



## COURSE DATA

### DATA SUBJECT

**Code:** 36731  
**Name:** Political Leadership and Institutional Consultancy  
**Cycle:** Undergraduate Studies  
**ECTS Credits:** 4.5  
**Academic year:** 2026-27

### 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 Ciències Socials	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

BARRAGAN MANJON MELANY

OÑATE RUBALCABA PABLO

## 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

### 1335 - Degree in Political and Public Administration Sciences

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
<b>Total hours</b>	<b>45,00</b>

#### 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
<b>Total hours</b>	<b>36,50</b>

### 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 assessment of the course is composed of 2 elements, in both the first and second examination sessions:

a) Final exam: At the end of the course, a final test will be held covering all the contents of the subject included in this teaching guide, whether or not they have been covered in class, as well as the materials included in the various sessions. This test will account for 60% of the overall grade.

b) Continuous assessment: Throughout the semester, various practical assignments and complementary activities of different types will be carried out, which must be submitted on the date indicated by the teaching staff. This component will account for up to 40% of the final grade. In order for students to obtain marks in the continuous assessment, they must have attended at least 80% of the class sessions devoted to it. In addition, to be able to add the continuous assessment grade (from practical sessions) to the exam grade, the student must have obtained at least a 4 out of 10 in the final exam. The content of all continuous assessment work also constitutes course material and may therefore be included in the final exam. The lecturer will explain how each exercise must be completed and submitted and will subsequently provide the results of the various practical activities before the exam. Practical assignments (whether not completed or not submitted within the established deadline, as well as those already completed or assessed) will not be recoverable after the submission deadline.

In the second examination session, students who have not passed the course in the first session may either keep the grade (up to 40% of the final grade) obtained from continuous assessment activities carried out during the course (attending only the general second-session exam) or take an additional test to be assessed on the recoverable part of those in-class exercises. When publishing the first-session grades, the lecturer will announce whether there are any recoverable exercises (and in what form, with what content, and what percentage of the final grade they represent). In order for the grade from this additional test (and/or from the in-class exercises) to be added to the general second-session exam grade, a minimum score of 4.0 out of 10 must be obtained in that exam.

Students who have followed continuous assessment and have been assessed under it, but do not attend the final exam on the official date (in either the first or second session), will receive a grade of "Not Present".

The teaching staff responsible for the course may decide, with justification, to change the format of the final exam when it must be held on a different date from the official one, in accordance with the rules established for cases of exam clashes under the Regulations on the Assessment and Grading of Bachelor's and Master's Degrees of the University of Valencia, or for any other duly established reason (e.g., cases of



force majeure). In such cases, the new exam format must maintain the same level of demand and difficulty as that generally applied to the rest of the group.

## REFERENCES

### Basic readings

- BARNÉS, J., ORTEGA, M.G. y CARPIO, J.A. (2016). Consultoría Política. Madrid, Editorial Amarante.
- BOIN, A.; T'HART, P.; STER, E. y SUNDELIUS, B. (2005). The Politics of Crisis Management Public Leadership under Pressure. Cambridge, Cambridge University Press.
- JOIGNANT, A. (2012). Habitus, campo y capital: Elementos para una teoría general del capital político. *Revista mexicana de sociología*, 74(4), 587–618.
- NATERA, A. (2001). El liderazgo político en la Sociedad democrática. Madrid, Centro de Estudios Políticos y Constitucionales.
- RIVAS OTERO, J.M. (2012). Liderazgo político y gobernabilidad en América Latina: una aproximación teórica y metodológica. XV Encuentro de Latinoamericanistas Españoles, Madrid, España.
- RHODES, T.; RODERICK, A.W. y T HART, P. (2014). The Oxford handbook of Political Leadership. Oxford, Oxford University Press.
- ZITTO, P.E. (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 contents regarding leadership.

### Reference readings by topic:

#### TOPIC 1

- DELGADO, S. (2004): Sobre el concepto y el estudio del liderazgo político. Una propuesta de síntesis. *Psicología Política*, No. 29, pp. 7–29.

#### TOPIC 2

- PEREIRA, M.N. y LÓPEZ, P.C. (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, M. (2017). La carrera política y el capital político. *Convergencia*, 24(73), 187–204.

#### TOPIC 4

- FABBRINI, S. (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 lecturer.

#### TOPIC 7

- CANEL, M.J. (1998). Los efectos de las campañas electorales. *Communication & Society*, 11(1), 47–67.

#### TOPIC 8

- CANEL, M.J. y SANDERS, K. (2010). Mapping the field of Government Communication Research. *Communication & Society*, 23(1), 7–48.

#### TOPIC 9

- FARRÉ COMA, J. (2005). Comunicación de riesgo y espirales del miedo. *Comunicación y sociedad*, (3), 95–119.
- RODRÍGUEZ TERUEL, J. (2020). Governar en temps de crisi. *Política i Prosa*, No. 20 (link: <https://politicaproza.com/governar-en-temps-de-crisi/>)

#### TOPIC 10

- Working materials provided by the lecturer.