TRAINING MANAGEMENT, LEADERSHIP AND TEAM DEVELOPMENT

Code: 21747

Main Scientific Area: Business management

Lecturer: Márcia Marina Rodrigues Brito Duarte

Language of Instruction: Portuguese

Regime: S2

Contact Hours: 20h Total Workload: 88h

ECTS: 4,0

Objectives

The main objectives of this curricular unit are:

1. To explore the latest leadership theories, presentingo the most current research in this area.

2. Know the different styles of leadership.

3. Promote the development of leadership skills, particularly those of a social, conceptual and personal leadership nature.

4. Understand the relationship between different leadership styles and motivational patterns of work teams.

5. To emphasize the role and importance of the leader in the development of the teams, studying the conditions for the effectiveness in the leading of teams.

6. Establish guidelines for the creation, conduct and development of effective work teams, in the context of Management.

Learning Outcomes

The main knowledge and skills to be acquired are related to the two thematic areas of Organizational Behavior: leadership and teamwork. The curricular unit intends to develop in the students leadership skills, that is conceptual, social and personal leadership skills. In addition, it will work the necessary conditions for the creation and development of productive work teams, highlighting the components that the leader must develop to achieve this purpose.

Course Contents

I - LEADERSHIP

1. Historical evolution of leadership studies

2. Contemporary leadership theories and styles

3. Leadership skills

3.1 Technical skills

3.2 Conceptual competences

3.3 Social / relational skills

3.4 Personal leadership skills

II -TEAMS

1. Group structure and dynamics in work teams: group vs team

2. The development cycle of work teams

3. Criteria for team effectiveness

4. The role of the leader in team development

III - TEAM DEVELOPMENT

1. Assessment and management of individual and team performance

2. Communication and conflict management inside teams

Recommended Bibliography

Afonso, P. L. (2015). Liderança: Elementos-chave do processo. Lisboa: Escolar Editora.

Cunha, M., Rego, A. Rego, T. (2018). Superequipas – orientações para a criação de verdadeiras equipas. 2ª edição. Lisboa: Conjuntura Actual Editora.

Cunha, M., Rego, A., Cunha, R., Cabral-Cardoso, C. Neves, P. (2017). Manual de Comportamento Organizacional e Gestão. 7ª edição. Lisboa: Editora RH (capítulos liderança e grupos).

Rego, A. Cunha, M. (2018). Que líder sou eu?.Manual de apoio ao desenvolvimento de competências de liderança. 2ª edição. Lisboa: Edições Sílabo.

Learning and Teaching Methods

The program content is based on theories of leadership, leadership skills, criteria for team effectiveness, the role of the leader in team building and development and the management of teaming processes, which will be worked to achieve the objectives of knowledge and development of leadership skills and team leadership.

Assessment Methods

Continuous evaluation:

60%: reading sheets of two papers (may relate leadership to other topics in Organizational Behavior). Minimum rating 8 v. Mandatory component.

40%: Individual or group activities throughout classes

Minimum grade 8 values. Mandatory component.

SEASON EVALUATION RESOURCE/IMPROVEMENT AND SPECIAL SEASON

Written exam with development questions: 100% Students with grades equal to or greater than 17 will be subject to an oral test to defend their grade.