SUBJECT DETAILS SHEET

Subject details	
Subject	Leadership & Change
Code	E000004351
Degree	Máster Universitario en Administración de Empresas (MBA)
Delivered	Máster Universitario en Administración de Empresas (MBA) [Primer Curso]
Level	Official Postgraduate (Master)
Quarter	Semester
Credits	3,0
Mandatory	Yes
Department	Business Management
Responsible	Antonio Ramírez del Río (aramirez@comillas.edu) - Pablo Collado Collado (pcollado@icade.comillas.edu)
Schedule	To be determined
Tutorial	Cita previa por email
Description	A systems point of view is adopted by seeking a multidisciplinary understanding of leadership as a phenomenon that integrates different aspects of reality such as biology or human behavior among other domains. All these individualistic elements will be integrated within a wider social scope (groups and organizational 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 personal development as leaders. The focus is application to business management but not only. Students will acquire a solid conceptual anchor of praxis and further professional development in their future.

Faculty	

Profesor	
Name	Antonio Eutropio Ramírez del Río
Departament	Business Management
Email	aramirez@comillas.edu

Profesor	
Name	Pablo Collado Collado
Departament / Area	ICADE Business School

Email	pcollado@icade.comillas.edu

SPECIFIC SUBJECT DETAILS

Subject Context

Profile contribution within the degree

Business Management, which is the focus of our degree, plays a critical role in today's life. 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, conform a new context demanding best practices possible when it comes to leadership.

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.

Competencies - Objectives

Competencies

GENERAL

CG05	Exercise of a global mindset applied to listening, negotiation and work in multidisciplinary teams to operate effectively in different roles, and, when appropriate, assume leadership responsibilities in an international organization	
	RA1	Uses dialogue as a means for collaboration and generating good relationships.
	RA2	Listens to other people's opinions and maintains constructive dialogues.
	RA3	Able to be persuasive when interchanging ideas throughout a negotiation process in order to reach agreements.
	RA4	Knows how to debate and use oratory in a professional context.
	RA5	Values potential benefits of conflict as a driver for change and innovation.
	RA6	Transmits ideas effectively with proper arguments.
	RA7	Seeks for the value of other members of the team, enhancing their skills and strengths and making them feel part of the team.
	RA8	Leads the work of the team, organizing and delegating tasks adequately.
CG06	Ethical commitment in the application of moral values to ethical dilemmas and compliance with corporate social responsibility principles.	

	RA1	Ensures human rights and takes a human perspective above any other economic or corporate interest.
	RA2	Copes with dilemmas using a humanitarian approach and being respectful to fundamental rights in a culture of peace and democratic values.
CG09		Capable of autonomous learning in order to continue a self-directed learning path where the student learns to learn those relevant knowledge and cognitive skills that need to be applied professionally within an organizational environment.
	RA1	Search, read, purge, analyse, synthesize and comprehend while applying a critical vison upon the information references, including results of research, general reports and specific reports as well as any other applied materials.
CG10		Show initiative, creativity, and entrepreneurship when applying management techniques to the development and growth of an enterprise.

ESPECÍFICAS		
CE06		Ability to evaluate those aspects that are specific to the general management of a company, as well as the necessary skills for communication, negotiation, and people management in order to carry out the leadership of an enterprise.
	RA1	Applies situational leadership model
	RA2	Applies transformational leadership model
	RA3	Reflects upon new leading models based on emotional and interpersonal competencies
CEO3		Acknowledges and values diversity in the organisation and its impact on group dynamics, values, motivation, conflict management, and communication styles.
	RA1	Knows how to use different labour problems related to diversity in the organization.
	RA2	Understands the importance of our own values and preconceived ideas in the development of our sensitivity towards others.

TOPIC UNITS AND CONTENT

Content – Topic Units
0. The concept of leadership 1. Biology of leadership and emotion 2. General and specific psychological models 3. Social and organisational perspectives

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: LEASDRSHIP AND ETHICS
Ethical leadership within organisations

TEACHING METHODOLOGY

General methodological aspects of the subject matter	
Face-to-face 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.	CG06, CG09, CG10, CE06, CEO3
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.	CG05, CG06, CG09, CG10, CE06, CEO3

Out of classroom teaching methodology: activities	
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.	CG05, CG06, CG09, CG10, CE06, CEO3
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.	CG05, CG09, CE06, CEO3

STUDENT WORKING HOURS SUMMARY

ATTENDENCE HOURS		
32,00		
NON-ATTENDANCE HOURS		
Case studies, exercises and individual and collective analysis	Individual and/or group study and programmed readings	Collaborative learning
16,00	16,00	11,00
CREDITS ECTS: 3,0 (75,00 Hours)		

ASSESSMENT AND GRADING CRITERIA

Grading task	Grading criteria	Weight
Final exam	• Grade is established ranging from 1 to 10 prior to applying corresponding weights • Final grade does not require a minimum result in final exam	45 %
Continuous assessment	• Grade is established ranging from 1 to 10 prior to applying corresponding weights • Final grade does not require a minimum result in final exam	25 %
Group work assessment	• Grade is established ranging from 1 to 10 prior to applying corresponding weights • Final grade does not require a minimum result in final exam	20 %
Active class participation	• Grade is established ranging from 1 to 10 prior to applying corresponding weights • Final grade does not require a minimum result in final exam	10 %

Grades
    • All previous 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 • In case of failing students will have to perform individual work in order to cover all subject topics, showing comprehension and application to intrapersonal, interpersonal and organizational domains • Students with authorized schooling waiver will be assessed according to the first two assessment activities: final exam (45%) and continuous assessment (55%).

BIBLIOGRAFÍA Y RECURSOS

Bibliografía Básica

Goleman, D (1996) Inteligencia Emocional. Ed. Kairós
Goleman, D., Boyatzis, McKee, A. (2009), El líder resonante crea más. Ed. De Bolsillo
Kotter John P., (1990) El factor liderazgo, Ed. Díaz de Santos