

Academic Year: ( 2023 / 2024 )

Review date: 12-09-2023

Department assigned to the subject: Mechanical Engineering Department

Coordinating teacher: GÓMEZ TORRES, MARÍA SOLEDAD

Type: Compulsory ECTS Credits : 6.0

Year : 4 Semester : 1

**OBJECTIVES**

- To develop leadership skills that allow the future officer the command of human teams in professional situations.
- To be aware of what your role as a Corps commander means, reducing the uncertainty in facing the responsibilities he/she has to take.
- To know the techniques and procedures to materialize their functions as managers of an organization oriented towards police work.
- To know a series of procedures for analysis, rationalization and decision-making procedures based on scientific methods, reducing the margin of improvisation and the risks involved.
- To know the theoretical and epistemological bases on which the exercise of leadership is based.
- To know and understand the main factors of aptitude and attitude that influence the behaviour of the individual as commander.
- To understand the bases of the functioning of group dynamics that facilitate the participation, management and leadership of work teams.
- To train to choose the most effective management style adapted to the situational context, including multicultural aspects.

**DESCRIPTION OF CONTENTS: PROGRAMME**

Part I.- Organic Theory and Strategic Management.

The first part of the subject "Management and Leadership" of the Curriculum of the 4th Year of the Degree has been conceived in such a way that the student begins to be aware of his role as head of Unit knowing, in a systematic way, the wide range of functions that will constitute the essential nucleus of his functions as command within the Civil Guard.

The ultimate objective of this phase, fundamentally theoretical, is to ensure that the student is able to obtain a series of skills that allow him to face, with greater guarantees of success, the tasks that he is going to develop in the future, basically acquiring the following specific competences :

Specific skills.-

Be aware of what his role as Corps Officer entails, reducing his uncertainty in the face of the responsibilities he must face.

Know the techniques and procedures to materialize their functions as directors of an organization oriented towards police work.

Know a series of basic procedures for analysis, rationalization and decision-making procedures based on scientific methods, reducing the margin of improvisation and the risks that it entails.

Differentiate between formal authority, derived from military employment and the job, and authority as a leader of a work group, capable of integrating and aligning the wills of the group of people that make up a Unit.

Contents.-

- Introduction to Organic Theory. Organization concept. Historical analysis and classical theories about the study of organizations.
- Concept of Management Functions. The Directive Cycle. The Command as Director in the Civil Guard.
- The Command Directive Function.
- The Organizing Management Function.

- The Planning Directive Function.
- The Coordination Directive Function.
- The Directive Control Function.
- The Directive Function Motivation. Change Management.
- The Strategic Management. Strategic analysis. strategic planning
- Strategic Management. The Balanced Scorecard methodology. Application in the Civil Guard.

#### Part II.- Management skills in the company.

This part of the course aims to bring the student closer to the approach to the application of managerial skills in the field of economic operators.

##### Specific skills.-

- Define the concept of leadership and identify the characteristics of a leader to compare them with their functions and responsibilities in the workplace.
- Know the different leadership styles to be able to assess their application in different contexts.
- Distinguish between the different types of coaching
- Differentiate between mentoring and coaching.
- Identify the necessary conditions for the formation of work groups and teams.
- Analyze the behavior and functions of individuals within a work group/team to increase its effectiveness.
- Evaluate the advantages of teamwork in order to facilitate the achievement of the organization's objectives.
- Identify the main theories of motivation.
- Assess the impact of motivation in the work environment

##### Contents.-

- Leadership in the company.
- Mentoring and coaching.
- Groups and work teams.
- Motivation at work.

#### Part III.- Management skills in the Civil Guard.

The work of the Civil Guard Officer is carried out in the face of missions, environments and circumstances that require managerial skills such as command capacity, authority, leadership, management of interpersonal conflicts, defining objectives and deadlines to be met... etc, all of this, sometimes, in a professional environment of uncertainty and ambiguity that generates a certain degree of stress and emotional tension that you will also have to manage.

