



TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Leadership and Change Management
Subject code	E000008093
Main program	Bachelor's Degree in Business Administration and Management
Involved programs	Grado en Administración y Dirección de Empresas (E-2) [Fourth year] Grado en Administración y Dirección de Empresas con Mención en Internacional (E-4) [Fourth year] Grado en Administración y Dirección de Empresas y Grado en Relaciones Internacionales (E-6) [Fifth year] Grado en Administración y Dirección de Empresas (E-2) - Bilingüe en inglés [Fourth year]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	6,0 ECTS
Type	Optativa (Grado)
Department	Departamento de Gestión Empresarial
Schedule	Consultar a tal efecto los horarios de los diferentes grupos y titulaciones en los que se imparte.
Office hours	Solicitar cita previa por email
Course overview	Realistic and practical approach of the students to the exercise of leadership in organizations. The focus is on the concept of leadership, the sources of power and influence, power vs. authority, and the keys to gaining authority are identified. The essential milestones in research and leadership models in the organization of the 21st century are also analyzed. Likewise, leadership development is addressed, including management skills assessment methodologies and leadership development methodologies in organizations (coaching and mentoring), as well as leadership applications: leadership for people management), leadership for development professional, motivational leadership. It includes training in management skills and behaviors aimed at leadership development: persuasion and influence on people in the organization, change management, direction and development of professional teams.

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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject

Contribution to the professional profile of the degree

Our society is evolving fast, involved in increasingly digitized and sophisticated processes, where talent, innovation, integration of diversity, data analytics and continuous change are a pressing need. This reality demands better leadership, being the field of business management, to which our degree is aimed, a front edge in this socio-evolutionary process. The Leadership course complements technical and technological specific skills that the degree provides, with other cross-cutting nature, psychological and social skills, which are decisive for strategic decision-making processes in organizations. The current technological revolution requires specialists in the treatment and analysis of Big Data to take advantage of business opportunities. At the same time, understanding human behaviour and how to mobilize people becomes a highly valued skill that differentiates success in business management. In this context, the students will find in the subject a conceptual and instrumental basis for their future professional development, including their own emotional and interpersonal capacities, as well as those of their future collaborators.

Prerequisites

None. The fact that the subject is taught in latest years of the degree can help to strengthen and consolidate the vision of organizations gathered in the early years and the degree of applicability of its contents.

Competencies - Objectives

Competences

GENERALES

CG02	Resolución de problemas y toma de decisiones	
	RA1	Identifica de manera eficaz un problema y sus causas



	RA2	Proponer opciones y soluciones alternativas en la resolución del problema, estableciendo el plan de acción ad hoc
CG03	Capacidad de organización y planificación	
	RA1	Organizar la información relevante de los casos prácticos, en torno a los elementos teóricos adquiridos en clase y en las diversas fuentes documentales consultadas
	RA2	Gestionar los tiempos de trabajo en clase, para la preparación de los casos, su ejecución, revisión, registro y feed-back dentro de la misma
CG05	Conocimientos generales básicos sobre el área de estudio	
	RA1	Explica los aspectos clave de la materia de estudio analizando de manera crítica e independiente las cuestiones más problemáticas de la misma
CG09	Habilidades interpersonales: escuchar, argumentar y debatir	
	RA1	Escuchar activamente ejercitando de manera efectiva la comunicación verbal y no verbal durante los casos prácticos realizados en clase
	RA2	Realizar un intercambio persuasivo de ideas en un proceso negociador debatiendo con criterio y agilidad.
CG10	Capacidad de liderazgo y trabajo en equipo	
	RA1	Liderar el trabajo de un grupo logrando acuerdos sabios, favorables y justos para todas las partes
	RA2	Integrar las aportaciones de todos los miembros de un equipo en torno al proceso de negociación, enriqueciendo así la misma
CG12	Compromiso ético	
	RA1	Abordar los problemas de manera íntegra desde el respeto por los intereses y derechos humanos en un marco democrático
ESPECÍFICAS		
CEOPT	Conocer y poner en práctica habilidades directivas de negociación, liderazgo y gestión de personas y equipos para desempeñar eficazmente la dirección de organizaciones.	
	RA4	Comprender sus propias fortalezas y debilidades como líder
	RA5	Aplicar los modelos de liderazgo situacional y de liderazgo transformacional
	RA6	Desarrollar y reflexionar sobre los nuevos modelos de liderazgo basados en competencias emocionales e interpersonales



THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

SECTION 1: CONCEPT OF LEADERSHIP

Unit 1. LEADERSHIP: ORIGIN AND EVOLUTION

- 1.1. Leadership evolutionary fundamentals
- 1.2. What is leadership and characteristics of leaders
- 1.3. Leading to influence: Power vs. Authority and sources of influence
- 1.4 Power and bad intention. The misuse of power

Unit 2: THEORETICAL EVOLUTION: FROM TRAITS TO TRANSFORMATION

- 2.1 Theory of traits (1920-50)
- 2.2 Behavioral theories (1950-60)
- 2.3 Contingency/situational theories (1970-80)
- 2.4 Emergent theories (1980-90): transformational leadership, emotional leadership ...

