

1. OVERVIEW

Subject Area	LEADERSHIP SKILLS
Degree	Bachelor's Degree in International Management of Tourism and Leisure Companies
School/Faculty	SOCIAL SCIENCES
Year	3 rd
ECTS	6
Type	CORE
Language(s)	SPANISH
Delivery Mode	ON-CAMPUS
Semester	FIRST SEMESTER

2. INTRODUCTION

Identifying and understanding the organisational challenges posed by the interrelation of people in the workplace is necessary in any organisation, and especially in the current global context where teamwork is becoming an essential key to ensuring competitiveness.

The **general objective** of this subject area is to introduce students to the main aspects related both to management concepts and policies applied to the management of people, and to the development of personal and social skills in the business environment.

3. SKILLS AND LEARNING OUTCOMES

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

- **CB1:** Students have shown their knowledge and understanding of a study area that builds on general secondary school education, and are usually at the level where, with the support of more advanced textbooks, they may also demonstrate awareness of the latest developments in their field of study.
- **CB2:** Students can apply their knowledge to their work or vocation in a professional manner and possess the skills which are usually evident through the forming and defending of opinions and resolving problems within their study area.
- **CB3:** Students have the ability to gather and interpret relevant data (usually within their study area) to form opinions which include reflecting on relevant social, scientific or ethical matters.
- **CB4:** Students can communicate information, ideas, problems and solutions to both expert and non-expert audiences.
- **CB5:** Students have developed the learning skills necessary to undertake further study in a much more independent manner.

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

- **CT02** (Self-confidence): Ability to evaluate one's own results, performance and skills with the self-determination necessary to complete tasks and meet any objectives.
- **CT05:** Ability to put knowledge into practice, using the skills acquired in the academic field in mock situations based faithfully on real life issues in the profession they are studying for.

- **CT07** (Awareness of 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.
- **CT09** (Interpersonal relationship skills): Ability to hold positive relationships with other people through assertive verbal and non-verbal communication. This means being able to express or communicate what you want, think or feel without discomforting, offending or harming the feelings of other people.

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

- **CE2:** Ability to learn and understand the functional areas of the company, and to apply the different tools available in each of them (Finance, Accounting, HR, Marketing and Production), as well as to know the main relationships between them, both nationally and internationally.
- **CE8:** Ability to master English at a professional level and have advanced knowledge of a second and third language.
- **CE9:** Ability to internalise the attitude of customer service and care as essential for the professional performance of tourism and leisure activities.

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

The student will be able to:

- **RA1:** Design a balanced scorecard.
- **RA2:** Carry out communication processes in organisations.
- **RA3:** To conduct one's self in negotiation processes.

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

Skills	Learning outcomes
CB2, CB4, CB5, CT2, CT7, CE2	To be able to design a balanced scorecard
CB1, CB2, CB4, CT2, CT5, CT9, CE8, CE9	To carry out communication processes in organisations
CB2, CB3, CB4, CB5, CT2, CT5, CT9, CE8, CE9	To conduct one's self in negotiation processes

4. CONTENTS

The subject is organised into five learning units, which are in turn divided into several topics each (four or five depending on the units). In addition, the set of overall objectives that were set out for the subject area are specifically linked to each unit.

- The content to be worked on in the subject area are as follows:
- Planning and time management
- Interpersonal communication
- Negotiation and argumentation techniques
- Conflict resolution
- Working under pressure
- Leadership

This content will be delivered through the following learning units:

Unit 1. Balanced Scorecard

Unit 2. Interpersonal communication

Unit 3. Conflict resolution and negotiation

Unit 4. The exercise of leadership and its implications

Unit 5. Planning and time management

5. TEACHING/LEARNING METHODS

The types of teaching/learning methods are as follows:

- Case studies.
- Collaborative learning
- Problem-based learning.
- Lectures
- Debates
- Oral presentations in class to present practical work
- Critical/constructive analysis by the professor to improve the presentation/results of practical work
- Mock scenarios
- Project-based learning

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
Attendance and active participation in class	62.5 h
Guided work (tutorials, monitoring of learning)	12.5 h
Independent working (on-campus)	37.5 h
Other activities (excursions, talks, etc.)	12.5 h
Group work	25 h
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
Knowledge tests	45%
Practical exercises	25%
Assignments and reports	20%
Presentations	10%

On the Virtual Campus, when you open the subject area, you can see all the details of your assessment tasks, including deadlines and assessment procedures.