|  | LICENCIATURA EN GESTIÓN Y DESARROLLO TURÍSTICOEN 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. | ProactiveRespectResponsibilityInitiativePuntualityCriticalSpirit of personal improvementAnalytical |
| 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 lateralIdentify the techniques for evaluating group dynamics: sociogram, interviews, observation. | Diagnose the group dynamics of a work team. | ProactiveRespectResponsibilityInitiativePuntualityCriticalSpirit of personal improvementAnalytical |

**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 dynamics2. Understand the procedure for applying group dynamics assessment techniques3. Analyze group dynamics | Case studyChecklist |

**DIRECCIÓN DE EQUIPOS DE ALTO RENDIMIENTO BIS**

*TEACHING-LEARNING PROCESS*

| **Methods and teaching techniques** | **Teaching aids and materials** |
| --- | --- |
| Study of casesInvestigationSimulation | Audio visual equipment and suppliesWhiteboardPrinted (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. | ProactiveRespectResponsibilityInitiativePuntualityCriticalSpirit of personal improvementAnalytical |
| 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 directedand describe the concepts of Work environment a) Definition b) Measurement• c) Change | Promote collaborative and motivated teams through group management techniques. | ProactiveRespectResponsibilityInitiativePuntualityCriticalSpirit of personal improvementAnalytical |
| 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 | ProactiveRespectResponsibilityInitiativePuntualityCriticalSpirit of personal improvementAnalytical |

**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 environment2. Understand the application of group management techniques3. Understand the characteristics of high-performance teams4. Identify the characteristics, group dynamics and the relationship between individual-group-organization5. Propose strategies to transform the work group into a high-performance team | EssaysChecklist |

**DIRECCIÓN DE EQUIPOS DE ALTO RENDIMIENTO BIS**

*TEACHING-LEARNING PROCESS*

| **Methods and teaching techniques** | **Teaching aids and materials** |
| --- | --- |
| Case studyresearchConferences | Audio visual equipment and suppliesblackboardPrinted (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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