FICHA TÉCNICA DE LA ASIGNATURA

Datos de la asignatura	
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]
Nivel	Master
Cuatrimestre	Semestral
Créditos	4,5 ECTS
Carácter	Obligatoria
Departamento / Área	Departamento de Organización Industrial

Datos del profesorado	
Profesor	
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DATOS ESPECÍFICOS DE LA ASIGNATURA

Contextualización de la asignatura
Aportación al perfil profesional de la titulación

With respecto to the Corporate Responsibility, the ethical quality of the 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 about the social and organizational relevance of the ethical dimension of business, and the impact of the CSR on the society at large.

The students must develop the ability to connect Ethics and CSR with the various aspects of the "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 a superior performance in aspects beyond the economic bottom line of the firm. The objectives of the course are:

- Discuss the current business model and broaden the understanding of the smart company and its role in society.

- 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 to decision proposals, 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.

With respect to the 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 properly regulate the cohesion in a work group.
- Resolving conflictive situations within a team that 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.

Prerequisitos

There are no pre-requisites for this course.

Competencias - Objetivos

Competencias

- 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 be able to operate effectively in different tasks and, when appropriate, assume leadership responsibilities in the business organization.
- Ethical commitment in the application of 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, acquiring 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 non-specialized 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 properly regulate the cohesion in a work group.
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

Leadership and Change Management

1. Culture and Strategy inside a Company.
2. Changing processes in a Company.
3. Leadership seminar based in Ignatian Leadership.

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 ⅔ of the final grade while the latter will account for the remaining ⅓.

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.

BIBLIOGRAFÍA Y RECURSOS

Bibliografía Básica

Basic Bibliography for Leadership

Chris Lowney "Heroic Leadership"

Stephen Covey "7 habits of highly Effective People"

Seth Godin "Tribes"

K.Davis y J. Newstrom, "Organizational Behavior: Human Behavior at work "

R. P. Robbins, "Organizacional Behavior"

M.J. Cook, "Effective Coaching"

Daniel Goleman, "Emocional Intelligence"

Thomas S. Khun, " The Structure of Scientific Revolutions"

Notes shared by the lecturers

Bibliografía Complementaria

- CAMACHO LARAÑA, I., FERNÁNDEZ FERNÁNDEZ, J. L., GONZÁLEZ FABRE, R. y MIRALLES MASSANÉS, J., Ética y Responsabilidad Empresarial, Desclée 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.

		IN-CLASS ACTIVITIES			OUT-OF-CLASS ACTIVITIES		
WEEK	H/W	LECTURE & PROBLEM SOLVING	PRACTICES	ASSESSMENT	H/W	SELF-STUDY	OTHER ACTIVITIES
1	3	**Change Management:** Changes in corporations. Paradigms CSR: Business Ethics & CSR (Management systems, definitions, stakeholders, decision makers, presentation structure and ethics in balance scorecards)	Discussion about Companies and different organizations	Evaluating individual students in his/her participation on teamwork about Change	6	Review and self-study	Work with the team on the "Change" Project
2	3	**Change Management:** Corporate culture vs. Business Strategy. Diagnosis to start a change. Theories about how to "do" change Change Management: Changes in corporations. Paradigms CSR: Business Ethics & CSR (Management systems, definitions, stakeholders, decision makers, presentation structure and ethics in balance scorecards)	Mental maps- Practice exercise	Evaluating individual students in his/her participation on teamwork about Change	6	Review and self-study	Work with the team on the "Change" Project
3	3	**Change Management**: The change curve. A Theory of Cognitive Dissonance (L. Festinger) CSR: Perspectives: relative vs. absolute	Discussion about cases of Cognitive Dissonance	Evaluating individual students in his/her participation on teamwork about Change	6	Review and self-study	Work with the team on the "Change" Project
4	3	**Change Management:** Resilience. Common barriers to change implementation. How to embrace the change Change Management: The change curve. A Theory of Cognitive Dissonance (L. Festinger) CSR: Perspectives: relative vs. Absolute		Evaluating individual students in his/her participation on teamwork about Change	6	Review and self-study	Work with the team on the "Change" Project
5	3	**Change Management Exam. Team Work presentations** CSR: Economic and cultural paradigms of our time.		Mid-Term Exam (15 min). Presentations from different teams	6	Exam Preparation	
6	3	**Leadership:** The role of the leader. Ignatian Leaderhip introduction CSR: Foundations of professional ethics	Leadership characteristics. Objectives in life.	Seminar participation	6	Exam Preparation	
7	3	**Leadership:** Values of Leaders CSR: Foundations of professional ethics	My Values exercise	Seminar participation	6	Review and self-study	
8	3	**Leadership:** Self Knowledge CSR: Foundations of professional ethics	Line of life	Seminar participation	6	Review and self-study	
9	3	**Leadership:** Feedback CSR: Consequences of own decisions (being an entrepreneur, bravery	MBTI profile. Feedback exercises	Seminar participation	6	Review and self-study	
10	3	**Leadership:** Decision making. Discernement CSR: Consequences of own decisions (being an entrepreneur, bravery	Visualization	Seminar participation	6	Review and self-study	
11	3	**Leadership:** Different leadership styles. Trust and solidarity CSR: Consequences of own decisions (being an entrepreneur, bravery	Situational Leadership exercise	Seminar participation	6	Review and self-study	
12	3	**Leadership:** Creativity and innovation CSR: Tools and management practices.	Lateral Thinking exercise	Seminar participation	6	Review and self-study	
13	3	**Leadership:** Organization Mission and vision **CSR: Tools and management practices**.	Bank case example	Seminar participation	6	Exam Preparation	
14	3	**Leadership:** Summay CSR: Tools and management practices.	Pharma Case	Presentaion of Leadership team work	6	Exam Preparation	
14	3	**Final Exam**	Exam		6	Exam Preparation	