

## BASIC DETAILS:

<b>Subject:</b>	LIDERAZGO Y DESARROLLO PERSONAL		
<b>Id.:</b>	32461		
<b>Programme:</b>	GRADUADO EN PUBLICIDAD Y RELACIONES PÚBLICAS. PLAN 2014 (CA) BOE 15/10/2014		
<b>Module:</b>	DIRECCIÓN RESPONSABLE		
<b>Subject type:</b>	OBLIGATORIA		
<b>Year:</b>	4	<b>Teaching period:</b>	Segundo Cuatrimestre
<b>Credits:</b>	6	<b>Total hours:</b>	150
<b>Classroom activities:</b>	54	<b>Individual study:</b>	96
<b>Main teaching language:</b>	Inglés	<b>Secondary teaching language:</b>	Castellano
<b>Lecturer:</b>	GONZALEZ DEL PONT, GLORIA (T)	<b>Email:</b>	glgonzalez@usj.es

## PRESENTATION:

An organization, whatever its nature, is made up of people in permanent evolution and change. Groups of people with different talents and attitudes, crossed by rational, intellectual and procedural values, as well as emotional and affective characteristics working together for a common goal. The organization's identity will be made up of both the rational and emotional factors contributed by the people who compose the organization.

In the new economic and business scenario, understanding the mechanisms of organizational behavior and business management is essential for the success of any organization. Acquiring the necessary leadership skills becomes an integral part of an individual's search for achieving success both personally and professionally.

The subject is presented with the primary objective of providing the student with the theoretical and practical concepts as well as exposing him to the attitudes that a good manager should have. Developing student's self-awareness and self-criticism is also vital to the understanding of how people behave individually and collectively. By looking at different models of leadership one can make judgments as to how this may affect the success or failure of any organization.

## PROFESSIONAL COMPETENCES ACQUIRED IN THE SUBJECT:

<b>General programme competences</b>	G01	Ability to analyse and synthesise.
	G02	Problem solving.
	G03	Ability to organise and plan.
	G05	Teamwork.
	G06	Interpersonal skills.
	G07	Ethical commitment.
	G09	Ability to apply knowledge.
	G10	Ability to generate new ideas (creativity).
	G11	Ability to undertake research.
<b>Specific programme competences</b>	E02	Capacity and ability to run the communications section in an organisation or company. Their work is based on establishing contacts with the various audiences, both internal and external, as well as the planning, control and management of the annual communications plan. on los diferentes públicos, tanto internos como externos, así como de la planificación, control y gestión del plan de comunicación anual.
	E04	Capacity and ability to freely exercise the profession or teaching, providing advice to communications agencies or their clients on matters pertaining to communications in any shape or form.
	E05	Interpersonal and inquisitive capacities so as to establish a fluid, competent interaction between the announcer and the agency, analysing the functional features of the campaign and its operational development.
	E14	Capacity to lead and take on the business and entrepreneurial challenge in advertising and/ or public relations-based projects which need human and other resources - managing these efficiently and assuming the principles of social responsibility. Social responsibility is an especially valid subject in the pursuit of professional activity which has acquired a strategic importance at the heart of companies and institutions of all sorts.

	E18	Accept innovation as a design guideline in the creation of advertising and as a variable which favours establishing new and solid relational communication pathways within organisations which act as a backbone to solving all types of challenges and problems, whether or not linked to specific communications features; ability to boldly move towards the unknown but also to show prudence and professionalism, starting from a solid awareness of the current situation.
	E20	Capacity to adapt to organisational objectives: possibility to form part of management teams (the term being understood in the broadest sense of entrepreneurship and including institutional and non-profit activities) and adapt to their culture, making them compatible and also synergistic. Training a student in specific subjects for responsible management within the field of public relations optimises their imminent attachment to said professional teams, unleashing (being socially and humanly responsible) a series of management and leadership skills in the context of an organisation.
	E23	Capacity to manage emotions, stress and frustration in the face of difficulties appearing in the pursuit of projects and professional goals within a professional sector - that of advertising and public relations - whose pursuit requires, on the one hand, continuous interchange of proposals between the professional and the client and, on the other, a clear link between the technical and human level within a heterogeneous network of agents who comprise an organisation.
	E24	Know how to tackle projects and decision making with perspective, consensus, independence, empathy and self-analysis. All of these are key parts of the development of proposals within the advertising sphere, as well as practices that examine organisational communications management activities.
	E25	Capacity to effectively and correctly communicate, and persuade responsibly and assertively, both in writing and orally.
	E26	Capacity for economic and budgetary management in the different activity areas, bearing in mind the financial variants inherent in the profession - arising from the study and start-up of business initiatives within the professional advertising and public relations medium.
	E27	Be able to take a creative view of the possibilities offered by the new technologies with regard to the construction of advertising strategy.
<b>Learning outcomes</b>	R01	Understand the modern leadership process.
	R02	Exercise basic communications capacities for the efficient and healthy management of people.
	R03	Know how to listen, express themselves and persuade assertively and responsibly.
	R04	Develop an inner vocation for service leadership to the benefit of themselves, others, the organisation to which they belong and society-at-large.
	R05	Grow from a perspective of inner development and self-awareness as a person able to exercise responsible leadership.

