



COMILLAS

UNIVERSIDAD PONTIFICIA

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CIHS

GUÍA DOCENTE

2025 - 2026

FICHA TÉCNICA DE LA ASIGNATURA

Datos de la asignatura

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| Nombre completo | Leadership, Change Management and Corporate Responsibility |
| Código | DOI-MSG-516 |
| Título | Master in Smart Grids |
| Impartido en | Master in Smart Grids [Primer Curso] |
| Créditos | 4,5 ECTS |
| Carácter | Obligatoria |
| Departamento / Área | Departamento de Organización Industrial |

Datos del profesorado

Profesor

| | |
|---------------------|--|
| Nombre | Carlos Mateo Domingo |
| Departamento / Área | Instituto de Investigación Tecnológica (IIT) |
| Despacho | Santa Cruz de Marcenado 26 [D-501] |
| Correo electrónico | Carlos.Mateo@iit.comillas.edu |
| Teléfono | 2708 |

Profesor

| | |
|---------------------|---|
| Nombre | Cristina Domínguez Soto |
| Departamento / Área | Departamento de Organización Industrial |
| Correo electrónico | cdominguez@icai.comillas.edu |

Profesor

| | |
|---------------------|---|
| Nombre | Íñigo García de Amezaga Cuevas |
| Departamento / Área | Departamento de Organización Industrial |
| Correo electrónico | igarciaamezaga@icade.comillas.edu |

Profesor

| | |
|---------------------|---|
| Nombre | José Carlos Romero Mora |
| Departamento / Área | Departamento de Organización Industrial |
| Despacho | Santa Cruz de Marcenado 26 |
| Correo electrónico | Jose.Romero@iit.comillas.edu |
| Teléfono | 2746 |

Profesor

| | |
|---------------------|---|
| Nombre | Santiago Ojeda Couchoud |
| Departamento / Área | Facultad de Ciencias Económicas y Empresariales (ICADE) |
| Correo electrónico | sojeda@comillas.edu |



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DATOS ESPECÍFICOS DE LA ASIGNATURA

Contextualización de la asignatura

Aportación al perfil profesional de la titulación

Concerning Corporate Responsibility, the ethical quality of management is an important challenge for every company that operates in smart societies and the persons making decisions on its behalf. "CSR" offers a good opportunity for the Master in Smart Grids students to deepen their understanding of the social and organizational relevance of the ethical dimension of business and the impact of the CSR on society at large.

The students must develop the ability to connect Ethics and CSR with the various aspects of "Smart" company management, such as Strategy, Marketing, Financial Management, Human Resources, etc. Ethics and CSR are not conceived here as a different functional area of the company but as transversal aspects that must find expression in the policies and decisions of all areas and departments.

The course intends to add ethical and humanistic abilities to the future managers of companies and other organizations. That way, their professional capacities will be enriched with superior performance in aspects beyond the economic bottom line of the firm. The course objectives are:

- Discuss the current business model and broaden the understanding of the smart company and its societal role.
- Study the importance of the ethical dimension in the life of the high-tech company and its organizational culture.
- Identify the most ethically problematic areas in the companies and in business.
- Learn to apply moral reasoning to the ethical problems of management, arriving at decision proposals that are both coherent and acceptable from an ethical point of view.
- Discuss the incorporation of Ethics and CSR into the organizational structure of companies.

Propose a certain conception of Corporate Social Responsibility and its links with Business Ethics.

Concerning Leadership and Change Management, the main objective of the subject is to provide students with the knowledge and skills necessary to manage human teams in an environment marked by constant dynamics of change and subject to the conditions that integration into a complex organization implies. At the end of the course, students should be able to:

- Identify the situations that can cause a change in a business environment and learn to control their impact.
- Evaluate the risks and opportunities that a change may be associated with within an organization.
- Develop management techniques that minimize risks in an unforeseen situation.
- Efficiently manage the members of a development team, both on a potential level and on an emotional level.
- Learn to lead and manage different types of personal and professional profiles to regulate cohesion in a workgroup properly.
- Resolving conflictive situations within a team can modify the behavior of its members and can affect the work in progress.
- Know and apply basic negotiation concepts.
- Diagnose and design simple organizational structures.