In this part of the subject, the aim is to introduce the student to an approach to the application of management skills in the Civil Guard, mainly through interpersonal communication, social skills, and persuasion. Communication of bad news; Emotional intelligence in the professional field and self-knowledge; Personal leadership, proactivity, planning and priorities; Motivation, Trust vs. Control; Problem solving and decision making; Conflict management in organizations. Negotiation and mediation. game theory; mental health in the Civil Guard and police stress management.

##### Specific skills.-

- Develop social and communication skills adapted to people and circumstances, as a fundamental

basis in conflict management, negotiation and persuasion, and also as basic pillars of motivation and satisfaction of subordinate personnel.

- Know and understand the different styles of people management and how they influence the behavior of individuals. Choosing the most effective leadership style adapted to the situational context and the level of development of the people.

- Understand the functioning of group dynamics and processes, what facilitates participation and commitment, the use of synergies in work teams.

- Know and use tools to plan objectives, time management, problem solving and decision making, for greater personal and professional efficiency.

- And finally, this subject provides practical knowledge in the management of emotions, stress and mental health in the Civil Guard.

#### Part IV: Role-play communication practices and Leadership Sessions

It is considered that at present, the leadership of a command is essentially expressed through oral and written communication skills. Within the scope of this Management and Leadership subject, the aim is for the student to develop skills essentially in oral communication in a professional environment.

Content.-

The Leadership Sessions are developed through conferences by the teaching staff and external ones in which the aim is to show the student the importance of communication for the development of institutional leadership, as well as the development of role play practices in class. in which the involvement and participation of all the students of the team is a sine qua non condition to access the final exam of the subject.

Students divided into teams will be assigned to study a professional scenario in which their leadership is revealed. Having to deliver in the virtual classroom a team work following the indicated model.

#### LEARNING ACTIVITIES AND METHODOLOGY

The methodology will be fundamentally practical. Based on training activities developed in the classroom through presentations and seeking interaction with the student at all times, as well as improving their oral and written communication skills, through "role-play" activities and other advanced learning methods. as "action learning"

The coordinators and teachers of the subject are available to the students through the subject forum in the virtual classroom of the CUGC [www.cugc.es](http://www.cugc.es) and through their emails, being able to arrange face-to-face meetings to resolve doubts or clarifications about the subject. same in the sessions established in the tutorials in the calendar.

#### ASSESSMENT SYSTEM

The evaluation system of the subject conforms to the following guidelines:

Continuous evaluation: Each teacher will value, on his part, the active participation and knowledge of the student through the means specified (control, evaluation of individual work, class participation, etc.) obtaining a grade from 0 to 10. The average of parts I, II and III will constitute the continuous evaluation of the subject with 100% of the total value of the qualification of the subject in the first call

The leadership sessions are developed through conferences by the teaching staff and external ones in which the aim is to show the student the importance of communication for the development of institutional leadership,

In addition, role play practices are developed in class in which the involvement and participation of all the students of the team is a sine qua non condition to approve the assignment.

Call exam: Students who do not pass the continuous evaluation process with a grade of 5, and those who express interest in raising their grade will be summoned to the call exam that will include questions from the three parts

<b>% end-of-term-examination:</b>	0
<b>% of continuous assessment (assignments, laboratory, practicals...):</b>	100

#### BASIC BIBLIOGRAPHY

- DEL MORAL TORRES, Anselmo, LÓPEZ SILVELO Manuel, LÓPEZ GÓMEZ, Josefa Elisa, SOTO RODRÍGUEZ José. Manual de Dirección y Liderazgo Leadership and Leadership Manual, Editorial CUGC, 2017
- ROBBINS, S.P. Y COULTER, M. Management, Pearson Educación, 2015

#### ADDITIONAL BIBLIOGRAPHY

- GARCÍA-RINCÓN DE CASTRO, C. Good management, Leadership at the service of the people and society, editorial, 2017
- LÓPEZ SILVELO, M. The application of the Balanced Scorecard Methodology to the Civil Guard, Research work of the Official Master's Degree in Public Senior Management, 2013
- MAXWELL, J. The 360º leader: How to develop your influence from any position within your organization, Editorial RBA , 2007
- MÜNCH GALINDO, L. Leadership and direction: the leadership of the XXI century , Mad, S.L. , 2007