



TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Leadership & Change
Subject code	E000011603
Involved programs	Máster Universitario en Administración de Empresas (MBA) [Primer Curso]
Level	Postgrado Oficial Master
Quarter	Semestral
Credits	2,0 ECTS
Type	Obligatoria
Coordinator	Antonio Ramírez del Río (aramirez@comillas.edu) - Pablo Collado Collado (pcollado@icade.comillas.edu)
Schedule	Appointment by email
Office hours	To be determined
Course overview	A systems point of view is adopted viewing leadership as a social phenomenon that integrates different aspects of reality such as biology 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.

Teacher Information	
Teacher	
Name	Antonio Eutropio Ramírez del Río
Department	Departamento de Gestión Empresarial
E-Mail	aramirez@comillas.edu
Teacher	
Name	Pablo Collado Collado
Department	ICADE Business School
E-Mail	pcollado@icade.comillas.edu

SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
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.

Prerequisites

None

Competencies - Objectives

Competences

GENERALES

CG05	Capacidades interpersonales de escuchar, negociar y persuadir y de trabajo en equipos multidisciplinares para poder operar de manera efectiva en distintos cometidos, y, cuando sea apropiado, asumir responsabilidades de liderazgo en la organización empresarial.	
	RA01	Utiliza el diálogo para colaborar y generar buenas relaciones.
	RA02	Escucha las opiniones de los demás y establece diálogos constructivos.
	RA03	Es capaz de realizar un intercambio persuasivo de ideas a través de un proceso negociador para llegar a acuerdos con otros.
	RA04	Conoce la técnica del debate y la oratoria y sabe emplearla en cuestiones profesionales.
	RA05	Valorar el potencial del conflicto como motor de cambio e innovación.
	RA06	Comunica sus ideas de manera efectiva y argumentada.
	RA07	Busca el valor de los demás miembros de equipo y potencia sus habilidades y fortalezas, haciendo que se sientan parte importante del equipo.
	RA08	Lidera el trabajo del equipo, organizando y delegando las tareas correctamente.
CG06	Compromiso ético en la aplicación de valores morales y los de la organización frente a dilemas éticos y de responsabilidad social corporativa.	
	RA01	Vela por los intereses y derechos humanos ante cualquier causa económica o empresarial.
	RA02	Enfoca los dilemas desde un punto de vista humanista respetando los derechos fundamentales en el marco de una cultura de paz y valores democráticos.
	Capacidad de gestión del tiempo con el objetivo de mejorar la efectividad personal y del equipo dentro del marco de las	



CG07	Capacidad de gestión del tiempo con el objetivo de mejorar la efectividad personal y del equipo dentro del marco de las organizaciones empresariales, su entorno y su gestión.	
	RA01	Gestiona el tiempo de trabajo personal para realizar las actividades de aprendizaje, cumpliendo con los plazos establecidos de entrega.
	RA02	Establece prioridades seleccionando adecuadamente las estrategias y recursos en función de las demandas.
CG08	Razonamiento crítico y argumentación acorde con la comprensión del conocimiento y del saber sobre las organizaciones empresariales, su contexto externo y su proceso de administración y dirección.	
	RA01	Identifica los supuestos y las limitaciones de métodos y metodologías de trabajo.
	RA02	Asume una posición de evaluación crítica de teorías y métodos de trabajo, empleando un nivel de análisis adecuado.
	RA03	Reflexiona crítica e independientemente sobre problemáticas, teorías y métodos de trabajo
	RA04	Toma posición: debate correctamente aportando argumentos y aceptando otros planteamientos alternativos.
CG09	Capacidad de aprendizaje autónomo para seguir formándose para aprender a aprender las habilidades cognitivas y los conocimientos relevantes aplicados a la actividad profesional y empresarial.	
	RA01	Busca, lee, depura, analiza, sintetiza y comprende críticamente materiales bibliográficos de referencia, así como materiales que presentan resultados de investigaciones, memorias, textos de supervisión profesional, y otros materiales de carácter aplicado.
ESPECÍFICAS		
CE05	Capacidad de identificar los conceptos clave que condicionan y explican el comportamiento de las personas en los procesos de toma de decisiones de la organización y conocer las herramientas que ayudan a individuos y equipos a lograr los objetivos organizativos planteados.	
	RA01	Conoce las diferentes fuentes de poder en la organización y los estilos de influencia para manejarlo eficazmente.
	RA02	Desarrolla una visión global de las competencias para dirigir empresas y valora la importancia de cada una en el éxito empresarial.
	RA03	Practica la habilidad para manejar el poder en la organización.
CE06	Aptitud y disposición para adquirir y desarrollar las capacidades de comunicación, negociación, y gestión de personas y equipos necesarias para poder asumir el liderazgo de organizaciones empresariales.	
	RA01	Conoce, comprende y aplica los más nuevos modelos y técnicas de desarrollo del liderazgo.
	RA02	Conoce, comprende y aplica las estrategias para construir comunicación oral, escrita, verbal y no verbal,



