Course Syllabus Leadership and People Management

March - July 2019

Cycle VIII

Garriques Kittelsen, Suzanne

I. General information regarding the course

Name of the Course	Leadership and People Management		
Requisites:	Finanzas Corporativas	**Code:**	0901
Precedent:	----	**Semestre:**	2019-1
Credits:	3	**Cycle:**	VIII
Hours per week:	3 horas	**Mode:**	Classroom presence
Carrear	Corporate Law	**Course coordinator**	Varinia Bustos vbustos@esan.edu.pe

II. General Overview

The course seeks to transmit and develop the necessary skills to successfully develop in the business world with analytical skills, synthesis, critical thinking, problem solving and decision making that characterize the manager of success.

III. Course Objectives

The course has two objectives: The first is for the students to gain clarity with respect to leadership principles, values, and ethical boundaries by introducing them some of the main theories and the tasks, strategies, and skills of effective leadership. This will also involve understanding the concepts of core and key competencies and how they are used in managing and optimizing organizational performance. The second is for them to learn how to build and work in teams to maximize results. This involves understand the concept of leadership competencies, using the experience to identify and develop their own leadership competencies.

IV. Learning Outcomes

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

- Identify the Leadership Concept, its definitions and the main Leadership Theory Paradigms
- Describe the importance of leadership as a concept.
- Apply different leadership theories and their practical application in organizations´cases.
- Identify and begin to implement the principles of effective teamwork.
- Analyze the role of teamwork in the law profession.
- Work effectively in teams contributing to the achievement of the team's objectives and leveraging the experience for personal leadership competency development.

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- Identify the principal personality traits attributed to effective leaders and understand the importance of ethics in leadership.
- Analize the importance leadership attitudes and practices have in the ethical management of organizations.
- Identify their own key competencies and the implication of their development for their future as professionals.
- Identify the importance of the Leader's behavior in motivation through analysis of the major motivation theories.
- Identify the dynamics of power in organization: sources, types and how leaders use power.
- Gain awareness of the problem of "sexual harassment" as a possible consequence of power in organizations and the implications for corporate lawyers
- Develop some important personal "power tactics".
- Distinguish the major elements that influence leadership in organizations in order to optimize control and direction in management.
- Analyze the importance of "culture" as a system of beliefs and values that leaders must help create and manage in order to achieve organizational goals.
- Identify different "cultural types" in organizations and societies.
- Analyze the importance of cultural diversity and the implications involved in leading diverse organizations.
- Identify the characteristics and distinguishing behaviors of charismatic and transformational leaders and how they differ from transactional leaders
- Work effectively in teams contributing to the achievement of the team's objectives and leveraging the experience for personal leadership competency development.
- Identify the term "strategy" within and organizational context and understand how a strategy is formulated by doing a SWOT Analysis
- Work effectively in teams contributing to the achievement of the team's objectives and leveraging the experience for personal leadership competency development.
- Identify the concept of "core competency" as a derivative of and organization's strengths and determine the core competencies of a small business or organization.
- Identify the concept of "key competency" as a personal attribute which derives in superior job performance.
- Determine which "key competencies" may derive from the "core competencies" of an organization for a specific job description.
- Identify the process of change in organizations and the importance of the leader's role in effective change management
- Identify the ways in which the elements of emotional intelligence support effective leadership attitudes and behavior.
- Analiize the different emotional leadership styles and when they should (and shouldn't) be used
- Analyze the importance of knowing oneself and formulating a life and career plan
- Identify the elements of supportive communication and how to use them.
- Identify the importance and benefits of delegating effectively to optimize leadership results.

V. Methodology

This course offers a teaching perspective that is based on the combination of activities that promote the transfer of knowledge through exposure to the theory and practice. Learning sessions combine professor and students' presentations as well as discussions, group dynamics, case analysis and other activities in which students' participation is expected. Therefore, the reading of chapters in the textbook and the complementary articles is mandatory and should be completed on schedule.

