



National University of Engineering (UNI)
School of Computer Science
Syllabus 2027-I

1. COURSE

FG350. Leadership and Performance (Mandatory)

2. GENERAL INFORMATION

2.1 Course	: FG350. Leadership and Performance
2.2 Semester	: 7 th Semester.
2.3 Credits	: 2
2.4 Hours	: 2 HT;
2.5 Duration of the period	: 16 weeks
2.6 Type of course	: Mandatory
2.7 Learning modality	: Face to face
2.8 Prerequisites	: FG106. Theater. (5 th Sem)

3. PROFESSORS

Meetings after coordination with the professor

4. INTRODUCTION TO THE COURSE

Contemporary organizations demand from their members the effective exercise of leadership: to assume with effectiveness and a spirit of service the challenges entrusted to them, in the pursuit of a more just and reconciled society. This challenge involves forming people with a sound knowledge of themselves, with the ability to judge reality objectively and to propose guidelines that positively modify the environment. The course combines theoretical foundations with the experiential development of competencies, training the student to lead teams with integrity, personal coherence, and genuine service to others.

5. GOALS

- Understand the theoretical foundations of leadership and its ethical dimension, integrating them into a process of self-knowledge.
- Identify and develop the personal competencies and virtues necessary for the effective exercise of leadership.
- Acquire practical skills for the management, motivation, and direction of high-performance teams.
- Contribute to the construction of a more just society through leadership with a sense of service and social responsibility.

6. COMPETENCES

AG-C02) Ethics: Applies ethical principles and commits to professional ethics and the standards of professional computing practice. (Usage)

AG-C04) Communication: Communicates effectively in complex computing activities. (Usage)

7. TOPICS

Unit 1: Foundations of Leadership (15 hours)	
Competences Expected: AG-C02,AG-C04	
Topics	Learning Outcomes
• Definition and concept of leadership. • Main leadership theories: transactional, transformational, and situational. • Integral vision of the human being: bodily, affective, and spiritual dimensions. • Motives of human action: extrinsic, intrinsic, and transcendent. • The practice of virtue in the exercise of leadership. • The leader as a model: ethics and personal coherence. • Leadership styles and their application in different contexts.	• Analyze and understand the theoretical bases of the exercise of leadership [Familiarizarse]. • Assume the correct attitude to put leadership into practice [Familiarizarse]. • Initiate a process of self-knowledge aimed at discovering leadership traits in oneself [Familiarizarse]. • Recognize the ethical dimension of leadership and its impact on the personal and social environment [Familiarizarse].
Readings : [Cardona], [Ferreiro], [Dianine], [DSouza]	

Unit 2: Formation of Virtues and Competencies (15 hours)	
Competences Expected: AG-C02,AG-C04	
Topics	Learning Outcomes
• Theory of competencies and its application to leadership. • Recognition and inventory of personal competencies. • Personal development plan: diagnosis, goals, and follow-up. • Mental models and their influence on behavior. • Needs and emotional profiles. • Motivational vices: identification and overcoming. • Emotional intelligence applied to leadership. • Decision-making under pressure and ambiguity.	• Know and develop leadership competencies focused on effectiveness and service [Familiarizarse]. • Recognize the personal and group tendencies necessary for the exercise of leadership [Familiarizarse]. • Prepare a personal development plan for leadership competencies [Usar].
Readings : [Wilkinson], [Huete], [Cardona], [Chinchilla], [Goleman]	

Unit 3: Management and Direction of Teams (18 hours)	
Competences Expected: AG-C02,AG-C04	
Topics	Learning Outcomes
• The personal relationship with the team: trust and communication. • Integral leadership: mission, vision, and shared values. • Delegation and accompaniment: the art of motivating and delegating. • Coaching and mentoring as development tools. • Conflict resolution and group dynamics. • The five dysfunctions of a team and how to overcome them. • Foundations of unity: cohesion and organizational culture. • Servant leadership and its impact on the organization.	• Develop skills for effective and cohesive teamwork [Familiarizarse]. • Apply situational leadership techniques to lead teams in different contexts [Usar]. • Design strategies for conflict resolution and improvement of group performance [Usar].
Readings : [Goleman], [CardonaP], [Hersey], [Hunsaker], [Hawkins], [Lencioni]	

8. WORKPLAN

8.1 Methodology

Individual and team participation is encouraged to present their ideas, motivating them with additional points in the different stages of the course evaluation.

8.2 Theory Sessions

The theory sessions are held in master classes with activities including active learning and roleplay to allow students to internalize the concepts.

8.3 Practical Sessions

The practical sessions are held in class where a series of exercises and/or practical concepts are developed through problem solving, problem solving, specific exercises and/or in application contexts.

9. EVALUATION SYSTEM

Theory Sessions:

The theory sessions are held in master classes with activities including active learning and roleplay to allow students to internalize the concepts.

Lab Sessions:

In order to verify their competences, several activities including active learning and roleplay will be developed during lab sessions.

Oral Presentations:

Individual and team participation is encouraged to present their ideas, motivating them with additional points in the different stages of the course evaluation.

Reading:

Throughout the course different readings are provided, which are evaluated. The average of the notes in the readings is considered as the mark of a qualified practice. The use of our virtual campus allows each student to access the course information, and interact outside the classroom with the teacher and with the other students.

The final grade *NF* depends on the following grades:

- *PE*: Partial Exam.
- *FE*: Final Exam.
- *P*: Permanent Evaluation (Average of practical work and graded assignments).

The final grade NF is calculated as follows:

$$NF = \frac{PE + FE + P}{3}$$

10. BASIC BIBLIOGRAPHY