

**TECHNICAL SHEET OF THE SUBJECT**

Data of the subject	
Subject name	Leadership and Change
Subject code	E000011603
Main program	Official Master's Degree in Business Administration - MBA
Involved programs	Máster Universitario en Administración de Empresas (MBA) [First year]
Level	Postgrado Oficial Master
Quarter	Semestral
Credits	2,0 ECTS
Type	Obligatoria
Department	Departamento de Gestión Empresarial
Coordinator	José Manuel López García-Silva (jose.lopez@icade.comillas.edu)
Schedule	Appointment by email
Office hours	To be determined
Course overview	Leadership in the organization: training in managerial skills and behaviors aimed at leadership development (persuasion and influence over people within the organization, power, management of professional teams); problem analysis and decision-making; and change management within the company.

Teacher Information	
Teacher	
Name	José Manuel López García-Silva
Department	Departamento de Gestión Empresarial
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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
<p>Business Management, which is the focus of our degree, plays a critical role in today's life confronting emergency change of our own behavior towards our own environment and towards others. Our society's continuous advancement, the relevance of innovation, knowledge and talent, together with increasingly sophisticated production processes in which teamwork and people integration are key, form a new context demanding best practices possible when it comes to leadership. These needs are even more necessary in the context of today's climate change, social demands and recent pandemic emergency. Leadership and Change provides a transversal knowledge which is complementary to other more specific and technical competencies. Transversal competencies are frequently decisive to the success of whatever business planning. Thus, understanding human behavior and how to mobilize people becomes something highly valued in any management position. In such context students will find a solid framework to develop their own emotional and interpersonal skills, as well as the skills of their future collaborators.</p> <p>A systems point of view is adopted viewing leadership as a social phenomenon that integrates different aspects of reality such as biology</p>



or human behavior, among other domains. All the individual components of leadership will be integrated within a broader scope: informal groups, organizations/institutions and socioeconomic dynamics. Students reflect individually and collectively about their experience and understanding. Audiovisual resources and practical exercises (cases, problems, questionnaires...) are frequently used. The subject is oriented to providing a broad view of leadership, while enhancing self-awareness. The teaching focus is content application to business management, but not only. Students will acquire a solid conceptual anchor for professional development.

Prerequisites

None

Competencies - Objectives

Competences

GENERALES

CG05	Ethical commitment with a behaviour based in moral principles and those principles of the organisation when facing moral dilemmas and corporate social responsibility issues.
CG06	Time management capacity with the purpose of improving personal and team efficiency within business organizations, its environment and its management.
CG07	Critical reasoning and argumentation according with the understanding of knowledge and know-how on business administrations, their external context and their administration and management processes.
CG08	Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations.

ESPECÍFICAS

CE06	Ability and disposition to acquire and develop communication and negotiation skills and the ability to manage persons and teams needed to exercise leadership of a corporate organization.
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THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

UNIT 0. CONCEPT OF LEADERSHIP

Leadership definition:

- In a general social context
- In an organizational environment

UNIT 1. BIOLOGY OF LEADERSHIP AND EMOTION



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Syllabus 2025 - 2026

Topic 1. EVOLUTIONARY ORIGINS OF LEADERSHIP Evolutionary fundamentals of leadership Characteristics of individuals that lead

Topic 2. LEADERSHIP & NEUROSCIENCE Social intelligence and brain functioning

Topic 3. LEADERSHIP & EMOTION Emotional intelligence and people management skills

UNIT 2. GENERAL AND SPECIFIC APPROACHES

Topic 4. APPLIED PSYCHOLOGICAL MODELS Social learning: cognitive behavioural model and relating to other perspectives

Topic 5. SPECIFIC MODELS OF LEADERSHIP Leading styles and consequent results Transactional and transformational leadership

UNIT 3: SOCIAL AND ORGANIZATIONAL PERSPECTIVES

Topic 6. CHANGE MANAGEMENT Theory of Field of Forces and Planned Change Individual and organizational barriers in change management

Topic 7. GROUP DYNAMICS AND LEADERSHIP Groups and their evolution as autonomous and dynamic entities Roles as emergent property of groups

Topic 8: LEADERSHIP AND ETHICS Ethical leadership within organisations

TEACHING METHODOLOGY

General methodological aspects of the subject

In-class Methodology: Activities

Expository lessons. The teacher explains the basics, active and collaborative participation of students is required. It will include dynamic presentations and taking part in various activities such as viewings of audiovisual materials, reading articles or relevant information.