VI. Evaluation

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

Ongoing evaluation is the weighted average of corresponding assignments to track the student's learning process in activities such as: reading controls, case analyses, presentations and team assignments

The final grade (PF) is obtained in the following manner:

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

Where:

PF = Promedio Final
EP = Examen Parcial
PEP = Promedio de evaluación permanente y
EF = Examen Final

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

Ongoing Assessment (PEP) 60%		
Type of Evaluated Activity	**Description**	**Weight %**
Reading controls	7 reading controls *	28
Graded Practice Case	Obligatory Practice Case*	15
Case analyses	1 situational case analyses*	5
	1 business case analysis (in 3 parts)*	15
Presentations	2 presentations **	14
Leadership Competency Development	Individual Leadership Competency Report	18
Participation	Class Attendance and Participation	5
Total PEP	All evaluated activities	100

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*These graded activities will begin in the first hour of class. Students who are not present within 10 minutes of the start of the class, will have a grade of "0" for the activity.

** Students will receive written instructions and due dates for these activities. Due dates must be complied with. Otherwise the students will have a grade of "0" on these projects.

VII. Content:

WEEK	CONTENT	ACTIVITIES / EVALUATION
LEARNING UNIT I: LEADERSHIP: OVERVIEW, DEFINITIONS AND THEORY **LEARNING OUTCOMES:** • Identify the Leadership Concept, its definitions and the main Leadership Theory Paradigms • Describe the importance of leadership as a concept. • Apply different leadership theories and their practical application in organizations´cases.		
1° March 21st to 27th	**THE LEADERSHIP CONCEPT** 1.1 What is "Leadership"? 1.2 Who is a Leader? 1.3 Are Leaders born or made? 1.4 Levels of analysis of Leadership 1.5 Leadership Theory Paradigms **Reading: Text:** Lussier, R., &Achua, C. (2010). Leadership: theory, application and skill development. 4th Edition, SOUTH-WESTERN CENGAGE- Learning. Chapter 1, pp 1 – 21	<u>Monday, March 25th</u> Teacher's presentation of the course: objectives, methodology, activities and evaluation. Review of the syllabus, explanation of activities and special projects. Formation of teams and drawing up of "team norms". View scenes from the movie "A Few Good Men" and discuss
LEARNING UNIT II: TEAMWORK AND TEAM LEADERSHIP **LEARNING OUTCOME:** • Identify and begin to implement the principles of effective teamwork. • Analyze the role of teamwork in the law profession. • Work effectively in teams contributing to the achievement of the team's objectives and leveraging the experience for personal leadership competency development.		

2° March 28th to 3th	2. Teamwork and Team Leadership 2.1. Importance of Teamwork in Organizations 2.2. Teams vs. Groups 2.3. Advantages and Disadvantages of Teamwork 2.4. Characteristics of Effective Teams 2.5. Teamwork in the Law Profession	<u>Monday.April 1st</u> **Reading Control #1**: To be done in teams Teacher Presentation: All points Team dynamics: 5 activities Discussion
	Obligatory Reading: Lussier, R., &Achua, C. (2010). *Leadership: theory, application and skill development.* 4th Edition, SOUTH-WESTERN CENGAGE- Learning. Chap 8 pp. 279-291 **Articles**: **Read the one assigned to your team.** • "Effective Teamwork Strategies for Law Firms", (no date),bcgsearch.com, https://www.bcgsearch.com/article Effective-Teamwork-Strategies-for-Law-Firms/ retrieved August 13, 2018 • "The Importance of Teamwork in the Modern Law Firm" (2016, April 21), Llexidata.com, https://lexicata.com/blog/importance-teamwork-modern-law-firm/, retrieved August 15, 2018 • Koort , K. (no date), "How to Promote Effective Teamwork in the Workplace",blog.weekdone.com, https://blog.weekdone.com/promote-effective-teamwork-in-the-workplace/, retrieved March 7, 2018	

LEARNING UNIT III: LEADERSHIP TRAITS, ATTITUDES AND ETHICS
LEARNING OUTCOMES:
- Identify the principal personality traits attributed to effective leaders and understand the importance of ethics in leadership.
- Analize the importance leadership attitudes and practices have in the ethical management of organizations.
- Identify their own key competencies and the implication of their development for their future as professionals.

