

GENERAL INFORMATION

Course Information	
Name	Leadership and Change Management
Code	DOI-MIC-683
Degree	Máster en Industria Conectada (MIC)
Year	1st
Semester	1st Fall
ECTS credits	3 ECTS
Type	Basic
Department	Industrial Management
Area	Professional and ethical skills
Instructors	Cristina Domínguez

Instructor	
Name	Cristina Domínguez
Department	Industrial Management
Area	Professional and ethical skills
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Office hours	Arrange an appointment by email

DETAILED INFORMATION

Contextualization of the course

Contribution to the professional profile of the degree

Leadership and change management will equip students with skills and knowledge to manage people and teams in the professional environment. Today companies and organizations are changing very fast and need people to lead all these changes, establishing a positive work environment.

At the end of the course, students will be able to:

- Identify situations in the professional environment that can lead to changes and learn how to control their impact.
- Evaluate risks and opportunities when a change is being implemented inside a complex organization.
- Develop an action plan to minimize the risks in unforeseen situations.
- Manage people effectively in your teams to develop them to their peaks. To know the importance of helping employees & organization understand the impact of their contributions.
- Learn how to develop employees at varying performance levels. Know how to deal with extreme performance situations to seek to be the best team.
- Solve people conflicts within your team. Guidance for handling crisis to minimize impact.
- Know and apply basic concepts of negotiation.
- Diagnosis and design of simple organizations.
- Discuss the importance of planning your own career. Describe the experiences, skills and knowledge that facilitate fulfilling career visions and goals.

Prerequisites

There are no prerequisites to attend this course.

Competences and Learning Outcomes

GENERAL Competences

- CG5. Being able to transmit in a clear and unambiguous manner, to specialist and non-specialist audiences, results from scientific and technological research or state-of-the-art innovation, as well as the most relevant foundations that support them.
- CG7. Being able to take responsibility for their own professional development and their specialization in one or more fields of study.
- CG3. Lead, plan and engage multidisciplinary teams.

SPECIFIC Competences

- CMG1. Knowledge and skills to organize and lead companies.
- CMG3. Knowledge of commercial and labour law.
- CMG6. Autonomy to know how to organize and manage human resources matters in your teams. Knowledge regarding labour risks prevention.

Learning outcomes

- RA1. Identify situations in the professional environment that can lead to changes and learn how to control their impact
- RA2. Evaluate risks and opportunities when a change is being implemented inside a complex organization.
- RA3. Develop an action plan to minimize the risks in unforeseen situations.
- RA4. Manage people effectively in your teams to develop them to their peaks. To know the importance of helping employees & organization understand the impact of their contributions
- RA5. Learn how to develop employees at varying performance levels. Know how to deal with extreme performance situations to seek to be the best team.
- RA6. Solve people conflicts within your team. Guidance for handling crisis to minimize impact.
- RA7. Know and apply basic concepts of negotiation.
- RA8. Diagnosis and design of simple organizations.

CONTENTS

THEORY
AREA 1: Change in ORGANIZATIONS
Chapter 1: Corporate Culture vs. Strategy
1.1 Corporate culture and Business Strategy 1.2 Technical and Organizational work. How to lead business and people 1.3 Proactive vs. Reactive models to manage an organization
Chapter 2: Process for leading change
2.1 Diagnosis to start a change 2.2 Theories about how to "do" change (Lewin, Kotter, Kuhn) 2.3 Key elements in the process of a change 2.4 Stages of change
AREA 2: Leading People
Chapter 3: People and Change
3.1 The change curve: the stages of personal transition 3.2 Common barriers to change implementation. How to embrace the change 3.3 Different roles within an organization transformation 3.4 Building effective teams. Create a common vision and joint objectives
Chapter 4: Leadership and team management
4.1 The role of the leader. Different leadership styles 4.2 Leadership and Emotional intelligence 4.3 Create your desire employ environment. Look for your best collaborators. 4.4 Coaching and feedback <ul style="list-style-type: none"> • Manage attitudes (Conflict, Negotiations) • Develop skills (Training, action plans)
AREA 3: PERSONAL CHANGE
Chapter 5: Leading your professional career
5.1 Leading yourself 5.2 Planning your professional career 5.3 Updating your development plan 5.4 Recruiting and selection processes. Tips for interviews

TEACHING METHODOLOGY

General methodological aspects

In-class activities

The best way of gaining a full understanding of this subject consists of showing and having real experiences on this topic.

The methodology used will be:

1. **Introduction** of fundamental concepts
2. **Exposition of the concepts**, going through experienced examples to support the explanation
3. **Practical recommendations**. Active participation will be encouraged by raising open questions to foster discussion
4. **Illustration of the concepts through:**
 - Analysis of real cases or companies
 - Making decisions about fictitious situations exposed ad hoc
 - Analysis of our own style
 - Discussion of selected videos
5. **Recap** the key concepts and summarize the main conclusions

Out-of-class activities

Personal study of the course material, including proposed articles and books.
 Development of a final project in small groups.

