

Course guides

205113 - 205113 - Leading Teams

Last modified: 22/04/2021

Unit in charge: Terrassa School of Industrial, Aerospace and Audiovisual Engineering
Teaching unit: 732 - OE - Department of Management.

Degree: MASTER'S DEGREE IN TECHNOLOGY AND ENGINEERING MANAGEMENT (Syllabus 2016). (Optional subject).

Academic year: 2021 **ECTS Credits:** 7.5 **Languages:** English

LECTURER

Coordinating lecturer: Gallardo Gallardo, Eva

Others: Fernández Alarcón, Vicenç

DEGREE COMPETENCES TO WHICH THE SUBJECT CONTRIBUTES

Specific:

CE01-MEM. The ability to describe the main management theories.

CE07-MEM. The ability to manage processes and projects in technological settings subject to levels of uncertainty.

Transversal:

CT2. SUSTAINABILITY AND SOCIAL COMMITMENT: Being aware of and understanding the complexity of the economic and social phenomena typical of a welfare society, and being able to relate social welfare to globalisation and sustainability and to use technique, technology, economics and sustainability in a balanced and compatible manner.

CT3. TEAMWORK: Being able to work in an interdisciplinary team, whether as a member or as a leader, with the aim of contributing to projects pragmatically and responsibly and making commitments in view of the resources that are available.

CT4. EFFECTIVE USE OF INFORMATION RESOURCES: Managing the acquisition, structuring, analysis and display of data and information in the chosen area of specialisation and critically assessing the results obtained.

Basic:

CB8. METMF_The ability to integrate knowledge and deal with the complexity of making judgements on the basis of information that, albeit incomplete or limited, includes thoughts on the role played by social and ethical responsibility in the application of knowledge and judgement.

CB9. METMF_The ability to communicate conclusions, and the knowledge and reasons that ultimately sustain these conclusions, to specialised and lay audiences in a clear and unambiguous way.

CB10-METP. Learning abilities that will enable students to keep studying in a largely self-directed or independent manner.

TEACHING METHODOLOGY

To achieve the objectives of the course, it is designed as a continuous learning process in which students will play an active role.

The classes will combine different teaching methodologies, such as magisterial lectures, problem-based activities, case studies, guided debates, and oral presentations. Some of the classroom activities will need to complete a set of pre-assigned readings or clip visualizations prior to class. Moreover, self-study and out of class guided activities will be also required.

ATENA is going to be the main communication channel. Likewise, there will be posted instructions for the sessions, lecture notes, bibliography, etc. Students should look at it on a normal basis during the course.



LEARNING OBJECTIVES OF THE SUBJECT

Nowadays, most of work is done in teams. However, the team's performance and outcomes are exceptionally mixed. Many teams are poorly structured, led and face lack of coordination and dysfunctional conflict. Not to mention, individuals' lack of motivation.

This course offers the fundamentals of teams management. It will focus on how to develop teams, improve and sustain team performance, and understand the skills needed at the individual level and the dynamics among the members. Specifically, it will deepen on basic managerial skills (time management, communication, leadership and motivation).

STUDY LOAD

Type	Hours	Percentage
Self study	127,5	68.00
Hours large group	30,0	16.00
Hours medium group	30,0	16.00

Total learning time: 187.5 h

CONTENTS

Module 1: The Individual

Description:

The goal of this module is to develop an awareness of the importance of understanding individuals' diversity in groups within organizations.

Related activities:

Online and in-class activities
Group project
Final exam

Full-or-part-time: 40h

Theory classes: 8h
Practical classes: 8h
Self study : 24h

Module 2: The Group

Description:

The goal of this module is to develop some needed skills (Communication, Time Management, Leadership and Motivation), and topics (fundamentals of group behavior and team performance). Also, it will provide guidelines to develop groups into teams, and to manage conflicts efficiently.

Related activities:

Online and in-class activities
Group project
Final exam

Full-or-part-time: 107h 30m

Theory classes: 14h
Practical classes: 14h
Self study : 79h 30m



Module 3: The Organizational System

Description:

The goal of this module is to discuss the importance of the context while working in teams. Understanding the organizational and group culture.

Related activities:

Online and in-class activities
Group project
Final exam

Full-or-part-time: 40h

Theory classes: 8h
Practical classes: 8h
Self study : 24h

GRADING SYSTEM

The final grade depends on the following three elements:

- * 30%, Online, and in-class activities
- * 40%, Group project
- * 30%, Final exam

BIBLIOGRAPHY

Basic:

- Scandura, Terri A. Essentials of organizational behavior: an evidence-based approach. 2nd. Thousand Oaks, California: SAGE Publications, 2019. ISBN 9781544331294.
- Colquitt, Jason A., Lepine, Jeffery, Wesson, Michael J. Organizational behavior: improving performance and commitment in the workplace. 6th. New York: McGraw-Hill Education, 2019. ISBN 1259927660.

Complementary:

- Fernandez, Vicenc. Fundamentals of research methodology [on line]. Terrassa: OmniaScience, 2020 [Consultation: 03/06/2020]. Available on: <https://www.omniascience.com/books/index.php/scholar/catalog/book/115>. ISBN 9788412064391.

RESOURCES

Other resources:

Slides, exercises, websites and online activities