


## ASIGNATURA DE DIRECCIÓN DE EQUIPOS DE ALTO RENDIMIENTO BIS

<b>1. Competences</b>	Develop and direct organizations through the ethical exercise of leadership, with a systemic approach to contribute to the achievement of strategic objectives.
<b>1. Term</b>	Ninth
<b>2. Theory hours</b>	12
<b>3. Practical hours</b>	18
<b>4. Total hours</b>	30
<b>5. Weekly hours</b>	2
<b>6. Objective</b>	The student will determine the characteristics, degree of maturity and effectiveness of the work groups through a diagnosis, to capitalize on their strengths and generate synergies.

LEARNING UNITS	Horas		
	Theoretical	Practical	Total
<b>I. Groups and needs</b>	6	9	15
<b>II. Leadership and group management</b>	6	9	15
<b>Total</b>	<b>12</b>	<b>18</b>	<b>30</b>


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## LEARNING UNITS

<b>1. Learning Unit</b>	<b>I. Accounting operations</b>
<b>2. Theoretical Hours</b>	6
<b>3. Practical Hours</b>	9
<b>4. Total</b>	15
<b>5. Objective</b>	The student will determine the characteristics of the work groups through an analysis of the roles, capacities, experiences and attitudes of the members to define their degree of maturity and effectiveness.

Topic	knowledge	Skills	Values
Theories of Needs	Identify the basic elements of the theories of: <ul style="list-style-type: none"> <li>• Skinner operant conditioning</li> <li>• Maslow's Hierarchy of Needs</li> <li>• "X" and "Y" by McGregor</li> <li>• Vroom's expectations</li> <li>• Herzberg hygienic factors</li> </ul>	<p>Categorize the needs of the individual as a result of their interaction in the organization</p> <p>Propose adaptation mechanisms of individuals to the group based on the satisfaction of their needs and expectations.</p>	<p>Proactive</p> <p>Respect</p> <p>Responsibility,</p> <p>Initiative</p> <p>Punctuality</p> <p>Critical</p> <p>Spirit of personal improvement</p> <p>Analytical.</p>

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Topic	knowledge	Skills	Values
Group theory and communication.	<p>Describe the dynamics of groups from the elements that comprise it:</p> <ul style="list-style-type: none"> <li>● Formal and informal groups and work teams</li> <li>● Characteristics: size, cohesion, statutes, roles.</li> <li>● Stages of group development: uncertainty, questioning, acceptance, realization and performance</li> <li>● Degree of maturity and belonging</li> <li>● Ethics, morals and group conscience</li> <li>● Affective interpersonal relationships</li> <li>● Skills and attitudes</li> <li>● Communication: effective, formal and informal, ascending, descending and lateral</li> </ul> <p>Identify the techniques for evaluating group dynamics: sociogram, interviews, observation.</p>	Diagnose the group dynamics of a work team	Proactive Respect Responsibility, Initiative Punctuality Critical Spirit of personal improvement Analytical

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## EVALUATION PROCESS

Learning Outcome	Learning Process	Evaluation tools and instruments
<p>Based on a practical case, the student will prepare a report that includes:</p> <ul style="list-style-type: none"> <li>● Description of the impact of individual expectations on the group</li> <li>● Diagnosis of group dynamics:                             <ul style="list-style-type: none"> <li>● Features</li> <li>● Stages of development of a group</li> <li>● Degree of maturity and belonging</li> <li>● Ethics, morals and group conscience</li> <li>● Affective interpersonal relationships</li> <li>● Skills and attitudes</li> <li>● Communication: effective, formal and informal, ascending, descending and lateral</li> </ul> </li> </ul>	<ol style="list-style-type: none"> <li>1. Understand the concepts and theories that influence the performance of individuals and group dynamics.</li> <li>2. Understand the procedure for applying group dynamics evaluation techniques.</li> <li>3. Analyze group dynamics.</li> </ol>	<p>Case study Checklist</p>

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# DIRECCIÓN DE EQUIPOS DE ALTO RENDIMIENTO BIS

## TEACHING-LEARNING PROCESS

Methods and teaching techniques	Media and teaching materials
Study of cases Research Simulation	Audio visual material and equipment Board Printed (cases)

## LEARNING SPACE

Classroom/virtual classroom	Languages Lab/Work shop	Company
X		


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# DIRECCIÓN DE EQUIPOS DE ALTO RENDIMIENTO BIS


## LEARNING UNITS

<b>1. Learning Unit</b>	<b>II. Leadership and group management</b>
<b>2. Theoretical Hours</b>	6
<b>3. Practical Hours</b>	9
<b>4. Total</b>	15
<b>5. Objective</b>	The student will manage work groups using high performance team management techniques to capitalize on their strengths and generate organizational synergies.


