



IDENTIFYING DATA

Public leadership. Management of people and high performance teams

Subject	Public leadership. Management of people and high performance teams			
Code	P04M125V11210			
Study programme	Máster Universitario en Dirección pública y liderazgo institucional			
Descriptors	ECTS Credits	Choose	Year	Quadmester
	6	Mandatory	1st	2nd
Teaching language	#EnglishFriendly Spanish			
Department				
Coordinator	López Viso, Mónica			
Lecturers	Coelho , Fernando López Viso, Mónica			
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Web				
General description	English Friendly subject: International students may request from the teachers: a) resources and bibliographic references in English, b) tutoring sessions in English, c) exams and assessments in English.			

Training and Learning Results

Code	
A1	Possess and understand knowledge that provides a foundation or opportunity to be original in the development and/or application of ideas, often in a research context.
A4	Students know how to communicate their conclusions, and the knowledge and ultimate reasons that support them, to specialized and non-specialized audiences in a clear and unambiguous way.
A5	Students have the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.
B1	Capacity to promote, in academic and professional contexts, the advancement of knowledge in the field of public management through original research.
C8	Know the current theories on leadership, fundamentally public
C11	Manage and direct teams of people following the instruments provided by the specialized literature
D1	Ability to understand the meaning and application of the gender perspective in the different fields of knowledge and in professional practice with the aim of achieving a more just and egalitarian society
D2	Ability to communicate in Galician language
D3	Sustainability and environmental commitment. Equitable, responsible and efficient use of resources
D5	Capacity for criticism and self-criticism
D6	Ability to work in an interdisciplinary team

Expected results from this subject

Expected results from this subject	Training and Learning Results
Enunciate the current theories on leadership, fundamentally public.	A1 C8 D1 D3
Manage and direct teams of people following the instruments provided by the specialized literature.	A4 C11 D2

Autonomously organize interdisciplinary research as well as present a critical analysis in the field of social sciences and expose their results.

A5
B1
D5
D6

Contents

Topic	
Topic 1. Public managerial leadership: approaches, elements and behaviors	1.1. Approaches to the study of leadership 1.2. Elements for the analysis of public leadership 1.3. The behavior of the leaders 1.4. Leadership and opportunity structure
Topic 2. Concepts, dimensions and management of high performance teams	2.1 Characteristics of high performance teams and evolution 2.2 Climate and team culture 2.3 Design and management of team roles 2.4 Conflict resolution, evaluation and quality management in teams.

Planning

	Class hours	Hours outside the classroom	Total hours
Lecturing	0	6	6
Problem solving	0	104	104
Debate	0	20	20
Problem and/or exercise solving	0	10	10
Problem and/or exercise solving	0	10	10

*The information in the planning table is for guidance only and does not take into account the heterogeneity of the students.

Methodologies

	Description
Lecturing	Presentation by the teacher of the contents on the subject under study, theoretical and / or guidelines for a job, exercise or project to be developed by the student.
Problem solving	Activity which formulated problem and / or exercises related to the course. The student should develop appropriate solutions or right through the exercise routines, application processing procedures available information and interpretation of the results. It is often used to complement the lecture.

Personalized assistance

Methodologies	Description
Problem solving	Resolution of student doubts in relation to some aspect of the subject (content, work or practices), as well as attention to their needs and queries related to the study and/or subjects related to the discipline, providing guidance, support and motivation in the learning process. This activity will be carried out remotely (via email or the virtual campus).

Assessment

	Description	Qualification	Training and Learning Results		
Debate	Talk between a group of students. You can focus on a topic of the content of the matter, in a case analysis, the outcome of a project, exercise or problem previously developed in a keynote session.	40	A4 A5	C11	D5 D6
Problem and/or exercise solving	Test in which the student must solve a series of problems and / or exercises in a time / conditions set / as by the teacher.	30	A1	B1 C8	D1 D2 D3
Problem and/or exercise solving	Test in which the student must solve a series of problems and / or exercises in a time / conditions set / as by the teacher.	30	A1	B1 C8	D1 D2 D3

Other comments on the Evaluation

The evaluation will preferably be continuous, the student who renounces the continuous evaluation may opt for the global evaluation. You must notify the teacher within the established period.

- To pass the subject, students must pass each evaluative test separately, with a minimum of five to be able to add the marks obtained in each part to determine the final result.
- The information on the continuous and global evaluation activities will be available in the space of the subject on the

virtual campus, under the label Evaluation of each topic.

- The students will have the option to take the extraordinary call (second opportunity) based on the adaptation that the teacher makes of these activities and whose content will be posted on the platform.
- All the information on the subject will be available on the Moovi platform. <https://moovi.uvigo.gal>
- It will be a necessary requirement for the development of the subject that the teaching staff of the same can have an updated PHOTOGRAPH* of the students that must be uploaded to the platform at the beginning of the course, and always before September 30.

(*) The sole purpose of processing this data is so that the subject's teachers can verify the identity of the students enrolled in it. The basis of legitimacy for the treatment of this data is carried out in application of the provisions of article 6.1y) of the RXPD in which the treatment is necessary for the exercise of public powers conferred on the person responsible for the treatment based on article 9 of the Law 39/2015, of October 1, of the common administrative procedure of public administrations and in article 25.7 of RD 1791/2010, of December 30, for which the University Student Statute is approved. Access to the image and personal data of the students is only allowed to the teaching staff of each subject to carry out the academic activities indicated in this teaching guide and they will not be used or disclosed for any other purpose, having to observe the corresponding duty of confidentiality of the same.

Sources of information

Basic Bibliography

HEIFETZ, R. A., **Liderazgo sin fáciles respuestas: propuestas para un nuevo diálogo social en tiempos difíciles**, Paidós, 1997

NATERA, A., **El liderazgo político en la sociedad democrática**, Centro de Estudios Políticos y Constitucionales, 2001

NATERA, A. y VANACLOCHA, F. J., dirs, **Los liderazgos en el mercado político y la gestión pública**, Ed. del BOE, 2005

BALLENATO, G., **Trabajo en Equipo. Dinámica y Participación en los Grupos.**, Pirámide, 2005

PAYERAS, J. y RONCO, E., **El Directivo, el Cambio y los Equipos de Alto Rendimiento**, Pearson Educación, 2002

ROBBINS, S. P., **Comportamiento Organizacional.**, Prentice‐Hall, 2009

Complementary Bibliography

MORGAN, G., **Imágenes de la Organización.**, Ariel, 1990

MOORE, M. H., **Dirección estratégica y creación de valor en el sector público.**, Paidós, 1998

NORTHOUSE, P.G., **Leadership. Theory and Practices.**, Sage, 2013

BARZELAY, M., **Atravesando la burocracia: una nueva perspectiva de la administración pública.**, Fondo de Cultura Económica, 1998

DRISKILL, G.W., **Organizational Culture in Action: A Cultural Analysis Workbook.**, Routledge, 2018

LONGO, F., **Mérito y Flexibilidad: la gestión de las personas en las organizaciones del sector público.**, Paidós, 2004

Recommendations