Prerrequisitos

There are no pre-requisites for this course.

Competencias - Objetivos

Competencias



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- Cognitive abilities of analysis and synthesis applied to business situations and organizational management problems
- Interpersonal skills for listening, negotiating, persuading, and working in multidisciplinary teams to operate effectively in different tasks and, when appropriate, assume leadership responsibilities in the business organization.
- Ethical commitment in applying moral values and those of the organization in the face of ethical and corporate social responsibility dilemmas.
- Ability to manage time with the aim of improving personal and team effectiveness within the framework of business organizations, their environment and their management.
- Critical reasoning and argumentation in line with the understanding and knowledge about business organizations, their external context and their management and administration process.
- Understand the ethical and moral values that prevail in the company, acquire the ability to identify and resolve the ethical dilemmas that arise in the business activity and apply the CSR instruments for management and evaluation to be incorporated into the strategic planning of the company and its organizational development.
- Knowing how to transmit in a clear and unambiguous way to a specialized public or not, results from scientific and technological research or the most advanced field of innovation, as well as the most relevant foundations on which they are based.
- Be able to take responsibility for their own professional development and specialization in one or more fields of study.
- Lead, plan and supervise multidisciplinary teams.
- Know how to communicate the conclusions and the knowledge and ultimate reasons that support them to specialized and nonspecialized audiences in a clear and unambiguous way.
- Knowledge and skills to organize and run companies.
- Knowledge of commercial and labor law.
- Capacities for work organization and human resource management. Knowledge about occupational risk prevention

Resultados de Aprendizaje

1. Identify the situations that can cause a change in a business environment and learn to control their impact.
2. Evaluate the risks and opportunities that a change may be associated with within an organization
3. Develop management techniques that minimize risks in an unforeseen situation.
4. Efficiently manage the members of a development team, both at a potential level and at an emotional level
5. Learn to lead and manage different types of personal and professional profiles to regulate the cohesion in a work group properly.
6. Resolving conflictive situations within a team that can modify the behavior of its members and can affect the work in progress.
7. Know and apply basic negotiation concepts.
8. Diagnose and design simple organizational structures.
9. Being able to connect Ethics and CSR with elements such as Strategy, Marketing, Financial Management, and People Management in the Organization.
10. Applies independent thinking and personal reflection to various problems. Identifies the assumptions and limitations of methods and theories.
11. Is capable of dealing with the analytical study of cases and scenarios, as well as carrying out the synthesis of information and data.
12. Is well integrated into work teams and plays an effective role.



13. Is able to listen to the opinions of others and to make himself or herself understood.

14. Understands and values different cultural and ideological perspectives.

15. Is able to organize and meet deadlines assigned to tasks.

BLOQUES TEMÁTICOS Y CONTENIDOS

Contenidos – Bloques Temáticos

CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility

1. Business Ethics & CSR (Management systems, definitions, stakeholders, decision-makers, presentation structure and ethics in balance scorecards)
2. Perspectives: relative vs. absolute.
3. Economic and cultural paradigms of our time.
4. Foundations of professional ethics.
5. Consequences of own decisions (being an entrepreneur, bravery).
6. Tools and management practices

Leadership and Change Management

Change Management

Chapter 1: Change management

1. Change in the companies
2. Paradigm shifts in the corporate world
3. Corporate Culture vs. Strategy
4. Roles and Responsibilities in a Process CHANGE

Chapter 2: Process for leading change

1. Theories about how to "do" change (Lewin, Kotter, Kuhn)
2. Key elements in the process of a change
3. Stages of change: Personal Transition
4. Cognitive Dissonance
5. Negotiating change in an organization

Leadership

1. Role of the Leader. Ignatian leadership introduction
2. Values of Leaders
3. Self-Knowledge
4. Feedback



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5. Decision making
6. Leadership styles
7. Creativity and innovation
8. Organization. Mission and vision

METODOLOGÍA DOCENTE

Aspectos metodológicos generales de la asignatura

Metodología Presencial: Actividades

Lectures: The professor offers a theoretical and conceptual framework for understanding each subject under consideration, emphasizing some aspects and fundamental elements.

