Leadership: Development and Group Dynamics
Syllabus

August – December 2015

Professor

Cinthia Vargas

I. General Course Data

Course Name : Leadership: Development and Group Dynamics	Code : 08706
Requirement : Personal Leadership Development	Credits : 3
Semester : 2015-II	

II. Course Outline

This module provides an opportunity for students to explore - from theory and learning experience - the development of leadership within groups and organizations.
The methodology of the module is based on self-assessment activities developed in small groups in class. The module puts specific emphasis in using creativity and functionality for developing leadership skills in a wide range of group dynamics.

III. Course Objective

The purpose of this course is to introduce students in the role of a leader in managing a wide range of real group dynamics. In this sense, this course provide innovative tools for leading a group and help students understand their roles through a learning experience methodology

IV. Learning Outcomes

At course completion, the student will be able to:

- Acknowledge the importance of the primary task in a group.
- Use tools and techniques in order to understand the roles of the members within a group.
- Understand the group dynamics during change process.
- Identify bullying attitudes.
- Use tools and techniques for understanding the organizational culture of a group.
- Acknowledge the importance of using creativity when working in a group.
- Identify appropriate fun activities when working with people.

V. Methodology

The activities in and outside the class are based on an experiential learning methodology that will introduce students in a simulation of real life group dynamics. As a way to enrich the learning process in the course, students will build a reflection space –with the help of the professor - about every activity done in class.
The course works like a workshop. In this sense, every week we will discuss about a particular topic related to the role of the leader in dealing a group dynamic.
Assessment activities include group dynamics, individual exercises, analysis of videos, among others. Finally, an individual research project must be presented before midterm and final exams. Students will need to choose one topic and apply the tool taught in class to a group of people outside the classroom.

VI. Evaluation

The course considers an accumulative and integrated evaluation, which includes the completion of a mid-term exam, a final exam and regular assignments. The latter is called Permanent Evaluation Grade (PEG) and weighs 70% of the final grade. It involves individual and group assignments, individual research projects and a grade based on attendance and active participation in class sessions. **None of these grades will be cancelled nor substituted**. The percentages and proportions are explained in the following table.

PERMANENT EVALUATION GRADE (70%)		
Type	**Description**	**Weight (100%)**
Individual Assignment	4 individual assignments	4 x 5% = 20%
Graded Assignment	2 Graded Assignment	2 x 10% = 20%
Reading Control	2 Reading Control	2 x 10% = 20%
Individual Research Project	2 Personal, reflective essay due to be delivered during Week 7 and Week 14	2 x 15% = 30%
Attendance, participation	Grade will be based on attendance and active participation during class sessions	10%

The final grade (**FG**) will be calculated using the following formula:

$$FG = (0.15 \times MT) + (0.70 \times PEG) + (0.15 \times FE)$$

MT = Mid-Term Exam
FE = Final Exam
PEG = Permanent Evaluation Grade

In evaluating **individual and group assignments** these elements will be considered and added up to a total of 20 points:

Following instructions (syllabus, assignment handouts, and explanations)	2pts.
Organization (coherence, logical and substantive progression of ideas)	5pts.
Comprehension (analysis/synthesis; demonstrated understanding of concepts)	7pts.
Delivery (creativity, depth of reflections)	4pts.
Mechanics (grammar, spelling)	2pts.

VII. Contents and learning activities

WEEK	CONTENTS	ACTIVITIES/ ASSESSMENT
1° August 24th - 29th	Introduction of the Course Self-leadership	Group Dynamic in class– Working in a group
2° *August 31th – September 05th*	Psychodynamic Concepts	Group Dynamic in class– Working in a group
3° *September 07th-12th*	Groups and Organizations – Psychodynamic Theory	Group Dynamic in class– Working in a group
4° *September 14th – 19th*	The Primary Task in a Group	Reading Control
5° *September 21th – 26th*	Taking Role Process	Individual Assignment
6° *September 28th – October 03th*	Planning and Organizing	Graded Assignment
7° *October 05th – 10th*	Individual Research Project	Individual Presentations
8° October 12th – 17th	**MID-TERM EXAMS**	
9° *October 19th – 24th*	The role of the leader in change management process	Group Dynamic in class– Working in a group/ Individual Research Project
10° *October 26th – 31th*	Understanding the organizational culture of a group	Individual Assignment
11° *November 02th – 07th*	Bullying at Work	Individual Assignment - Movie Analysis
12° *November 09th – 14th*	Leadership and Creativity	Reading Control
13°	Fun at Work	Graded Assignment Individual Assignment

November 16th – 21th		
14° *November 23th – 28th*	Individual Research Project	Individual Presentations
15° *November 30th – December 05th*	Group Reflection	Group Dynamic in class– Working in a group/ Individual Research Project
16° *December 07th – 12th*	**FINAL EXAMS**	

VIII. References

1. GOULD, L. et al (2006). **The systems psychodynamics of organizations.** London: Karnac Books
2. LONG, S. (2013). **Socio Analytic methods: discovering the hidden in organizations and social systems.** London: Karnac Books
3. NEWTON, J. et al (2006). **Coaching in depth: the organizational role analysis approach.** London: Karnac Books
4. PRYOR, M. et al (2010) **Workplace fun and its correlates: A conceptual inquiry.** In International Journal of Management. Vol. 27 [2]
5. SALIN, D. **Ways of explaining workplace bullying: a review of enabling, motivating, and precipitating structures and processes in the work environment.** In Human Relations. Vol 10 [1213-1232]
6. KNIGHTS, D. and Willmott, H. (2007) **Introducing organizational behavior and management.** London: Censage Learning EMEA
7. ASHLEIGH, M. and MANSI, A. (2012) **The psychology of people in organizations.** Essex: Pearson Education Limited

IX. Professor

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