



COURSE DATA

DATA SUBJECT

Code: 36731
Name: Political Leadership and Institutional Consultancy
Cycle: Undergraduate Studies
ECTS Credits: 4.5
Academic year: 2025-26

STUDY (S)

Degree	Center	Acad. year	Period
1335 - Degree in Political and Public Administration Sciences	Facultat de Dret	4	First quarter
1930 - Double Degree Programme in Law and Political and Public Admin. Sciences	Facultat de Dret	5	First quarter
1931 - Double Degree Program in Sociology-Political Sciences and Public Administr.	Facultat de Dret	5	First quarter

SUBJECT-MATTER

Degree	Subject-matter	Character
1335 - Degree in Political and Public Administration Sciences	Liderazgo político y asesoría institucional	COMPULSORY
1930 - Double Degree Programme in Law and Political and Public Admin. Sciences	Asignaturas obligatorias de quinto curso	COMPULSORY
1931 - Double Degree Program in Sociology-Political Sciences and Public Administr.	Asignaturas obligatorias de quinto curso	COMPULSORY

COORDINATION

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SUMMARY

The course offers an introduction to the phenomenon of political leadership and the organization of advisory and political management around the leaders of public organizations. It is a subject in the final year of political science studies, building on previous courses about governments, organizations, political elites, emotions, and political strategy. In the first half, the focus is on the phenomenon of leadership, its factors and typologies, strategies for exerting influence on political decisions, and the empirical study of leaders in the contemporary world. The second part focuses on political advising around leaders, the organization of cabinets, the design of communication strategies, crisis management, and the evaluation of the performance of political advisory. To address these topics, the materials combine the latest theoretical perspectives and case studies exemplifying leadership and the organization of advisory and institutional



communication.

PREVIOUS KNOWLEDGE

RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE

There are no specified enrollment restrictions with other subjects of the curriculum.

OTHER REQUIREMENTS

No enrolment restrictions with other subjects in the curriculum have been specified.

COMPETENCES / LEARNING OUTCOMES

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Análisis de información para evaluar problemas políticos o de gestión pública y elaborar propuestas de mejora

Analizar el diseño, la planificación, la gestión y la evaluación de las políticas públicas y hacer recomendaciones de mejora, especialmente en las políticas de género, medio ambiente y desarrollo sostenible.

Aplicar críticamente las principales teorías y enfoques de la Ciencia Política y de la Administración Pública.

Conocer y saber analizar la estructura y funcionamiento de las Administraciones públicas.

Conocer y saber analizar las características y pautas de actuación de los principales actores políticos (partidos, sindicatos, grupos de interés y nuevos movimientos sociales).

Conocer y saber analizar los procesos electorales, tanto desde el punto de vista institucional, como desde el del comportamiento de los actores colectivos e individuales.

Pensamiento crítico.

Saber analizar la estructura y funcionamiento de los sistemas y procesos políticos, sus elementos, así como su dimensión histórica, con especial atención al sistema político español y al de la Unión Europea.

Saber analizar las principales técnicas de gestión en la Administración Pública y diseñar estrategias de mejora organizativa y aseguramiento de la calidad de los servicios públicos ante los retos del nuevo entorno digital.

Saber elaborar informes, dictámenes y trabajos de investigación política.

Saber identificar, diseñar y transmitir mensajes e información política, especialmente discursos políticos y campañas políticas e institucionales a través de medios analógicos y digitales.

Students must be able to apply their knowledge to their work or vocation in a professional manner and have acquired the competences required for the preparation and defence of arguments and for problem solving



in their field of study.

Students must be able to communicate information, ideas, problems and solutions to both expert and lay audiences.

Students must have acquired knowledge and understanding in a specific field of study, on the basis of general secondary education and at a level that includes mainly knowledge drawn from advanced textbooks, but also some cutting-edge knowledge in their field of study.

Students must have developed the learning skills needed to undertake further study with a high degree of autonomy.

Students must have the ability to gather and interpret relevant data (usually in their field of study) to make judgements that take relevant social, scientific or ethical issues into consideration.

Trabajo en equipo.

DESCRIPTION OF CONTENTS

1. Leadership: models, approaches and factors. Leadership styles and their typologies.

1. A conceptual approach to leadership and its attributes.
2. Approaches to leadership.
3. What makes a person a leader? The explanatory variables of leadership.
4. Leadership styles and typologies.