#### PRE-REQUISITES:

#### SUBJECT PROGRAMME:

#### Subject contents:

<b>1 - FUNDAMENTALS OF LEADERSHIP</b>
1.1 - Introduction to Managerial Skills
1.2 - Leadership Styles
1.3 - Leadership and decision-making
<b>2 - INDIVIDUAL BEHAVIOR</b>
2.1 - Emotional Intelligence
2.2 - Empathy and Assertiveness
2.2.1 - Conflict and Negotiation
<b>3 - GROUP BEHAVIOR</b>
3.1 - Group and Team Management
3.2 - Motivation theories
3.3 - Organizational Culture and Leadership
<b>4 - INTERPERSONAL COMMUNICATION SKILLS</b>
4.1 - Organizational communication
4.2 - Persuasive communication skills

Subject planning could be modified due unforeseen circumstances (group performance, availability of resources, changes to academic calendar etc.) and should not, therefore, be considered to be definitive.

## TEACHING AND LEARNING METHODOLOGIES AND ACTIVITIES:

### Teaching and learning methodologies and activities applied:

Methodology during the course will be based on theoretical and practical issues. It is essential that students take on a proactive role in their learning. Students will be asked to participate actively, role play and debate in class. They must use time outside the class to research new leadership scenarios to support their ideas hence provoking new and challenging arguments with other students.

Students are required to do all the recommended reading on their own and be prepared to discuss and debate issues that are pertinent to the themes discussed. Group discussions, debates, role playing and presentation skills are intended for the student to take the initiative in his/ her learning skills.

### Course structure:

- Lectures and presentations by lecturer and students
- Discussion of required reading
- Practical exercises and open correction
- Group dynamics
- Film, videos and other visual aids for discussion
- Debates and role play on concrete issues

### Student work load:

Teaching mode	Teaching methods	Estimated hours
<b>Classroom activities</b>	Master classes	15
	Practical exercises	14
	Debates	5
	Coursework presentations	4
	Films, videos, documentaries etc.	6
	Other practical activities	6
	Assessment activities	4
<b>Individual study</b>	Tutorials	6
	Individual study	20
	Individual coursework preparation	30
	Group coursework preparation	20
	Project work	8
	Compulsory reading	8
	Other individual study activities	4
<b>Total hours:</b>		<b>150</b>

## ASSESSMENT SCHEME:

### Calculation of final mark:

Written tests:	10 %
Individual coursework:	25 %
Group coursework:	35 %
Final exam:	30 %
<b>TOTAL</b>	<b>100 %</b>

\*Las observaciones específicas sobre el sistema de evaluación serán comunicadas por escrito a los

alumnos al inicio de la materia.

## BIBLIOGRAPHY AND DOCUMENTATION:

### Basic bibliography:

FERNÁNDEZ AGUADO, J. Roma, escuela de directivos. Madrid: LID, 2011
SONNENFIELD, Alfred. Liderazgo ético: la sabiduría de decidir bien. Madrid: Ediciones Encuentro, 2011.
ROBBINS, S. & JUDGE, T Organizational Behavior, Pearson Global Edition 16th ed. 2011.
PUCHOL, L. y otros. El libro de las Habilidades Directivas. 3ª ed. Madrid: Díaz de Santos 2010.

### Recommended bibliography:

ACOSTA, J. M. 100 errores en la dirección de personas. Madrid: ESIC, 2011
ACOSTA, J. M. Dirigir, liderar, motivar, comunicar, delegar, dirigir reuniones. Madrid: ESIC, 2008.
ACOSTA, J. M. Inteligencia emocional en una semana. Barcelona: Gestión 2000, 2011
BALLENATO PRIETO, G. Comunicación eficaz: teoría y práctica de la comunicación humana. Madrid: Pirámide, 2006.
COVEY, S. Los 7 hábitos de la gente altamente efectiva. Barcelona: Paidós, 2011.
GALLO, C. The Presentation Secrets of Steve Jobs, McGraw Hill. 2010.
GALLO, C. 10 Simple Secrets of the World's Greatest Communicators. Sourcebooks: 2006.
GALLO, C. Talk Like TED. McMillan, 2014.
GARDNER, H. Mentes líderes, una anatomía del liderazgo. Barcelona: Paidós, 2011.
GASALLA, J. La nueva dirección de personas. Madrid: Pirámide, 2007.
GOLEMAN, D. Inteligencia Emocional. Barcelona: Kairós, 1996.
MAQUIAVELO, N. El Príncipe. Madrid: Alianza Editorial, 2010.
WYATT, S. Las leyes secretas de los directivos. Barcelona: Ediciones B, 2011.
LOWNEY, C. El liderazgo al estilo de los jesuitas. Barcelona: Verticales de Bolsillo, 2008.

### Recommended websites:

Competencias directivas	<a href="http://competenciasdirectivas.wordpress.com/">http://competenciasdirectivas.wordpress.com/</a>
Dirección habilidosa	<a href="http://direccionhabilidosa.wordpress.com/">http://direccionhabilidosa.wordpress.com/</a>
Habilidades Directivas	<a href="http://www.habilidadesdirectivas.net/">http://www.habilidadesdirectivas.net/</a>
Communication coaching and Presentation Skills	<a href="http://www.carminegallo.com">http://www.carminegallo.com</a>