Mandatory

LEADING PEOPLE IN ORGANIZATIONS

2 ECTS

LEARNING OBJECTIVES

During this course the following objectives will be pursued:

- Increase the participants' sensitivity to the impact that the human aspect has on work environments.
- Develop the ability of students to manage their professional career and manage the relationship between your professional and private life.

- Understand the importance of developing leadership competencies such as setting direction, inspiring action, aligning resources, motivating, influencing and persuading, and managing interpersonal conflicts.
- Develop in participants their ability to manage change and lead teams in complex and uncertain organizational environments.

- Learn to manage the organizational culture and develop a global vision, understanding how to work in a diverse, multicultural and global environment.
- Instill in students a strong sense of ethics and responsibility for the outcome of their decisions.

METHODOLOGY

1. Group dynamics will be developed in which it will be necessary to test our behavior skills.
2. There will be practical cases: which must be resolved and discussed in group and plenary.
3. We will work with conceptual content extracted from the analysis of the cases and the self-knowledge questionnaires carried out.

PROGRAM

SESSIONS 1 - 2

The management of people in the field of a business organization. The management of the boss - subordinate relationship.

CP: Gustavo Garrido (A) (CO1-227-A)

NT: Cultivate good relationships with your boss
(n / a) NT: The subordinate's dilemma (HBS
79507S) NT: How to supervise "black boxes"
(CO2-211) NT: Why executives fail (n / a)

Question to work the practical case:

Assuming the role of Gustavo, what would you advise him to do in the interview?

SESSIONS 3 - 4

Communication problems in hierarchical organizations: evaluation and feedback. Negative feedback.

CP: El Machista (CO1-245)

NT: Notes on negative feedback. Results evaluation and professional evaluation (CO2-251)

NT: Pygmalion and business management (CH05-373) (Printed)

Question to work the practical case:

Taking into account the alternatives that are given at the end of the case, what would you do?

In addition to this activity, the student must have completed the Locus Questionnaire before these sessions. In the classroom they will work with the results.

To access this questionnaire you must use the following link:

http://www.cefeida.es/

You must register because it is your own link, foreign to IE.

It will ask for a username and password (freely decide what to use) and a registration key, there you must put the key EMBAOCT12019. Remember your username and password because you will need them to complete and access other questionnaires from this link.

Along with the Locus of Control questionnaire, you will find two more, one refers to Self-esteem and the other to Self-efficacy. Although we'll need them later, you don't need to complete them now. You will already be notified when to do so.

SESSIONS 5 - 6

Motivation, leadership and influence in the field of an organization.

NT: Hausser Food Products Company (ID # CU03)

CP: Organization of motivations at work (CO1-001)

CP: Dominant needs: Self-assessment test (CO1-016) NT: Motivation (CO2-002)

NT: Once again how to motivate workers (HDBR)

The student must bring completed the questionnaires Organization of motivations at work (C01-001) and Dominant needs (CO1-016), following the instructions included. In class they will work with the conclusions.

In addition, the Hausser Foods case must have been read before the start of the sessions.

SESSIONS 7 - 8

Management of work teams. Leadership and management styles.

NT: How to lead a working group (HBS 407-S10)
NT: Management meetings (CO2-006)

NT: What makes a leader? (HBRA Latin America R0401H-E)
CP: Knowlton Roberts II (A) (UVA-OB-1025)

Question to work the practical case:

If you were a close friend of Knowlton Roberts, what would you recommend to do, leave the company or stay?

In addition to this activity, the student must have completed the Self-Esteem (CSR) and Self-Efficacy (EAG) questionnaires before these sessions. In the classroom they will work with the results. In order to complete them, you must access them through the following link (it is the same one that you used for the material in sessions 3 and 4):

http://www.cefeida.es/

It will ask for a username and password. Use the same ones that you used for the Locus of Control questionnaire in sessions 3 and 4: Remember that the registration key is: EMBAOCT12019.

SESSIONS 9 - 10

Management of work teams II.

- The evolution of teams
- Leadership and management styles

NT: SISREM

NT: The leadership of people in organizations (RH2-027)

Students must have read the SISREM case study and complete the questionnaire, Do you want to know their management style? either in its online version (CO2-103-M) or on paper (CO2-103-A and CO2-103-B), before the start of the sessions. In the classroom they will work with the results.

EVALUATION SYSTEM

Criterion	Percentage	Comments
Assistance and participation at class	35%	Supported in the technical notes and readings of the subject
Partial report written in group	25%	To be delivered before sessions 7 and 8. Knowlton Roberts Case Study
Individual written final report	40%	To be delivered at the end of the course. Case to be determined. It will be delivered to the students well in advance.

Regarding class participation, it should be taken into account that their participation helps others to learn. When you intervene in class, you must take into account how important quality is as quantity. Quality means: impact on the thinking of colleagues, depth and rigor in diagnosing problems, constructive criticism of other contributions, comments that integrate other parts of the course, clarity and precision in the presentations.

BIBLIOGRAPHY

FEEDBACK TO STUDENT

During the sessions, when working on the cases in the classroom, the student will be able to test their

reasoning and ways of doing. In this way, with the feedback from their classmates and the teacher, they will be able to draw their own conclusions about their development in the matter.

In addition, during sessions 7 and 8, the case that is requested as a partial report will be corrected in class. In this way, the student will be able to receive information on the aspects that will be assessed in the report presented.

Finally, on the online campus, each student will be able to see the breakdown of their final grade in the subject in this triple assessment: participation, partial report and final report.

BIBLIOGRAPHY

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