2. Personality, ideology and emotions.

1. The political psychology perspective. The personality of leaders.
2. Political behaviour and emotions: leadership through emotions.
3. Leaders' appeal to emotions and populist strategy.
4. Polarisation of leaders and radicalisation of politics.

3. Leadership and power management: political capital and influence strategies.

1. Theories of political capital.
2. Political capital: dimensions and measurement.
3. The trajectories of leaders in public organizations.
4. Strategies to influence. Leaders, social networks and community managers.



4. The empirical analysis of leadership.

1. Factors and empirical dimensions for the analysis of political leadership.
2. How to measure political leadership: empirical instruments.
3. Leadership and public opinion

5. Policy advice and institutional consulting.

1. Consulting as an empirical activity and its links with political science.
2. Counseling and consulting as a profession.
3. Differences and similarities between external consultancy and institutional consultancy.

6. Institutional advisory and communication offices.

1. Advisory and communication offices: models and structures.
2. Roles and functions of the cabinets.
3. Profiles of advisors and consultants.
4. The relationship between the politician and the advisors.

7. Leadership and consulting in institutional campaigns.

1. Campaign leadership: inform, mobilize and persuade.
2. Analysis of electoral scenarios
3. The different campaign strategies and their conditioning factors.
4. Campaign planning

8. Institutional communication. Communication strategies and plans.

1. Foundations of institutional communication.
2. From the electoral campaign to the permanent campaign.
3. Institutional image and management.
4. ICT and institutional communication.

9. Crisis and crisis management.

1. What is a crisis and what is crisis management?
2. The organization: crisis cabinets.
3. Phases in crisis management.
4. Capitalization of the crisis? The government and conflict management and resolution strategies.



10. Institutional communication performance and its measurement.

1. Dimensions of institutional performance.
2. Measuring institutional performance.
3. Government management and institutional performance.
4. Institutional performance and citizenship.

WORKLOAD

PRESENCIAL ACTIVITIES

Activity	Hours
Theoretical and practical classes	45,00
Total hours	45,00

NON PRESENCIAL ACTIVITIES

Activity	Hours
Attendance at other activities	0,00
Individual or group project	0,00
Independent study and work	0,00
Preparation of lessons	31,00
Preparation for assessment activities	5,50
Resolution of case studies	0,00
Total hours	36,50

TEACHING METHODOLOGY

The transmission and acquisition of knowledge will be carried out, in the first place, through the master class. The teacher will present the essential contents of the subject, bringing them closer to reality through the use of current examples, classic texts, cases, legal texts, online materials, etc. The active participation of the students will be demanded at all times. They will have to have previously prepared the topics to be covered in class through independent study and work. Likewise, students are expected to dedicate part of the time outside the classroom to review the content of each of the lectures.

Throughout the course, several practical activities will be carried out, both individually and in teams. For which, students will have to use materials provided by the teacher or look for them in institutions, libraries, internet, etc.

The activities carried out in class will require previous preparation of the various topics of study, as well as the consultation of complementary materials that may be indicated by the teacher. The exercises of the practical activities will have to be delivered on the date determined for which, without their reception outside the stipulated deadline will be accepted.

Methodologies used:



- 1.- Lectures, case studies, solving exercises and problems, cooperative learning.
- 2.- Lecture by the professor and student participation based on the issues raised; practical classes based on the work previously done in the classroom by the students, individually and in groups. Exhibition of individual and group work. Tutoring activities.
- 3.- Comprehensive reading of texts and study materials.
- 4.- Expression of knowledge at oral or written level.
- 5.- Meetings, attendance to tutorials.

EVALUATION

The evaluation of the course consists of two elements, both in the first and in the second call:

a) *Exam*: at the end of the course, a final test will be held on all the contents of the subject included in this teaching guide, whether they have been taught in the classroom or not, and the materials included in the various sessions. This test will be worth 60% of the overall grade.

b) *Continuous evaluation*: Throughout the semester, practical work and complementary activities of various kinds will be done, which will have to be handed in on the day indicated by the teacher. This part will have a value of up to 40% of the final grade.

In order for the student to obtain points for the continuous evaluation, he/she will have to have attended at least 75% of the class sessions dedicated to this. In addition, in order to add the grade obtained in the continuous evaluation (from the practical sessions) to the grade in the exam, the student will have to have obtained at least a 4 (out of 10) in this final exam.

