

DOI-MIT-683 Leadership and Change Management

SEMESTER: Spring
CREDITS: 3 ECTS (2 hrs. per week)
LANGUAGE: Spanish/English
DEGREE: MIT

Course overview

This course provides skills and knowledge necessary to manage staff in dynamic company structures, which are subject to changes and difficulties as being part of a more complex Organization. It also provides the basis for managing one's professional career.

Prerequisites

No prerequisites.

Course contents

Theory:

1. CULTURE AND STRATEGY INSIDE A COMPANY
2. CHANGING PROCESSES IN A COMPANY
3. LEADERSHIP SEMINAR

Textbook

- Davis, K. and Newstrom, J., "Organizational Behavior: Human Behavior at Work". McGraw-Hill
- Robbins, S.P., "Organizational Behavior". Ed. Pearson
- Chris Lowney "Heroic Leadership: Best Practices from a 450-year-old Company that Changed the World"

Grading

The following conditions must be accomplished to pass the course:

- A minimum overall grade of at least 5 over 10.

The final grade consists of:

- Leadership exam 15%
- Change Management exam 15%
- Leadership Learning Diary 30%
- Change Management Case study 15%
- Participation 25%

In case of retake, the final grade consists of:

- Final exam 70%
- Leadership Learning Diary and Change Management case study 20%
- Participation 10%

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		