Analysis of Cases and Scenarios: The professor and the students, individually or together in groups, will analyze cases and/or scenarios in order to apply theoretical aspects and to develop abilities of moral analysis, argumentation and synthesis

Metodología No presencial: Actividades

Reading of books and articles following the professor's instructions.

Viewing of documentary films before the session where they are going to be discussed.

Groupwork to prepare the tasks assigned to the group.

Individual study, thoughtful and critical, of the theoretical and practical aspects of the subject

EVALUACIÓN Y CRITERIOS DE CALIFICACIÓN

The evaluation will consist on the assessment of activities for Leadership and Change Management (LCM) and Corporate Social Responsibility (CSR). The former will account for $\frac{2}{3}$ of the final grade while the latter will account for the remaining $\frac{1}{3}$.

The grade for the LCM part will be computed using the following criteria:

- Change Management exam: 20%
- Leadership exam: 20%
- Change Management assignment: 25%
- Leadership assignment: 25%
- Participation in class: 10%

The grade for the CSR part will consist of an average mark of assignments requested by the lecturer in the class sessions.

If the grade of one or both subject sections (i.e. LCM and CSR) is lower than 5.0, then the retake consists of an exam of the section that has not passed.

The retake grade of each section will be computed using the retake exam grade.



Calificaciones

Normas de uso de la IA

AI may be used for documentation, study, and presentation of Teamwork in Change management, under the following conditions:

- AI may be used for pre-task activities such as brainstorming, description, and initial research. This level focuses on the use of AI for planning, summarizing, and generating ideas, but assessments should emphasize the ability to develop and refine these ideas independently.
- AI can be used to help complete the task, including idea generation, writing, feedback, and evaluation. Students should critically evaluate and modify the results suggested by AI, demonstrating their understanding.
- In any case, the use of AI must be cited and the sources independently verified by the student.

The use of AI is not permitted in the Leadership seminar, as it is a personal reflection workshop subject.

The use of AI is also not permitted in any of the exam tests.

BIBLIOGRAFÍA Y RECURSOS

Bibliografía Básica

Chris Lowney *"Heroic Leadership"*

Stephen Covey *"7 habits of highly Effective People"*

John Kotter *"Our iceberg is melting"*

Roger Fisher and William Ury *"Getting to YES" (Negotiating)*

Brené Brown *"Dare to Lead" (Vulnerability)*

Seth Godin *"Tribes"*

K.Davis y J. Newstrom, *"Comportamiento humano en el trabajo"*

Emilio Ronco & Eduard Llado, *Aprender a Gestionar el Cambio (2000)*

Robert Conklin, *How to get People to do Things (1993)*

Javier Uriz Urzainqui, *Homo Valens (2005)*

Marshall J. Cook, *Effective Coaching (2011)*

Eduardo Surdo, *La magia de trabajar en equipo (1997)*

Daniel Dana, *Adiós a los conflictos (2001)*

Daniel Goleman, *Emotional Intelligence: Why It Can Matter More Than IQ (1996)*

J.I. Velaz Rivas, *Motivos y Motivación en la Empresa (1996)*



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Alfons Cornellà, *Futuro Presente* (2006)

Richard Sennett, *The Corrosion of Character, The Personal Consequences of Work In the New Capitalism*, Norton (1998)

Richard Sennett, *The Culture of the New Capitalism*, Yale (2006)

Thomas S. Kuhn, *The Structure of Scientific Revolutions* (1962)

André Comté-Sponville, *Le capitalisme est-il moral?* (2004)

Mihaly Csikszentmihalyi, *Flow: The Psychology of Optimal Experience* (1990)

Juan Carlos Cubeiro, *La Sensación de Fluidez* (2001)

Bibliografía Complementaria

- CAMACHO LARAÑA, I., FERNÁNDEZ FERNÁNDEZ, J. L., GONZÁLEZ FABRE, R. y MIRALLES MASSANÉS, J., *Ética y Responsabilidad Empresarial*, Desclee de Brower, Bilbao, 2013.
- BENAVIDES DELGADO, J. Y MONFORT DE BEDOYA, A. (coords.), *Comunicación y empresa responsable*, EUNSA, Pamplona, 2015.
- CRANE, A. & MATTEN, D., *Business Ethics* (4th Ed.), Oxford University Press, New York, 2015
- WULF, K. *Ethics and compliance programs in multinational organizations*. Springer-Gabler, Wiesbaden, 2011

