11. Community Leadership

## 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 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

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## 4.5.Bibliography and recommended resources

Defence

**http://biblos.unizar.es/br/br_citas.php?codigo=30133&year=2019**