In order for the student to obtain points from the continuous evaluation, he/she will have to have attended at least 75% of the class sessions dedicated to this. In addition, in order to add the grade obtained in the continuous evaluation (of the practical sessions) to the grade in the exam, the student will have to have obtained at least a 4 (out of 10) in this final exam.

The content of all these continuous assessment papers also constitute course materials and contents, and therefore are eligible to be part of the end-of-course exam. The professor will explain how each exercise has to be performed and delivered and, subsequently, will deliver the results of the various practices before the exam. The practices (either those not done or delivered within the stipulated deadline, or those already done or evaluated) will not be recoverable after the date of delivery, nor for the second call (maintaining for this the grade of the successful continuous evaluation throughout the semester).

Regardless of the general assessment system established for all students (written or oral exam), the lecturers responsible for the subject may determine in the appendix to the teaching guide the possibility of changing the final exam modality when they are forced to hold the exam on a date other than the official one in application of the rules established for the case of coincidence of exams in the Regulations for Assessment and Grading of the Undergraduate and Master's Degrees of the University of Valencia, or any other regulatory cause established (e.g. justified force majeure). In these cases, the new type of exam to be taken must maintain the same level of demand and difficulty as the one taken in general for the rest of the group



Students who have followed the continuous assessment and have been assessed, in the event of not taking the final exam on the official exam date (both in the 1st and 2nd call), will obtain the grade of NOT PRESENTED.

REFERENCES

Basic:

- Barnés, Jorge, María Gabriela Ortega y José Ángel Carpio (2016). *Consultoría Política*. Madrid: Editorial Amarante.
- Boin, Arjen, t Hart, Paul, Stern, Eric, & Sundelius, Bengt (2005). *The Politics of Crisis Management Public Leadership under Pressure*. Cambridge: Cambridge University Press.
- Joignant, Alfredo. (2012). Habitus, campo y capital: Elementos para una teoría general del capital político. *Revista mexicana de sociología*, 74(4), 587-618.
- Natera, Antonio (2001): *El liderazgo político en la Sociedad democrática*. Madrid: Centro de Estudios Políticos y Constitucionales.
- Rivas Otero, Jose Manuel (2012). Liderazgo politico y gobernabilidad en America Latina: una aproximación teórica y metodológica. *XV Encuentro de Latinoamericanistas Espanoles*, Nov 2012, Madrid, Espana. pp.312-334.
- Rhodes, Roderick A.W. y Paul t Heart (2014): *The Oxford handbook of Political Leadership*. Oxford: Oxford University Press.
- Zitto, Pablo Emilio (2019). *Liderazgo político. La urgente necesidad de valores en el Servicio público*. Madrid: Lumen.

* Antonio Natera's text is considered the reference work for the course content on leadership.

Specific by topic:

- TOPIC 1: Santiago Delgado (2004): ¿Sobre el concepto y el estudio del liderazgo político. Una propuesta de síntesis?. *Psicología Política*, No. 29, pp. 7-29.
- TOPIC 2: Pereira, María, Nieves Lagares y Paulo Carlos López (2021). Partidos y líderes en las elecciones generales de 2016 y 2019. Una visión emocional. *Revista de estudios políticos*, (193), 213-249.
- TOPIC 3: Alcántara Sáez, Manuel (2017). La carrera política y el capital político. *Convergencia*, 24 (73), 187-204.
- TOPIC 4: Sergio Fabbrini (2009): el ascenso del príncipe democrático. Quien gobierna y como se gobiernan las democracies. México DF: Fondo de Cultura Económica, cap.s 1-2, pp. 23-78.
- TOPICS 5-6: *Working materials provided by the professor*.
- TOPIC 7: Canel, María José (1998). Los efectos de las campañas electorales. *Communication & Society*, 11(1), 47-67.
- TOPIC 8: Canel, María José & Sanders, Karen (2010). Mapping the field of Government Communication Research. *Communication & Society*, 23(1), 7-48.
- TOPIC 9: Farré Coma, Jordi (2005). Comunicación de riesgo y espirales del miedo. *Comunicación y sociedad*, (3), 95-119.
- Rodríguez Teruel, Joan (2020): Governar en temps de crisi. *Política i Prosa*, No. 20 (enllaç: <https://www.upv.es/revista-politica-i-prosa>)



- [//politicaprosa.com/governar-en-temps-de-crisi/](http://politicaprosa.com/governar-en-temps-de-crisi/))
• TOPIC 10: Working materials provided by the professor.