En cumplimiento de la normativa vigente en materia de **protección de datos de carácter personal**, le informamos y recordamos que puede consultar los aspectos relativos a privacidad y protección de datos que ha aceptado en su matrícula entrando en esta web y pulsando "descargar"

[https://servicios.upcomillas.es/sedelectronica/inicio.aspx?csv=02E4557CAA66F4A81663AD10CED66792](https://servicios.upcomillas.es/sedeelectronica/inicio.aspx?csv=02E4557CAA66F4A81663AD10CED66792)

| IN-CLASS ACTIVITIES | | | | | OUT-OF-CLASS ACTIVITIES | | | |
|---------------------|-----|---|--|--|-------------------------|-----------------------|--|---|
| WEEK | H/W | LECTURE & PROBLEM SOLVING | PRACTICES | ASSESSMENT | H/W | SELF-STUDY | OTHER ACTIVITIES | DESCRIPTION |
| 1 | 2 | Change Management: Changes in corporations. Paradigms | Discussion about Companies and different organizations | Evaluating individual students in his/her participation on teamwork about Change | 5 | Review and self-study | Work with the team on the "Change" Project | Recommended book: <i>Sapiens, de Animales a Dioses</i> (Harari) |
| 2 | 2 | Change Management: Corporate culture vs. Business Strategy. Diagnosis to start a change. Theories about how to "do" change | Mental maps- Practice exercise | Evaluating individual students in his/her participation on teamwork about Change | 5 | Review and self-study | Work with the team on the "Change" Project | Recommended book: <i>Iceberg is melting</i> (John Kotter) |
| 3 | 2 | Change Management: The change curve. A Theory of Cognitive Dissonance (L. Festinger) | Discussion about cases of Cognitive Dissonance | Evaluating individual students in his/her participation on teamwork about Change | 5 | Review and self-study | Work with the team on the "Change" Project and a film sequence analysis about phases in a change "UP in the Air" | Recommended movie: <i>The Company Men</i> |
| 4 | 2 | Change Management: Resilience. Common barriers to change implementation. Gantt tool to implement a change | Discuss on change phases and negotiations | Evaluating individual students in his/her participation on teamwork about Change | 5 | Review and self-study | Work with the team on the "Change" Project | Recommended book: <i>Getting to YES, negotiating into agreement</i> (R. Fisher adn W Ury) |
| 5 | 2 | Change Management Exam. Team Work presentations | | Evaluating TEAM presentations and individual performance during expositions | 4 | Exam Preparation | | Recommended movie: <i>Margin Call</i> |
| 6 | 2 | Leadership: The role of the leader. | Leadership characteristics. Objectives in life. | Mid-Term Exam (15 min). Seminar participation | 4 | Review and self-study | | Recommended book: Heroic Leadership (Chris Lowney) |
| 7 | 2 | Leadership: Values of Leaders | My Values exercise | Seminar participation | 4 | Review and self-study | | Recommended book: 7 habots of highly effective people (S. R. Covey) |
| 8 | 2 | Leadership: Self Knowledge | Line of life | Seminar participation | 4 | Review and self-study | | Recommended book: <i>Effective Coaching</i> (Marshall J. Cook) |
| 9 | 2 | Leadership: Feedback | MBTI profile. Feedback exercises | Seminar participation | 4 | Review and self-study | | Recommended book: <i>Emotional Intelligence</i> (Daniel Goleman) |
| 10 | 2 | Leadership: Decision making | Visualization | Seminar participation | 4 | Review and self-study | | |
| 11 | 2 | Leadership: Different leadership styles | Situational Leadership exercise | Seminar participation | 4 | Review and self-study | | Recommended book: <i>Dare to Lead</i> (Brené Brown) |
| 12 | 2 | Leadership: Creativity and innovation | Lateral Thinking exercise | Seminar participation | 4 | Review and self-study | | |
| 13 | 2 | Leadership: Organization Mission and vision | Bank case example | Seminar participation | 4 | Review and self-study | | |
| 14 | 2 | Leadership: Summay | | Presentaion of Leadership team work | 4 | Exam Preparation | | |