Unit 3. LEADERSHIP, EMOTION & NEUROSCIENCE

- 3.1 The role of emotions in individual performance
- 3.2 Limbic system, autonomous nervous system and emotions: threat and wellbeing brain circuits
- 3.4 Emotional leadership, climate and organizational performance

SECTION 2: GENERAL AND SPECIFIC MODELS

Unit 4: SITUATIONAL LEADERSHIP

- 4.1 Personal and / or professional maturity
- 4.2 Task oriented leadership vs. relationship oriented leadership
- 4.3 Leadership styles and results

Unit 5: LEADERSHIP, MOTIVATION AND LEARNING

- 5.1 Clues to human motivation
- 5.2 ¿WHAT motivates people? Theories based on human needs
- 5.3 ¿HOW to motivate people? Theories based on the process of motivation
- 5.4 Learning and Development as motivational tools

SECTION 3: SOCIAL AND ORGANIZATIONAL PERSPECTIVES



Unit 6: CHANGE MANAGEMENT

6.1 Organizational Change: what it is and keys for implementation

6.2 Resistance to change: stages and intervention recommendations

6.3 Relevant theoretical models for change management

Unit 7: LEADERSHIP AND TEAM MANAGEMENT

7.1 Definition of groups and group types

7.2 Development stages of a group as an autonomous entity

7.3 Systemic principles of efficient teams: prevalence, belonging and balance

Unit 8: LEADERSHIP DEVELOPMENT

8.1 Leadership development: what it is and how leadership is stimulated in organizations

8.2 Leadership profiles and leadership assessment: methodologies and tools

8.3 Mentoring and Coaching as leadership development tools

SECTION 4: LEADERSHIP BASED ON VALUES

Unit 9: Ignatian Leadership: ethical and service leadership, based on values and trust

9.1 Applications in the development of oneself

9.2 Applications in the development of teams and organizations

TEACHING METHODOLOGY

General methodological aspects of the subject

In-class Methodology: Activities

Expository lessons. Exhibition by which the teacher explains the basics, with the active and collaborative participation of students. It will include dynamic presentations and participation through various activities such as viewings of audiovisual materials or reading articles or relevant information. They rely on audiovisual media.

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.

Simulations, role play, group dynamics. Simulations, role plays and other group dynamics, are learning activities in which the student acts taking the place of someone else. Situations are analyzed, decisions are made and consequences are identified resulting therefrom and evaluated.



Non-Presential Methodology: Activities

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

Monographic works and research, individual and collective action. Research task that allows the integration of learning in the sessions and its contrast with the reality of organizations

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS		
Lecciones de carácter expositivo	Ejercicios y resolución de casos y de problemas	Simulaciones, juegos de rol, dinámicas de grupo
30.00	30.00	25.00
NON-PRESENTIAL HOURS		
Ejercicios y resolución de casos y de problemas	Trabajos monográficos y de investigación, individuales o colectivos	
25.00	40.00	
ECTS CREDITS: 6.0 (150,00 hours)		

EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
Final exam	Test or/and open questions	50
Continuous evaluation activities (individual or in groups) Test Case resolutions Film analysis	Test: correct answer Case resolution: application of knowledge to observed reality, references to specific theoretical models, performance indicators, depth of analysis Commercial film analysis: application of the knowledge to the film, references to specific theoretical models, collection of behavioral indicators, depth in the analysis	20
Class participation	Active participation: to contribute with ideas, to ask question, to enrich debate, to raise doubts, to encourage in-depth study of the topics addressed, to volunteer for activities in class.... Positive attitude: constructive contribution, respect for classmate, for the teacher and for the rules of the subject (Punctuality of entries and exists	10



	<p>silence, attention, mobiles)</p> <p>Contribution beyond expectations: generate value by contributing their own experiences, complementary knowledge...etc.</p>	
<p>Individual work evaluation (course Project) about a real Leadership experience</p>	<p>Depth of analysis</p> <p>Methodology used: design of tools, sample used as object of study....</p> <p>Originality of the topic addressed, value contribution</p> <p>Structure</p>	20

Ratings

IN THE EVALUATION:

- It is necessary to pass each element of the evaluation separately for the previous weightings to be applied.
- Regarding the delivered work: plagiarism is penalized since it constitutes a serious offence punishable in accordance with the provisions of art. 168, sections A.2.e) and 2.B) 5 of the General Regulations of the University. Plagiarism is considered any work that is copied in whole or in part from an external source (internet, bibliography, University colleague ...) without being properly cited.
- With students who have dispensation from school: the evaluation will be made through a final exam with a weight of 100% of the final grade
- In the extraordinary call: the evaluation will be made through a final exam with a weight of 100% of the final grade

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

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