Topic	knowledge	Skills	Values
Leadership	<p>Identify the characteristic features of leadership, considering the following elements in group management:</p> <ul style="list-style-type: none"> <li>● Definition of leadership</li> <li>● Difference between boss and leader</li> <li>● Types of leadership according to Max Weber (autocratic, participative, free rein)</li> <li>● Administrative Grid or Managerial Grid</li> <li>● Empathy</li> <li>● Difference between power and authority</li> <li>● Empowerment</li> <li>● Coaching</li> </ul>	Propose a leadership style according to the needs of a high performance team.	<p>Proactive I respect Responsibility, Initiative Punctuality Critical Spirit of personal improvement Analytical.</p>

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Topic	knowledge	Skills	Values
Group Management	Describe Group Management Techniques: <ul style="list-style-type: none"> <li>● Directed debate, recreational activities, T groups, Focus Group, Role-Playing, Sociodrama and forum) for application in groups:</li> <li>● Collaborative</li> <li>● Highly productive</li> <li>● Motivated</li> <li>● Self-directed</li> </ul> and describe the concepts of Working environment <ol style="list-style-type: none"> <li>a) Definition</li> <li>b) Measurement</li> <li>c) Change</li> </ol>	Promote collaborative and motivated teams through group management techniques	Proactive Respect Responsibility, Initiative Punctuality Critical Spirit of personal improvement Analytical.

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Topic	knowledge	Skills	Values
High-performance teams	Distinguish the characteristics of a high-performance team <ul style="list-style-type: none"> <li>● Members who know their purpose</li> <li>● Defined roles and responsibilities</li> <li>● Known rules of operation</li> <li>● Members who understand the work plan and how to measure it</li> <li>● Effective mechanisms for meetings, decision making, problem solving, etc.</li> <li>● Ability to self-correct</li> <li>● Interdependent members</li> <li>● Open communication</li> <li>● Diversity</li> <li>● Effective external relationships</li> <li>● High performance teams: working with confidence and conscience</li> </ul>	Propose strategies to transform work teams into collaborative, motivated, self-directed and highly productive.	Proactive Respect Responsibility, Initiative Punctuality Critical Spirit of personal improvement Analytical.


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## EVALUATION PROCESS

Learning Outcome	Learning Process	Assessment Instruments
<p>Based on a practical case of work teams, you will prepare a proposal for:</p> <ul style="list-style-type: none"> <li>● Appropriate leadership style</li> <li>● Group management techniques to integrate, motivate and facilitate collaboration</li> <li>● Strategies to convert the work team into high performance</li> </ul>	<ol style="list-style-type: none"> <li>1.- Understand the concepts of leadership and work environment.</li> <li>2.- Understand the application of group management techniques.</li> <li>3.- Understand the characteristics of high-performance teams.</li> <li>4.- Identify the characteristics, group dynamics and the relationship between individual-group-organization.</li> <li>5.- Propose strategies to transform the work group into a high-performance team.</li> </ol>	<p>Essays Checklist</p>

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## DIRECCIÓN DE EQUIPOS DE ALTO RENDIMIENTO BIS

### CAPABILITIES DERIVED FROM THE PROFESSIONAL COMPETENCES WHICH CONTRIBUTE TO THE SUBJECT


Capability	Performance Criteria
Determine the characteristics of the working groups through a diagnosis, which determines: degree of maturity and effectiveness to capitalize on their strengths and generate synergies.	<p>Make a diagnosis that contains:</p> <ul style="list-style-type: none"> <li>● Informal groups identified,</li> <li>● Working climate prevailing in the work area,</li> <li>● Analysis of the structure of the area or department,</li> <li>● Analysis of the degree of qualification of the worker in the position,</li> <li>● Analysis of strengths and weaknesses of the working group</li> <li>● Determination of the degree of maturity and effectiveness of the work group</li> </ul>
Integrate high-performance work teams identifying: roles, capacities, experiences and attitudes of the members to achieve the objectives of the organization.	<p>Integra proposal of:</p> <ul style="list-style-type: none"> <li>● Roles for each of the collaborators according to their characteristics</li> <li>● Assignment of functions, tasks, projects, or responsibilities</li> <li>● Definition of team values</li> <li>● Interrelation of contributions between collaborator-group-organization</li> <li>● Definition of individual and group objectives</li> <li>● Establishment of evaluation mechanisms</li> <li>● Definition of decentralization strategies in decision-making</li> </ul>

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## REFERENCES

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