		efectiva, y las técnicas para construir relaciones interpersonales sólidas y constructivas.
RA03		Conoce, comprende y sabe controlar los parámetros clave para una comunicación eficaz, más allá del mensaje (audiencia, medios, equipo, canales, redes)
RA03		Conoce, comprende y sabe controlar los parámetros clave para una comunicación eficaz, más allá del mensaje (audiencia, medios, equipo, canales, redes)

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

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

<p>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.</p>	CG08, CG09, CE05, CE06
<p>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.</p>	CG05, CG06, CG08, CG07, CE05, CE06

Non-Presential Methodology: Activities

<p>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.</p>	CG08, CG09, CG07, CE05, CE06
<p>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.</p>	CG08, CG09, CG07, CE05, CE06

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS		
Presentaciones orales de temas, casos, ejercicios y trabajos	Simulaciones, juegos de rol, dinámicas de grupo	
16.00	4.00	
NON-PRESENTIAL HOURS		
Análisis y resolución de casos y ejercicios, individuales o colectivos	Estudio individual y lectura organizada	Aprendizaje colaborativo
10.00	10.00	10.00
ECTS CREDITS: 2,0 (50,00 hours)		

EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
Final Exam <ul style="list-style-type: none"> Open questions 	<ul style="list-style-type: none"> Correct response criteria 	50 %
Group project	<ul style="list-style-type: none"> Quality of performance 	20 %



Practical activities <ul style="list-style-type: none"> Individual exercises Group work/tasks 	<ul style="list-style-type: none"> Delivery and timeliness Quality of performance 	20 %
Class participation	<ul style="list-style-type: none"> Attendance and participation 	10 %

Ratings

UPON 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.

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

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- Goleman, D. (2001). An EI-Based Theory of Performance (Chapter 3). The Emotionally Intelligent Workplace. Cherniss, C. & Goleman, D. (Eds.) Consortium for Research on Emotional Intelligence
- Rock, D. (2009). Managing with the brain in mind. *Strategy+Business*, 56
- Goleman, D. & Boyatzis R. (2008). Social science & biology of leadership. *Harvard Business Review*. September
- Solomon C. (2003) Transactional Analysis Theory: the basics. *Transactional Analysis Journal*. 33(1)
- Herzberg F. (1987) One more time: how do you motivate employees? *Harvard Business Review* September-October
- Lunenburg F.C. (2012) Power and leadership: an influence process. *International Journal of Management, Business, & Administration* 15(1)
- Lunenburg F.C. (2011) Leadership versus Management: A Key Distinction—At Least in Theory. *International Journal of Management, Business, & Administration* 14(1)
- Lerstrom Alan C. (2008) Advising Jay: A Case Study Using a Situational Leadership Approach. *NACADA Journal* 28 (2)
- Bass B.M. (1990) From Transactional to Transformational Leadership: Learning to Share the Vision. *Organizational Dynamics* 18(3)
- Appelbaum S.H., Habashy S., Malo J.L., Shafiq H. (2012) Back to the future: revisiting Kotter's 1996 change model. *Journal of Management Development* 31(8)
- Toseland R.W., Jones L.V, Gellis Z.D. (2004) Group Dynamics (Chapter 1). Handbook of Social Work with Groups, Garvin Ch. D., Lorraine M., Gutierrez L.M., Galinsky M.J., (Eds.) Guilford Publication
- Bandura A. (2002) Selective moral disengagement in the exercise of moral agency. *Journal of Moral Education* 31(2)



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Syllabus
2021 - 2022

Brown M.E., Treviño L.K. (2006) Ethical leadership: A review and future directions. *The Leadership Quarterly* 17