



EMPLOYEE'S MOTIVATION AND DEVELOPMENT

Postgraduate in Business Administration

Subject's Learning Guide, May-June 2023

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1. Subject's Description:

The purpose of this 30 hours subject is to help KUL's Business Administration Postgraduates to become strong leaders who will be able to identify strengths, communicate strategies, delegate objectives, motivate, mentor, and recognize excellent performance of their future collaborators.

By doing so they will contribute to efficiently reach organization's business results with a sustainable scope, as well as promoting personal growth and the development of the organization's Human Capital.

Leaders have a fundamental mission in this process of personal and professional development, which in any case must be oriented to the common good, that is, to the generation of the necessary conditions for each person to grow to achieve his or her integral development and, based on this, to make the sustainability of the company and society a reality. This implies that people are considered, as ends, and never as means (resources), at the center of the decisions taken in the company.

2. Subject's Goal:

Employees Motivation and Development is clear source of sustainable competitiveness strength for the company, if it is oriented to:

- Identify collaborators' personal strengths and focusing on them instead of their weaknesses, which obviously should be corrected as much as possible with training activities. By doing so, the company – through an effective leadership style – fosters excellence in execution, continuous learning, and employees' development. Implicit recognition is the proven strategy to spread out this culture of expressing true gratitude to excellent performers and ensuring future success in the organization.

- Promote frank and open communication within the team members to clearly inform them about the company's goals and strategies. As means of engagement, people should be informed and aware about corporate' and their personal challenges. Learning how to connect, employees reach the highest communication capacity, avoiding resistance to leadership, eliminating personal confrontation and collective conflicts.



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- Emphasize the virtue of being a good listener, as means of a clear, wide, and deep understanding of everyone's concerns, ideas, and opinions. That will reduce the ambiguity, misunderstanding, and consequently reducing errors and mistakes. As leaders, not only we are expected to be good listeners, but to facilitate and promote within other collaborators this very fine virtue to acquire
- Effectively delegate goals, objectives, and projects, to collaborators that having proved trust and excellent performance, are entitled for a professional stretch by receiving such delegation. Focusing on employee's strengths and distinguishing between tasks assignments and goals delegation, leaders correctly manage the professional evolution of their collaborators.
- Acquire the attitude of becoming a transformational leader as being the one that helps its team members to transform their beliefs, thoughts, and actions, to reach personal and professional success. Students will learn their three capitals (besides the financial capital) meant to be their education, personal relations, and professional reputation that play a fundamental role as transformational leaders.
- Boost collaborators' creativity through sound brainstorming meeting techniques, will show future leaders how to benefit from their own team's ideas and suggestions, without having to heavily invest in outsourced consultants. This initial demonstration session will allow students to experience this powerful management tool, since the beginning of the course.

3. Subject's Content (Syllabus): 30 hours duration

- I. Boosting Creativity (Preamble demonstration session)
- II. Involved Recognition for a Higher Performance (and Motivation).
- III. How to Connect, Communication at a Higher Level.
- IV. The Listening Advantage.
- V. Effective Delegation.

4. Education Activities:

- Flipped learning using KUL's Moodle online campus.
- Learning by doing.
- Problem-based learning (PBL).
- Slides and video presentations.
- Personal Action Plans.



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5. Learning Appraisal System:

| Education Activity | Points in total appraisal |
|--|---------------------------|
| 4 Personal Action Plans (4 PAP x 20 points each. "S.M.A.R.T." scoring) | 80 |
| Student's class assistance | 10 |
| Students in class participation | 10 |
| Total Mark | 100* |

(*) Note: Adjusted to KUL's "5, 4, 3, 2" student's grading evaluation system.

6. Bibliography:

Provided Proprietary Executive Training materials for each session.

1. John Hersey: "Creating Contagious leadership" ISBN: 0-9745593-0-X
2. Pablo Cardona: "Las Claves del Talento" ISBN: 84-95787-17-2
(www.empresaactiva.com)
3. Jeffrey Pfeffer: "The Human Equation". Harvard Business School Press, 1998. ISBN: 9780875848419
4. Ignacio Piñuel: "Liderazgo Zero". (Universidad de Alcalá, Madrid) Lid Editorial. 2009.
5. Equipos y talento: www.equiposytalento.com/noticias/2015/06/05/la-politica-de-recursos-humanos-según-google