3° April 4th to 10th	3. Personality Traits and Attitudes of Leaders 3.1 The Big Five and other leader traits 3.2 Achievement motivation and Leader Motive Profile 3.3. Leadership attitudes: 3.3.1. Theory X and theory Y 3.3.2. The Pygmalion effect: 3.3.3. Self-concept 3.4. Ethical leadership 3.4.1 Personality Traits and Attitudes and Moral Development: 3.4.2. How people justify unethical behavior 3.4.3. Being and Ethical leader	<u>**Monday, April 8th**</u> **Case Analysis #1: Juan's Dilemma** Team Presentations: Points: 3.1 + 3.2 Points: 3.3 (3.3.1+3.3.2+3.3.3) Points: 3.4.1 + 3.4.2 Points: 3.4.3 Video Teacher presentation of Individual Leadership Competency Development Project
	Obligatory Reading: Lussier, R., &Achua, C. (2010). *Leadership: theory, application and skill development.* 4th Edition, South-Western Cengage- Learning. Chapter 2 pp 31 - 59	

	LEARNING UNIT IV: LEADERSHIP BEHAVIOR AND MOTIVATION **LEARNING OUTCOME:** • Identify the importance of the Leader's behavior in motivation through analysis of the major motivation theories.	

4° April 11st to 17th	4. Leadership styles and Behavior: 4.1. University of Iowa 4.2. University of Michigan 4.3. Ohio State University 4.4. Blake-Mouton Leadership Grid 4.5 The 3 classes of Motivation Theories: 4.5.1 Content: Maslow's Hierarchy of Needs and Herzberg's 2 Factor 4.5.2. Process motivation theories: Equity, Expectancy and Goal Setting 4.5.3. Reinforcement Theory	<u>Monday, April 15th</u> **Reading Control #2:** To be done in teams Team Presentations: Points: 4.1,4.2,4.3 + 4.4 Points: 4.5+ 4.5.1 Points: 4.5.2 Teacher Presentation: Point: 4.5.3
	Obligatory Reading: Lussier, R., &Achua, C. (2010). *Leadership: theory, application and skill development.* 4th Edition, SOUTH-WESTERN CENGAGE- Learning. Chapter 3 pp. 69 – 98	

LEARNING UNIT V: POWER AND POLITICS IN ORGANIZATIONS **LEARNING OUTCOMES:** • Identify the dynamics of power in organization: sources, types and how leaders use power. • Gain awareness of the problem of "sexual harassment" as a possible consequence of power in organizations and the implications for corporate lawyers • Develop some important personal "power tactics". • Distinguish the major elements that influence leadership in organizations in order to optimize control and direction in management.	

5° April 22nd to 27th	5. Power and Leadership 5.1. Sources of Power 5.2. Types of Power 5.3. The Nature of Organizational Politics 5.4. The problem of "Sexual Harassment" and Law 27942 5.5. Guidelines for Developing Political Skills: 5.5.1. Net working 5.5.2. Negotiating 5.5.3. Self-promotion	<u>Monday, April 22nd</u> **Team Assignment** Group Dynamic: "It's Greek to me" Teacher presentation: Points: 5 (5.1,5.2,5.3) Team Presentation Point: 5.4

	Obligatory Readings:
	• Lussier, R., &Achua, C. (2010). *Leadership: theory, application and skill development*. 4th Edition, SOUTH-WESTERN CENGAGE- Learning.
	  Chapter 4 pp. 109 - 126
	• Robbins, S. and Judge, T., (2013) *Organizational Behavior*, 15th Edition, Pearson Education, Inc., publishing by Prentice Hall,
	   Chapter 13, pp 421 – 424
		Teacher Presentation:
		Points: 5.51, 5.5.2. + 5.5.3
		
		Discussion and Participation:
		The 1 minute "self-

LEARNING UNIT VI: LEADERSHIP OF CULTURE, DIVERSITY AND ETHICS
LEARNING OUTCOMES:
- Analyze the importance of "culture" as a system of beliefs and values that leaders must help create and manage in order to achieve organizational goals.
- Identify different "cultural types" in organizations and societies.
- Analyze the importance of cultural diversity and the implications involved in leading diverse organizations.