STUDENT WORK-TIME SUMMARY

IN-CLASS HOURS

Lectures	Practices	Content presentation	Simulations	Assessment
8	6	10	3	3

OUT-OF-CLASS HOURS

Work about theoretical contents	Work about practical contents	Team working	Self-study
15	25	10	10

ECTS CREDITS: 3 (90 hours)

GRADING AND COURSE RULES

Assessment activities	Grading criteria	Weight
Team work (Change management)	Clarity and quality of solutions proposed for an open case for Organizational change. Sufficiency of the analysis presented for the proposed change, using the concepts studied in the theoretical sessions.	20%
Change management- Exam	Application of these concepts to answer test questions after reading a case	30%
Individual and team work (Leadership)	Class participation and motivation showed by the students when we discuss situations and concepts during the sessions. Proactive attitude and interest will be highly appreciated.	20%
Leadership- Exam	Understanding of the theoretical concepts to answer a test exam.	30%
Course rules		
<p>Class attendance is mandatory according to Article 93 of the General Regulations (Reglamento General) of Comillas Pontifical University and Article 6 of the Academic Rules (Normas Académicas) of the ICAI School of Engineering. Not complying with this requirement may have the following consequences:</p> <ul style="list-style-type: none"> - Students who fail to attend more than 15% of the lectures may be denied the right to take the final exam during the regular assessment period. 		

BIBLIOGRAPHY

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- K. Davis y J. Newstrom, *Organizational Behaviour: Human Behaviour at Work* (2010)
- S. P. Robbins and Timothy A. Judge, *Organizational Behaviour* (2009)
- Stephen R. Covey, *Seven Habits of Highly Effective People* (2004)
- 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)
- Alfons Cornellá, *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)

		IN-CLASS ACTIVITIES			OUT-OF-CLASS ACTIVITIES			
WEEK	H/W	LECTURE & PROBLEM SOLVING	PRACTICES	ASSESSMENT	H/W	SELF-STUDY	OTHER ACTIVITIES	DESCRIPTION
1	2	Personal Change: Leading your professional Career	Discussion about decisions in your professional career Examples of recruiting processes: CV, Interviews.... Video "7 Habits of highly Effective People"	Evaluating individual students in his/her participation and engagement on discussions	6	Define priorities in my career development. CV improvement		Read articles about leading your professional Career Recommended movie "El Método"
2	2	Change Management: Corporate culture vs. Business Strategy	Discussion about Companies and different organizations	Evaluating individual students in his/her participation on teamwork about Change	5	Review and self-study	Create the teams (3 pax) and choose the subject for the "Change" project	Recommended book: <i>Futuro Presente</i>
3	2	Change Management: 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 movie: In Goord Company
4	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	4	Review and self-study	Work with the team on the "Change" Project	Recommended movie: <i>The Company Men</i>
5	2	Change Management: Resilience. Common barriers to change implementation. How to embrace the change		Evaluating individual students in his/her participation on teamwork about Change	7	Review and self-study	Work with the team on the "Change" Project	Recommended book: <i>Sapiens, de Animales a Dioses</i>
6	2	Change Management: Motivation. Building effective teams. Create a common vision and joint objectives	Herzberg exercise about motivation at workplace	Evaluating individual students in his/her participation on teamwork about Change.	7	Exam Preparation	Work with the team on the "Change" Project	Recommended movie: <i>Margin Call</i>
7	2	Change Management Exam. Introduction to Leadership		Mid-Term Exam (1h)	6	Review and self-study		
8	2	Leadership: The role of the leader. Different leadership styles		Evaluating individual students in his/her participation and engagement on discussions	8	Review and self-study		
9	2	Leadership: Leadership and Emotional Intelligence	Video	Evaluating individual students in his/her participation and engagement on discussions	10	Review and self-study		Recommended book: <i>Emotional Intelligence</i> , Daniel Goleman
10	2	Leadership: Create your desire employ environment. Look for your best collaborators.		Evaluating individual students in his/her participation and engagement on discussions	8	Review and self-study		
11	2	Leadership: Coaching and feedback		Evaluating individual students in his/her participation and engagement on discussions	8	Review and self-study		Recommended book: <i>Effective Coaching</i> , Marshall J. Cook
12	2	Leadership: Manage attitudes and Develop skills		Evaluating individual students in his/her participation and engagement on discussions	8	Review and self-study		
13	2	Consolidation of concepts		Final Exam (1h)	8	Exam Preparation		