

1. OVERVIEW

Subject area	Leadership and Team Management
Degree	Bachelor's Degree in Industrial Organisation Engineering
School/Faculty	Faculty of Science, Engineering and Design
Year	First
ECTS	6 ECTS
Type	Compulsory
Language(s)	Spanish
Delivery Mode	On campus and Online
Semester	Second

2. INTRODUCTION

This subject aims to help students become successful professionals in any business set-up. This is achieved through not only technical knowledge, but also mastery of cross-curricular skills such as leadership and team management. These are key factors to improving individual and group development, which leads to more efficient management of work teams, departments and projects.

Students will acquire the knowledge, skills and techniques necessary in the field of leadership, management skills and personnel management in both academic and professional settings.

3. SKILLS AND LEARNING OUTCOMES

Basic skills (CB, by the acronym in Spanish):

- CB4. Students can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences.
- CB5. Students have developed the learning skills necessary to undertake further study in a much more independent manner.

Cross-curricular skills (CT, by the acronym in Spanish):

- CT1: Ethical values: ability to think and act in line with universal principles based on the value of a person, contributing to their development and involving commitment to certain social values.
- CT3. Teamwork: ability to integrate and collaborate actively with other people, areas and/or organisations to reach common goals.
- CT4. Written/spoken communication: ability to communicate and gather information, ideas, opinions and viewpoints to understand and be able to act, spoken through words or gestures or written through words and/or graphic elements.
- CT5. Analysis and problem-solving: be able to critically assess information, break down complex situations, identify patterns and consider different alternatives, approaches and perspectives in order to find the best solutions and effective negotiations.

- CT6. Adapting to change: be able to accept, consider and integrate different perspectives, adapting your own approach as required by the situation at hand, and to work effectively in ambiguous situations.
- CT7. Leadership: be able to direct, motivate and guide others by identifying their skills and abilities, in order to effectively manage their development and common interests.
- CT8. Entrepreneurial spirit: ability to take on and carry out activities that generate new opportunities, foresee problems or lead to improvements.
- CT9. Global mindset: be able to show interest in and understand other customs and cultures, be aware of your own biases and work effectively as part of a global community.

Specific skills (CE, by the acronym in Spanish):

- CE17. Ability to evaluate and apply principles of ethics and social responsibility to data science projects through analysis of their impact on people and the environment. This also includes compliance with professional code of conduct and current legislation.

Learning outcomes (RA, by the acronym in Spanish):

- RA1. Carry out collaborative projects to demonstrate the ability to lead and work effectively and efficiently as a team.
- RA2. Take on a leadership style which suits each situation and deal effectively with interpersonal conflict.
- RA3. Understand the dynamic and development of work teams and how to manage them effectively.
- RA4. Understand how to involve the ideas and opinions of others in the decision-making process and learn how to work towards the development of others.

The following table shows how the skills developed in the subject area match up with the intended learning outcomes:

Skills	Learning outcomes (RA, by the acronym in Spanish)
CB4, CB5, CT7, CT5, CT6, CT4, CE17, CT4, CT1	<ul style="list-style-type: none"> • RA1. Carry out collaborative projects to demonstrate the ability to lead and work effectively and efficiently as a team. • RA2. Take on a leadership style which suits each situation and deal effectively with interpersonal conflict.
CT3, CT4, CT9, CT8, CE17	<ul style="list-style-type: none"> • RA3. Understand the dynamic and development of work teams and how to manage them effectively. • RA4. Understand how to involve the ideas and opinions of others in the decision-making process and learn how to work towards the development of others.

4. CONTENTS

- Principles of leadership.
- Leadership models.
- Proactive thinking and the entrepreneurial spirit.
- Team performance models.
- Team roles.
- Dialogue and creating a team.
- Dealing with conflict.
- Tools for organisation and management of teams.

5. TEACHING/LEARNING METHODS

The types of teaching/learning methods are as follows:

- Master lectures
- Collaborative learning
- Problem-based learning
- Project-based learning
- Case study
- Gamification
- Field work (field trips, work experience)

6. LEARNING ACTIVITIES

The types of learning activities, plus the amount of time spent on each activity, are as follows:

On campus:

Learning activity	Number of hours
Master lectures and practical seminars	36
Problem-solving	5
Case studies and field studies	18
Debates and discussions	18
Learning contract (definition of interests, needs and objectives)	2
Autonomous learning	62
Tutorials	6
Knowledge tests	3
TOTAL	150

Online:

Learning activity	Number of hours
Master lectures and online lectures	28
Problem-solving	10
Case studies	18
Online forum (debates and discussions)	5
Learning contract (definition of interests, needs and objectives)	2
Study of course content and additional documentation (independent working)	78
Online tutorials	7
On campus knowledge tests	2
TOTAL	150

7. ASSESSMENT

The assessment systems, plus their weighting in the final grade for the subject area, are as follows:

On campus:

Assessment system	Weighting
On Campus tests to evaluate objectives of theory/practical learning (exam-type objective tests, written compositions, oral presentations, case studies/problem solving, debates, simulation tests)	40
Off-site tests to assess theory/practical learning (case studies/problem-solving)	25
Attitude assessment tests (attitude assessment rubrics, class participation)	10
Self- and co-assessment (learning contract, learning outcomes)	25

Online:

Assessment system	Weighting
On Campus tests to evaluate objectives of theory/practical learning (exam-type objective tests, written compositions, oral presentations, case studies/problem solving, debates, simulation tests)	60
Off-site tests to assess theory/practical learning (case studies/problem-solving)	35
Self- and co-assessment (learning contract, learning outcomes)	5

On the Virtual Campus, when you open the subject area, you can see all the details of your assessment activities and the deadlines and assessment procedures for each activity.

8. BIBLIOGRAPHY

The reference publication to accompany this subject area is:

- Kouzes, J. M. & Posner, B. Z. (2017). *The Leadership Challenge*. Editorial John Willey and Sons Inc.

The recommended bibliography is indicated below:

- Maxwell J. C. (2013). *The 17 Indisputable Laws of Teamwork*. Ed. HarperCollins Leadership.
- Kouzes, J. M. & Posner, B. Z. (2013). *Leadership Practices Inventory*. Ed. Pfeiffer
- Dyer, W. G. Dyer W. G. & Dyer, J. H. (2007). *Team Building*. Editorial John Willey and Sons Inc.