6° April 29th to May 4th	6. Leadership of Culture, Ethics and Diversity 6.1 Creation and Sustainability 6.2 Low and High Performance cultures 6.3 Cultural Value Types 6.4 Value Based Leadership 6.5 National Culture Identities – Hofstede's Dimensions 6.6 Changing Demographics and Diversity	<u>Monday April 29th</u> **Case Analysis #2: Jonathan Martin and the Miami Dolphins.** Teacher Presentation: All points View scenes from the movie: "42 The Jackey Robinson Story" for discussion and commentary.
	Obligatory Reading: Lussier, R., &Achua, C. (2010). *Leadership: theory, application and skill development.* 4th Edition, South-Western Cengage- Learning. Chapter 10 pp 369 – 405 **Articles: All students must read both articles.** - Guthrie, D., (2014, February 25), Miami Dolphins: Leadership, Organizational Culture and Empty Words, Forbes – virtual http://www.forbes.com/sites/dougguthrie/, retrieved July 13, 2017 - Garriques, S. (2016, August 13) Jonathan Martin and the Bullying Incident in the Miami Dolphins (Teacher´s own summary of information retrieved from Wikipedia and other articles, July, 2016)	

LEARNING UNIT VII: ORGANIZATIONAL LEADERSHIP: CHARISMATIC AND TRANSOFRMATIONAL LEADERS
LEARNING OUTCOME:
- Identify the characteristics and distinguishing behaviors of charismatic and transformational leaders and how they differ from transactional leaders
- Work effectively in teams contributing to the achievement of the team's objectives and leveraging the experience for personal leadership competency development.

7° May 6th to 11th	7. Charismatic and Transformational Leadership 7.1. Personal meaning: the factors that influence it 7.2 Difference between charismatic and non-charismatic leaders 7.3 The effects of charismatic leadership 7.4 The qualities of charismatic leaders 7.5 Charisma as a double edged sword 7.6 Transformational leadership, its effects and comparison with charismatic leadership	<u>Monday, May 6th</u> **Reading Control 3#:** To be done in teams Team presentations:

	7.7 Behaviors and attributes of transformational leaders 7.8 Transformational versus Transactional Leaders 7.9 The transformation process and the "four I's" 7.10. Stewardship 7.11. Servant Leadership	Points: 7.1, 7.2,7.3 Points: 7.4, 7.5 Points: 7.6, 7.7 Points: 7.8, 7.9 See video of MLKJr. Speech: "I have a dream" and discuss Teacher presentation: Points: 7.10 + 7.11
	Obligatory Readings: Lussier, R., &Achua, C. (2010). Leadership: theory, application and skill development. 4th Edition, South-Western Cengage- Learning Chapter 9 pp 334 - 356 **Articles: Read the one assigned to your team.** "What is Charismatic Leadership? Leading Through Personal Conviction" (2018, May 8), St Thomas University Online, https://online.stu.edu/articles/education/what-is-charismatic-leadership.aspx, retrieved February 15, 2019 - Clarke, S. (2016, April 8) ,"Is There A Dark Side To Charismatic Leadership?", Leadernomics.com,https://leaderonomics.com/leadership/dark-side-charismatic-leadership, retrieved March 2, 2018 "Why Is the Most Charismatic Leadership Also the Most Dangerous One?" (2018, January 13) , Mindvalleyblog, https://blog.mindvalley.com/charismatic-leadership/?utm_source=google, retrieved March 4, 2018	
8° May 13th to 18th	**MIDTERM EXAM**	

LEARNING UNIT VIII – A: STRATEGIC LEADERSHIP AND OUTWARD – INWARD ANALYSIS
LEARNING OUTCOME:
- Identify the term "strategy" within and organizational context and understand how a strategy is formulated by doing a SWOT Analysis
- Work effectively in teams contributing to the achievement of the team's objectives and leveraging the experience for personal leadership competency development.

	8.A. Strategic Leadership 8. A.1. What is a strategy? 8. A.2. Why strategies fail 8. A 3. The strategic management process: analyzing the environment and the internal situation of the organization (SWOT Analysis)	<u>Monday, May 20th</u> **Reading Control #4: To be done individually** Teacher Presentation All Points Distribution of Small Business Cases to Teams for Business Case Analysis **Teamwork - Business Case #1:** Formulation of SWOT Analysis of case assigned for presentation in the next class
9° May 20th to 25th	**Obligatory Readings** Lussier, R., &Achua, C. (2010). *Leadership: theory, application and skill development.* 4th Edition, South-Western Cengage- Learning. 11 pp 417 – 423 Shaw, J. (2017, Jan 13), "How to Complete a Personal SWOT Analysis", Thrive Global, https://thriveglobal.com/, retrieved December 5, 2018	

LEARNING UNIT VIII – B: STRATEGIC LEADERSHIP AND CORE COMPETENCIES
LEARNING OUTCOME:
- Identify the concept of "core competency" as a derivative of and organization's strengths and determine the core competencies of a small business or organization.

