|  | LICENCIATURA EN GESTIÓN Y DESARROLLO TURÍSTICO  EN COMPETENCIAS PROFESIONALES | descarga |
| --- | --- | --- |

**DIRECCIÓN DE EQUIPOS DE ALTO RENDIMIENTO BIS**

| 1. **Competences** | To develop and manage organizations through the ethical exercise of leadership, with a systemic approach to contribute to the achievement of strategic objectives. |
| --- | --- |
| 1. **Term** | Ninth |
| 1. **Theory hours** | 12 |
| 1. **Practial hours** | 18 |
| 1. **Total number of hours** | 30 |
| 1. **Hours per week** | 2 |
| 1. **Learning objective** | The student will determine the characteristics, degree of maturity and effectiveness of the working groups through a diagnosis, in order to capitalize on their strengths and generate synergies. | |

| **Learning units** | **hours** | | |
| --- | --- | --- | --- |
| **Theory** | **Practice** | **Total** |
| I.Groups and needs | 6 | 9 | 15 |
| II. Leadership and group management | 6 | 9 | 15 |
| **Total** | **12** | **18** | **30** |

**DIRECCIÓN DE EQUIPOS DE ALTO RENDIMIENTO BIS**

*LEARNING UNITS*

| 1. **Learning Unit** | I.Groups and needs |
| --- | --- |
| 1. **Theory** | 6 |
| 1. **Practice hours** | 9 |
| 1. **Total hours** | 15 |
| 1. **Learning unit objective** | The student will determine the characteristics of work groups through an analysis of roles, capabilities, 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 theories of:  • Skinner operant conditioning  • Maslow's Hierarchy of Needs  • "X" and "Y" from McGregor  • Vroom's expectations  • Herzberg hygienic factors | Categorize the needs of the individual as a result of their interaction in the organization.  Propose adaptation mechanisms of individuals to the group based on the satisfaction of their needs and expectations. | Proactive  Respect  Responsibility  Initiative  Puntuality  Critical  Spirit of personal improvement  Analytical |
| Group theory and communication | Describe the dynamics of groups from the elements that comprise it:  • Formal and informal groups and work teams  • Characteristics: size, cohesion, statutes, roles  • Stages of development of a group: uncertainty, questioning, acceptance, realization and performance  • Degree of maturity and belonging  • Ethics, morals and group conscience  • Affective interpersonal relationships  • Skills and attitudes  • Communication: effective, formal and informal, ascending, descending and lateral  Identify the techniques for evaluating group dynamics: sociogram, interviews, observation. | Diagnose the group dynamics of a work team. | Proactive  Respect  Responsibility  Initiative  Puntuality  Critical  Spirit of personal improvement  Analytical |

**DIRECCIÓN DE EQUIPOS DE ALTO RENDIMIENTO BIS**

*EVALUATION PROCEDURE*

| **Learning outcome** | **Learning sequence** | **Assessment instruments** |
| --- | --- | --- |
| Based on a practical case, it will prepare a report that includes:  -Description of the impact of individual expectations on the group  -Diagnosis of group dynamics:  • Features  • Stages of group development  • Degree of maturity and belonging  • Ethics, morals and group conscience  • Affective interpersonal relationships  • Skills and attitudes  • Communication: effective, formal and informal, ascending, descending and lateral. | 1. Understand the concepts and theories that influence the performance of individuals and group dynamics  2. Understand the procedure for applying group dynamics assessment techniques  3. Analyze group dynamics | Case study  Checklist |

**DIRECCIÓN DE EQUIPOS DE ALTO RENDIMIENTO BIS**

*TEACHING-LEARNING PROCESS*

| **Methods and teaching techniques** | **Teaching aids and materials** |
| --- | --- |
| Study of cases  Investigation  Simulation | Audio visual equipment and supplies  Whiteboard  Printed (cases) |

*TRAINING FACILITIES*

| **Classroom** | **Lab / workshop** | **Company** |
| --- | --- | --- |
| **X** |  |  |

