

**Module: Leadership and Decision-Making****COMMON**

- ▶ Department: Business
- ▶ Status: Common
- ▶ Credits: 10
- ▶ Level 6
- ▶ Pre-Requisites: Business Management

run by ESCOEX International Business School,

Organiser: Sara Carabella

**Overall Aims and Purpose**

This module aims to prepare and enable students to effectively manage and lead with finite resources and successfully fulfil personal and organisational objectives. This will facilitate and encourage the learning of new skills and the development of existing skills, with particular regard to: articulating 64lases; motivating one-self and others; refining 64lases64n making and tasking; identifying and releasing talent; respecting and embodying ones own and others' values; working across vertical and horizontal boundaries.

**Learning Outcomes**

On successful completion of this module, the student will be able to:

1. Understand and critically discuss and articulate the political, economic, social, technological, legal and environmental context of organisations.
2. Analyse the comparative benefits and costs of different models of 64lases64n making and leadership.
3. Analyse different theoretical models of leadership and management and evaluate the appropriacy of each to different settings.

**Indicative Content**

1. Formulation of a 64lases64n 64lases64n
2. A coherent course of action. Sensitivity to the probabilities. Value of perfect information.
3. Critical Fractile.
4. Aversion to risk
5. Subjective aspects in 64lases64n making processes
6. Correct 64lases64n making process.
  - 6.1 the 64lases64n: identification
  - 6.2 generation of alternatives
  - 6.3 Criteria of evaluation of the alternatives
  - 6.4 Action plan
7. Leadership 64lases64n Self Esteem
8. Interpersonal Intelligence
9. Intra personal Intelligence. Self knowledge

**Assessment Methods**

One exam 60%

One coursework comprising two parts 40%

**Teaching and Learning Strategy**

Students will use practical cases, conferences and analyse audiovisual material as well as press articles and technical notes as a basis for the methodology of this module. The 64lases will include role-plays; considered to be appropriate for developing communication skills and experiencing situations where leadership skills have to be applied.

100 notional learning hours comprising 56 hours classroom-based and 44 hours tutor-directed student

learning.

### Key Skills Taught

D1: Communication and presentation skills including audio, oral and written, using a range of methods

D2: Numeracy, computing & information technology skills; this requires familiarity with a range of business data, research sources and appropriate methodologies

D4: Problem solving skills including identifying, formulating and solving business problems; the ability to analyse, evaluate and assess a range of options, together with the capacity to apply ideas and knowledge to a range of situations

D5: The ability to self-appraise and analyse practice including the development of skills associated with critical reflection.

D6: The ability to plan and manage learning in terms of time, behaviour, motivation, self-starting, individual initiative and analysis

### Indicative Reading

#### Essential Reading:

- Adair, J, (2008), *Toma de decisiones y resolución de problemas*, Madrid: Ed. Gedisa.
- Lazzati, S, (2014), *La toma de decisiones: principios, procesos y aplicaciones*, Madrid: Ed. Granica.
- Lussier, RN, Achua, CF, (2008), *Liderazgo: teoría, aplicación, desarrollo de habilidades*, Madrid: Thomson Learning.
- Ruiz Garzón, G, (2015), *Métodos cuantitativos para la toma de decisiones empresariales: ejercicios*, Cádiz: Servicio de Publicaciones de la Universidad de Cádiz
- Sánchez Vázquez, JF, (2010), *Liderazgo: teoría y aplicaciones*, Salamanca: Publicaciones Universidad Pontificia.

#### Recommended Reading:

- Technical Note -101 Introduction to taking decisions
- Technical Note -102 Notes on analysis diagrams
- Technical Note -103 Analysis of the Decision and Risk Profile
- Value of Information, The ADN-272-E Heukamp F. H.; Lewis A.ESE (Spain)
- Time, Perception and Decision Taking, ADN-264 Baucells M.; Chatburn L. IESE (Spain)
- Intuitive Decision Taking in times of Uncertainty ADN-259 Baucells M.; Rata C.
- ASNN-5 Thinking in an Orderly Fashion: Methods for dealing with problems carefully, IESE (Spain)

**Journals:** Harvard Business Review

**Websites:** [www.losrecursoshumanos.com/65ases65n65/liderazgo](http://www.losrecursoshumanos.com/65ases65n65/liderazgo)