10° May 27th to June 1st	8.B. Strategy Formulation 8.B. 1. Vision formulation 8.B. 2. Mission formulation 8.B. 3 The leader's role in defining and maintaining the "core competencies" of the organization	<u>Monday, May 27th</u> Reading Control #5 To be done individually Team Presentations: All teams present the SWOT Analysis of the small business assigned. Teacher presentation: All points with discussion and participation **Teamwork-Business Case #2:** Determine the 2 "Core competencies" of the small business assigned for presentation in the next class.
	Obligatory Readings Lussier, R., &Achua, C. (2010). *Leadership: theory, application and skill development.* 4th Edition, South-Western Cengage- Learning Chapter 11 pp 424 to 428 **Articles: All must read both articles.** • Ward, S. (2018, November 4), "Core Competencies in Business: Small Businesses Can Have Core Competencies Too", Thebalancesmb.com /https://www.thebalancesmb.com/core-competency-in-business-2948314, retrieved December 3, 2018. • "Core Competencies, Why They Matter" (No date), Rhythmsystems.com,https://www.rhythmsystems.com/defining-core-competencies, retrieved December 5, 2018	

LEARNING UNIT VIII. C: STRATEGIC LEADERSHIP AND KEY COMPETENCIES
LEARNING OUTCOMES:
- Identify the concept of "key competency" as a personal attribute which derives in superior job performance.
- Determine which "key competencies" may derive from the "core competencies" of an organization for a specific job description.

11° June 3rd to 8th	8.C. "Key" versus "Core" Competencies 8.C.1. What is a "key" competency? 8.C.2. How to derive a "Key Competency" from a "Core Competency for a specific position.	<u>Monday, June 3rd</u> **Reading control #6:** To be done individually Team Presentations: Core competencies for the small business case assigned. Teacher presentation: All points with discussion and participation
	Obligatory Readings: **Articles: All must read both articles.** • The top 10 skills that'll get you a job when you graduate" (no date), Targetjobs.co.uk /https://targetjobs.co.uk/careers-advice/career-planning/273051-the-top-10-skills-thatll-get-you-a-job-when-you-graduate, retrieved March 7, 2018 • "List of Key Competencies" (no date), Careersmart.com https://careersmart.org.uk/your-career/selling-your-skills/list-key-competencies, retrieved March 2, 2018	

		Teamwork-Business Case #3: Identify key competencies for the positions assigned- 2 should derive from the "core competencies" of the business assigned

LEARNING UNIT IX: STRATEGY IMPLEMENTATION AND ORGANIZATIONAL CHANGE
LEARNING OUTCOMES:
- Identify the process of change in organizations and the importance of the leader's role in effective change management

12° June 10th to 15th	9. Strategy Implementation and Evaluation 9.1. Implementing strategies 9.2. Evaluating strategies 9.3. The need for change 9.4. The Leader's role 9.5. The 8 step change process (in 3 phases: unfreezing, changing and re-freezing) 9.6. Why people resist change 9.7. How to overcome resistance to change.	Monday, June 10th Team presentations: "Key Competencies" Teacher presentation: All points Discussion and participation
	Obligatory Reading: **Text:** Lussier, R., &Achua, C. (2010). Leadership: theory, application and skill development. 4th Edition, SOUTH-WESTERN CENGAGE- Learning Chapter 11 pp 429 to 442	

LEARNING UNIT X: EMOTIONAL INTELLIGENCE IN LEADERSHIP / MANAGING ONESELF
LEARNING OUTCOMES:
- Identify the ways in which the elements of emotional intelligence support effective leadership attitudes and behavior.
- Analiize the different emotional leadership styles and when they should (and shouldn't) be used
- Analyze the importance of knowing oneself and formulating a life and career plan