# DIRECCIÓN DE EQUIPOS DE ALTO RENDIMIENTO BIS

*LEARNING UNITS*

| 1. **Learning Unit** | **II. Leadership and group management** |
| --- | --- |
| 1. **Theory** | 6 |
| 1. **Practice hours** | 9 |
| 1. **Total hours** | 15 |
| 1. **Learning unit objective** | 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 | Identify the characteristic features of leadership, considering the following elements in group management:  • Definition of leadership  • Difference between boss and leader  • Types of leadership according to Max Weber (autocratic, participative, free rein)  • Administrative Grid or Managerial Grid  • Empathy  • Difference between power and authority  • Empowerment  • Coaching | Propose a leadership style according to the needs of a high performance team. | Proactive  Respect  Responsibility  Initiative  Puntuality  Critical  Spirit of personal improvement  Analytical |
| Group management | Describe Group Management Techniques:  • Directed debate, recreational activities, T groups, Focus Group, Role-Playing, Sociodrama and forum) for application in groups:  • Collaborative  • Highly productive  • Motivated  • Self directed  and describe the concepts of Work environment  a) Definition  b) Measurement  • c) Change | Promote collaborative and motivated teams through group management techniques. | Proactive  Respect  Responsibility  Initiative  Puntuality  Critical  Spirit of personal improvement  Analytical |
| High performance teams | Distinguish the characteristics of a high-performance team:  • Members who know their purpose  • Defined roles and responsibilities  • Known rules of operation  • Members who understand the work plan and how to measure it  • Effective mechanisms for meetings, decision making, problem solving, etc.  • Ability to self-correct  • Interdependent members  • Open communication  • Diversity  • Effective external relations  • High performance teams: working with confidence and conscience | Propose strategies to transform work teams into collaborative, motivated, self-directed and highly productive | Proactive  Respect  Responsibility  Initiative  Puntuality  Critical  Spirit of personal improvement  Analytical |

**DIRECCIÓN DE EQUIPOS DE ALTO RENDIMIENTO BIS**

*EVALUATION PROCEDURE*

| **Learning outcome** | **Learning sequence** | **Assessment instruments** |
| --- | --- | --- |
| Based on a practical case of work teams, you will prepare a proposal for:  • Appropriate leadership style  • Group management techniques to integrate, motivate and facilitate collaboration  • Strategies to convert the work team into high performance | 1. Understand the concepts of leadership and work environment  2. Understand the application of group management techniques  3. Understand the characteristics of high-performance teams  4. Identify the characteristics, group dynamics and the relationship between individual-group-organization  5. Propose strategies to transform the work group into a high-performance team | Essays  Checklist |

**DIRECCIÓN DE EQUIPOS DE ALTO RENDIMIENTO BIS**

*TEACHING-LEARNING PROCESS*

| **Methods and teaching techniques** | **Teaching aids and materials** |
| --- | --- |
| Case study  research  Conferences | Audio visual equipment and supplies  blackboard  Printed (cases) |

*TRAINING FACILITIES*

| **Classroom** | **Lab / workshop** | **Company** |
| --- | --- | --- |
| **X** |  |  |

**DIRECCIÓN DE EQUIPOS DE ALTO RENDIMIENTO BIS**

*SKILLS DERIVED FROM THE PROFESSIONAL COMPETENCES TO WHICH THE SUBJECT CONTRIBUTES*

| **Skills** | **Performance criteria** |
| --- | --- |
| Determine the characteristics of the work groups through a diagnosis, which determines: degree of maturity and effectiveness to capitalize on their strengths and generate synergies. | Make a diagnosis that contains:  • Informal groups identified  • Working climate prevailing in the work area  • Analysis of the structure of the area or department  • Analysis of the degree of qualification of the worker in the position  • Analysis of strengths and weaknesses of the working group  • Determination of the degree of maturity and effectiveness of the work group |
| Integrate high-performance work teams identifying: roles, capacities, experiences and attitudes of the members to achieve the objectives of the organization. | Integrate a proposal of:  • Roles for each of the collaborators according to their characteristics  • Assignment of functions, tasks, projects or responsibilities  • Definition of team values  • Interrelation of contributions between collaborator-group-organization  • Definition of individual and group objectives  • Establishment of evaluation mechanisms  • Definition of decentralization strategies in decision making |

**DIRECCIÓN DE EQUIPOS DE ALTO RENDIMIENTO BIS**

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