CG08, CE06

Exercises and resolution of cases and problems. Reading and resolution of cases necessary to implement in practice the acquired theoretical knowledge and promote the development of the understanding of theoretical models and their ability to discuss decisions. From a reading, case studies, self-diagnostic test of skill or ability, or any other material involving practical or theoretical application of the contents of the subject. Cases will be adapted to the subject matter to the greatest extent possible in order to train students in solving real problems and the acquisition of reflex reactions to unexpected situations and approaches.

CG05, CG06, CG08,
CG07, CE06

Non-Presential Methodology: Activities

Exercises and resolution of cases and problems. Reading and resolution of cases necessary to implement in practice the acquired theoretical knowledge and promote the development of the understanding of theoretical models and their ability to discuss decisions. From a reading, case studies, self-diagnostic test of skill or ability, or any other material involving practical or theoretical application of the contents of the subject. Cases will be adapted to the subject matter to the greatest extent possible in order to train students in solving

CG08, CG07, CE06



real problems and the acquisition of reflex reactions to unexpected situations and approaches.

Individual and/or group study and programmed readings. It is an essential individual work that students must take to make proper monitoring of the development of the course through all their training activities.

CG08, CG07, CE06

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS		
Oral presentations of topics, cases, exercises and papers	Simulations, role-playing games, group dynamics	
16.00	4.00	
NON-PRESENTIAL HOURS		
Analysis and resolution of cases and exercises, individually or collectively	Individual study and organized reading	Collaborative learning
10.00	10.00	10.00
ECTS CREDITS: 2,0 (50,00 hours)		

EVALUATION AND CRITERIA

The use of AI to produce full assignments or substantial parts thereof, without proper citation of the source or tool used, or without explicit permission in the assignment instructions, will be considered plagiarism and therefore subject to the University's General Regulations.

Evaluation activities	Evaluation criteria	Weight
Final Exam	<ul style="list-style-type: none">Correct response criteria	50 %
Group project	<ul style="list-style-type: none">Quality of performance	30 %
Class participation	<ul style="list-style-type: none">Attendance and participation	20 %

Ratings

EVALUATION:

- All evaluation criteria are established between 1 and 10 prior to applying corresponding weights.
- Final grade does not require a minimum result in any of the previous criteria.
- Regarding task assignments, plagiarism may penalize student's final grade depending on frequency and extension of infringement.
- When students are exempt from class attendance, evaluation will be done through an exam with full weight on final grade.
- In case of failure, recovery will take place through an exam with full weight on final grade.

USE OF ARTIFICIAL INTELLIGENCE:

Level 2 of the AI Assessment Scale (Perkins, Furze, Roe & MacVaugh, 2024), corresponding to the *AI Planning* category, will be applied. This



means that the use of artificial intelligence tools (e.g., Elicit, ChatGPT, Scholar AI, or LMNotebook) is authorized exclusively during specific and initial phases of group work processes, such as preliminary information searches to develop initial questions and hypotheses, idea generation, support in understanding complex texts, and designing presentations for communicating results.

Faculty may require partial submissions of the work/learning activities/consulting report, as well as oral defenses of the projects, in order to verify the actual authorship of the content and ensure group learning.

In tasks where AI use is permitted, students must clearly and thoroughly document:

- The name of the tool used (e.g., GPT, Elicit, Scholar AI);
- The prompt or query submitted;
- The section of the work where AI was used;
- How the AI-generated content was reformulated or reworked.

IMPORTANT: AI-generated text may not be directly included in final evaluable products. AI may be used as a support tool during the development process, but it must not replace the student's own academic production.

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

Northouse, P.G. (2025). Leadership: Theory and Practice (10th edition). SAGE Publications.