13° June 17th to 22nd	10.1. Emotional Intelligence 10.1. 1. What is Emotional Intelligence? 10.1. 2. Why is it important? 10.1. 3. How can one improve EI? 10.1. 4 Emotional Leadership Styles 10.2. The importance of Strategic Life and a Career Plan 10.2. 1. Elements of the Plans 10.2. 2. A personal philosophy of life	Monday June 17th Team presentations: Article 1 Article 2 Article 3 Covering points 10.1 Teacher Presentation: Points 10.2 View and discuss video: Sam Burns – A Very Happy
	Obligatory Readings: **Articles: Read the one assigned to your team.** • Goleman, D. (1998) "What Makes a Leader?", Harvard Business Review, November - December issue 1998. • "Improving Emotional Intelligence: Key Skills for Managing Your Emotions and Improving Your Relationships", (no date), Helpguide.org, https://www.helpguide.org/articles/mental-health/emotional-intelligence-eq.htm,	

	retrieved February 16, 2019 • Benincasa R. (2012, May 29) "6 Leadership Styles, And When You Should Use Them", https://www.fastcompany.com, retrieved May 22, 2016	Life

LEARNING UNIT: XI – A: LEADERSHIP SKILL DEVELOPMENT - COMMUNICATION
LEARNING OUTCOME:
- Identify the elements of supportive communication and how to use them.

14° June 24th to 29th	11. A. The importance of good relationships with others and the role of communication 11. A. 1. What is "Supportive Communication" 11. A. 2. The 8 principles of Supportive Communication	<u>Monday, June, 24th</u> **Reading Control #7: To be done in teams** Teacher Presentation: Points: 11. A.+ 11. A. 1 Team Presentations: Point 11.A.2: principles 1-3 Point 11.A .2 principles 4-6 Point 11.A. 2 principles 7 & 8 Team assignment: Design dialogues based on the principles of Supportive Communication in the situations assigned
	Obligatory Reading: Whetten, D. & Cameron, K. (2011). *Developing management skills.* New Jersey: Prentice Hall. Chapter. 4 pp 238 – 260 **Articles:** • Why Communication Practices are Important in the Workplace" (no date) , OPTUM,https://intranet.ecu.edu.au/__data/assets/pdf_file/0019/501634/Communication-practices-for-managers Jan 15, pdf, retrieved February 14, 2019 • The Benefits and Importance of Communication in the Workplace", (no date) Workspirited.com/,https://workspirited.com/importance-of-communication-in-workplace, retrieved August 14, 2018 • Despain, M. (2017, September 15), "The Power of Good Communication in the Workplace", Leadershipchoice.com, https://leadershipchoice.com/power-good-communication-workplace, retrieved March 2018.	

LEARNING UNIT: XI – B LEADERSHIP SKILL DEVELOPMENT: DELEGATION
LEARNING OUTCOMES:
- Identify the importance and benefits of delegating effectively to optimize leadership results.

15° July 1st to 6th	11. B. Delegation: What is it? Why is it important? 11. B. 1. Barriers to delegation: why don't People do it? 11. B. 2. Steps to Delegation 11. B. 3. The 5 levels of effective delegation	<u>Monday, July 1st</u> Team presentations: Article 1: point 11.B.1 Article 2: point 11.B.2 Article 3: point 11.B.3 Review of Topics in Final Exam
	Obligatory Reading: Lussier, R., &Achua, C. *Leadership: theory, application and skill development*4th Edition, South-Western Cengage- Learning Ch. 6 pp 264- 268 **Articles:** • Tanner, Robert, (2018, May 12) "Five Common Barriers to Successful Delegation", Managementisajourney.com, /https://managementisajourney.com/five-common-human-barriers-to-effective-delegation/, Retrieved February 15,2019 • "Successful Delegation: Using the Power of Others' Help" (no date) mindtools.com, https://www.mindtools.com/pages/article/newLDR_98.htm, retrieved February 16, 2019 • Economy, P. (2014, December 19), "Five Levels of Remarkably Effective Delegation",Inc.com, https://www.inc.com/peter-economy/5-levels-of-remarkably-effective-delegation.html, retrieved February 16, 2019	

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• "The top 10 skills that'll get you a job when you graduate" (no date), Targetjobs.co.uk/https://targetjobs.co.uk/careers-advice/career-planning/273051-the-top-10-skills-thatll-get-you-a-job-when-you-graduate, retrieved March 7, 2018

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IX. Laboratory Support

Not required

X. Teacher

Garriques Kittelsen, Suzanne
sgarriques@esan.edu.pe