



Leadership and people management Syllabus

August – december 2015

VIII Cycle

Silvana Romero Saletti

I. General course information

Course : Leadership and People Management

Code : 0901

Requirements : Derecho Laboral Empresarial

Credits: 3

Semester : 2015-2

Cycle : VIII

II. Course Outline

This course seeks to transmit and develop the skills needed to function successfully in the business world: analysis, synthesis, critical thinking, problem solving and decision making that characterizes executives of success. The course includes the new working environment, the human factor and professional development, the profile of the leader, the skills needed to manage people, and management models. On the other hand, management in the knowledge era, teamwork, personal and professional leadership, communication and creativity.

III. Course objectives

- Gain clarity about leadership principles, values, and ethical boundaries, and how they will respond under pressure or when challenged.
- Introduce the student to the tasks, strategies, and skills of effective leadership.
- Explore how to build support teams and lead an integrated life.
- Understand the purpose of their leadership and empower other leaders, while they are optimizing their leadership effectiveness.
- Learn a conceptual framework for analyzing power and influence in organizations.
- Understand how to develop sources of power and influence that will allow you to accomplish your goals.

IV. Learning outcomes

By the end of the course, the student should be able to:

- Examine critically the contemporary theories of leadership.
- Understand of current issues relating to the nature and tasks of collaborative leadership behavior.
- Know themselves well and consciously develop their leadership abilities so they can be more effective and successful leaders that will result in more satisfying and fulfilling lives.
- Take responsibility for their development, rather than relying entirely on their organizations for leadership development.
- Understand what motivates them, both extrinsically and intrinsically, and find leadership paths that will enable them to use their motivated capabilities.
- Create personal leadership development plans to guide them throughout their lives.
- Increase awareness of personal/professional effectiveness relative to working in groups.
- Apply new knowledge and skills to make decisions in work on the campus and in the community.

V. Methodology

This course relies on an active methodology, which seeks to guide the student to an education for action. The theme of the class is geared to transform and improve processes that occur within the field of higher education, as well as respond to the needs and interests of the student.

The readings of the chapters of specialized texts and supplementary materials selected are mandatory and must be completed by students on schedule.

This course offers a teaching perspective that is based on a combination of the transfer of knowledge through practice; which invites students to act independently and creatively on the basis of a strong professional motivation that allows persevere in seeking solutions. The student must be oriented in this task by their knowledge and skills in a creative and ethical perspective. This means to understand the importance and impact of a comprehensive education training based on ethics and values.

VI. Assessment

The evaluation system is permanent and comprehensive. The course grade is obtained by averaging the continuous assessment (60%), the midterm (20%) and final exam (20%).

Ongoing evaluation is the weighted average of the corresponding assessments to track student learning process: reading controls, presentations, group project, participation and attendance.

The weights within the ongoing evaluation are described in the following table

Assessment (PEP) 60%		
Type of Evaluation	Description	Weight %
Reading controls	3 reading controls	30
Presentations	2 presentations	15 15
Group project	Final group project	25
Participation	Participation and attendance	15

The final average (PF) is obtained as follows:

$$PF = (0, 20 \times EP) + (0, 60 \times PEP) + (0, 20 \times EF)$$

The **final group project** consists in applying the different concepts of leadership and people management to a case that will be provided. Each group has to analyze the case and answer to the questions. The project will be graded using the following criteria:

- **Intellectual understanding:** How convincing is your analysis? Do you bring meaningful order and insight to the evidence you report?
- **Mastery:** Do you make effective use of class concepts in analyzing the case?

- Validity: Do you provide evidence to illustrate your point?
 - Note: The best evidence comes from multiple sources that provide corroborating accounts of the people and events involved in a particular situation. You should not rely on any individual source of information.
- Creativity: Are you able to extend, modify, or elaborate on the concepts you employ?

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. Topics

WEEK	CONTENTS	ACTIVITIES/ ASSESSMENT
UNIT 1: Appreciating Individual behavior <i>Learning outcomes</i> <ul style="list-style-type: none"> • Understand how individual differences impact leadership and behavior in the organization. • Understand how cultural differences impact leadership and behavior in the organization. • Build bridges of meaningfulness between theory and personal experience. • Know and praise their own and each other's cultural heritages. 		
1° August 24th - 29th	Individual Differences Personal Perception of reality Basic concepts of Personality Psychological preferences as a personality Typology The five factor model of Personality	Presentation of the topics to be reviewed in the course and the mandatory readings. Explanation of the group project details and deadlines. Reading: Robbins, S. & Judge, T. (2013) <i>Organizational Behavior</i> . Chapter 5. Personality and values. p.133-143
2° August 31th – 05th	Attitudes and Emotions Basic Emotions in the Human being Attitudes and Human behavior Leadership and Human relations Implications for Leaders: Types and Preferences Working Today: Talent, Technology and Globalization	1st class Pair Presentation Robbins, S. & Judge, T. (2013) <i>Organizational Behavior</i> . Chapter 3. Attitudes and job satisfaction. p.70-78 // Chapter 4. Emotions and moods. p. 98-112 2nd class Reading Control N° 1 Gosling, J. & Mintzberg, H. (2003). <i>The five Minds of a Manager</i> .

UNIT 2: Contemporary Theories in Leadership <i>Learning Outcomes</i> <ul style="list-style-type: none"> Describe the central assertions of key theories of leadership Assess the strengths, weaknesses, and assumptions of key theories of leadership Apply theories of leadership to real-world scenarios 		
3° September 07th- 12th	Leadership theories Leader characteristics Followers characteristics Situational characteristics	Reading: Kinicki, A. y Fugate, M. (2012). <i>Organizational Behavior. Chapter 14. Leadership.</i>
4° September 14th – 19th	Bass theory of Transformational and Transactional Leadership Types of leadership Characteristics of Leadership	1st class Pair Presentation Robbins, S. & Judge, T. (2013) <i>Organizational Behavior. Chapter 12. Leadership. p.379-392</i>
5° September 21th – 26 th	Motivation, Satisfaction and Performance Definition of Motivation, Satisfaction and Performance Understanding and Influencing Follower Power and Leadership Social Responsibility and Leadership	1st class Pair Presentation Kinicki, A. & Fugate, M. (2012). <i>Organizational Behavior. Chapter 13. Influence, power and politics. p.340-357</i>
UNIT 3: Leadership Competences and Values <i>Learning outcomes</i> <ul style="list-style-type: none"> Understand and acknowledge diverse opinions, cultures and individual differences. Use collaboration, teamwork, and group presentation skills. Determine goals, develop plans, make ethical decisions, solve problems and articulate ideas. Understand how to resolve conflict. 		
6° September 28th – October 03th	Basic Leadership Skills Topics : Personality traits and leadership Personality types and leadership Emotional Intelligence and Leadership The effects of leader and follower, emotional intelligence on performance and attitude.	2nd class Reading Control N° 2 Goleman, D. (1998). <i>What Makes a Leader.</i>
7° October 05 th – 10 th	Basic Leadership Skills: Providing constructive feedback Setting Goals Building Technical Competence Building Effective relationship with superiors Building Effective relationship with peers Causes of leadership failure	1st class Pair Presentation Whetten, D. & Cameron, K. (2011). <i>Developing management skills. Introduction. p.3 -23</i>

<p>8°</p> <p>October 12th – 17th</p>	<p>Mid-term exams</p>	
<p>UNIT 4 :Organizational communication <i>Learning Outcomes</i></p> <ul style="list-style-type: none"> • Identify and define problems clearly. • Gather, analyze, and synthesize data relevant to a problem. • Select and assess solutions appropriate to the context. • Evaluate consequences and revise the thinking process. • Explore alternative goals and approaches and different viewpoints. 		
<p>9°</p> <p>October 19th – 24th</p>	<p>Leadership and Teams topics: Defining Teams Difference between groups and teams Effective team characteristics Team Building</p>	<p>1st class Pair Presentation Whetten, D. & Cameron, K. (2011). <i>Developing management skills.</i> Chapter 9. Building effective teams and teamwork. p. 493-518.</p>
<p>10°</p> <p>October 26th – 31th</p>	<p>Organizational Communication Communication functions Managing communication barriers</p>	<p>1st class Pair Presentation Robbins, S. & Judge, T. (2013) <i>Organizational Behavior. Chapter 11.</i> <i>Communication.</i> p.336-356</p>
<p>11°</p> <p>November 02th – 07th</p>	<p>Advanced Leadership Skills Topics: Learning from experience Communication Listening and Assertiveness Providing constructive feedback</p>	<p>1st class Pair Presentation Whetten, D. & Cameron, K. (2011). <i>Developing management skills.</i> Chapter 4. Building relationships by communicating supportively. p. 238- 265.</p>
<p>12°</p> <p>November 09th – 14th</p>	<p>Advanced Leadership Skills Topics: Guidelines for Effective Stress Management Credibility Diagnosing Performance problems in individual, groups and organizations</p>	<p>1st class Pair Presentation Whetten, D. & Cameron, K. (2011). <i>Developing management skills.</i> Chapter 2. Managing personal stress. p. 112-146.</p>
<p>13°</p> <p>November 16th – 21th</p>	<p>Advanced Leadership Skills Topics: Managing Conflict Negotiating Improving Creativity Credibility</p>	<p>1st class Pair Presentation Whetten, D. & Cameron, K. (2011). <i>Developing management skills.</i> Chapter 7. Managing conflict. p. 376- 404.</p> <p>2nd class Reading Control N° 3 Drucker, P. (2005). <i>Managing oneself.</i></p>

14° <i>November 23th – 28th</i>	Leadership and Management Topics: Environments of Organizations Organizations-Environment Relationships Uncertainly, Complexity, and Change	1st class Final group project due date
15° <i>November 30th – December 05th</i>	You as a leader Topics: Managing Oneself Optimizing Your Leadership Effectiveness Discovering Your Authentic Self Discover Your Authentic Leadership	
16° <i>December 07th – 12th</i>	Final Exams	

VIII. Bibliography

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IX. Professor

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