

**TEACHING GUIDE**

<b>Course Information</b>	
<b>Full name</b>	Leadership and Social Entrepreneurship
<b>Code</b>	0000012201
<b>Degree</b>	<a href="#">Master's Degree in Talent Management / Master in Talent Management from Comillas Pontifical University</a>
<b>Taught in</b>	Master's Degree in Talent Management / Master in Talent Management
<b>Level</b>	Postgraduate Official Master's Degree
<b>Term</b>	Quarterly
<b>Credits</b>	3,0 ECTS
<b>Type</b>	Mandatory
<b>Person in charge</b>	Fernando Díez Ruiz
<b>Office hours</b>	Continuous availability via email

<b>Professor Information</b>	
<b>Professor</b>	
<b>Name</b>	Fernando Díez Ruiz
<b>Department/Area</b>	Advantere
<b>Office</b>	Continuous availability via email
<b>Email</b>	<a href="mailto:f.diez@advantere.org">f.diez@advantere.org</a>

## **SPECIFIC COURSE INFORMATION**

### **Course contextualization**

#### **Contribution to the professional profile of the degree**

Any professional who has a work team needs to develop certain competencies and skills that allow him/her to obtain better performance and greater professional development, both for him/herself and for the people under his/her charge. They also need to have a purpose, a goal to lead the team to.

This module emphasizes leadership and social entrepreneurship skills (essential in people management), so necessary in organizations that are proactively committed to being value generators and, ultimately, to being at the forefront of business transformation in these turbulent times. In line with the professionalizing approach of the master's degree, this module takes on an applied character in order to help students stimulate their individual abilities to lead themselves and others. What kind of leader am I?, opportunities and threats of each leadership style, how to develop the ability to lead others, applications of leadership to the management and development of people, how to become an agent of social transformation, are some of the issues that will be handled throughout the course. Leadership in today's organizations is course to new demands of internationalization and respect for diversity that can be answered from the most essential leadership approaches of Ignatius of Loyola and the tradition of the Society of Jesus..

In short, the ultimate objective of this module is aimed at developing intrapersonal, interpersonal and organizational skills to manage both our behavior and that of the collaborators we manage from respect for oneself, for others and for the common good. This course is taught under the umbrella of the basic knowledge on Organizational Behavior acquired throughout the master's degree and which is specified in courses of an applied nature aimed at forming conceptual, technical and interpersonal skills in the broad domain of People Management.

We focus on leadership with an alignment to social entrepreneurship, seeking a sense of direction for others, for sustainable growth and the impulse of this leadership model whose objective is to promote agents of change for society. A leader who adapts quickly to different environments, overcoming difficulties and seeking the involvement of the team from an ethical and sustainable commitment.

**Competences – Objectives**

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**GENERAL**

<b>CG7</b>	Apply problem solving and decision-making methodologies in the area of talent management.	
	<b>RA7</b>	Address in an autonomous and agile way the need to adapt to different environments, overcoming the difficulties that may be encountered, and finding mechanisms to achieve an optimal and rapid acclimatization.
<b>CG8</b>	Exhibit initiative, creativity and entrepreneurship in the application of talent management strategies and practices	
	<b>RA8</b>	Develop the ability to generate original processes, ideas and projects in talent management through divergent thinking and the application of models and techniques already learned, evaluating and efficiently taking advantage of available resources.

**SPECIFIC**

<b>CE12</b>	Learn and apply the principles that allow the efficient leadership of teams in the field of talent management, based on integrity and ethical commitment	
	<b>RA1</b>	Specify the qualities of a leader of an organization, in order to recognize and apply leadership mechanisms for development of collaborators in any type of context
	<b>RA2</b>	Lead, manage and develop people from an ethical and sustainable commitment
	<b>RA3</b>	Recognize the opportunity to develop social entrepreneurship

## THEMES AND CONTENT

<b>Contents-Themes</b>
<b>Data Analytics Applied to People – People Analytics</b>
<b>People Management Skills - Leadership Today</b>
<ol style="list-style-type: none"> <li>1. The leader as a course. Self-knowledge.</li> <li>2. The managerial function. Communication for social change.</li> <li>3. The group. Conflict. Failure.</li> <li>4. Conflict. Principle and rationale. Interpersonal trust, vulnerability and risk. Common good vs. individual good. Adaptive leadership</li> <li>5. Motivation and spirit of service: motivating to serve a common goal.</li> <li>6. The leader's dilemmas. Adaptive leadership.</li> </ol>
<b>People Management Skills. Leadership</b>
<ol style="list-style-type: none"> <li>1. Leadership and social entrepreneurship, economic integration and social value.</li> <li>2. Leadership for social enterprise.</li> <li>3. Social entrepreneurship: particularities and differences to become an agent of change.</li> <li>4. Leadership in social enterprises: need for change as the enterprise grows. B-Corps.</li> </ol>

## TEACHING METHODOLOGY

### General methodological course aspects

#### Presential Methodology: Activities

Students work cooperatively in pairs or small groups, receive a task, case or course that requires sharing information and resources among members with the purpose of achieving a common goal.

Individual student work and interaction with different didactic methods proposed by the professor. Critical analysis of the readings and creation of their own definitions and solutions to the dilemmas presented in class.

Project-based learning, where the student is the protagonist, taking responsibility and an active part in the teaching-learning process. The autonomous work of students in small groups (5 to 8 members) is promoted, favoring the effective management of conflicts within the group and shared responsibility. The development of competencies takes place through active and cooperative learning. Involvement of students in the design and planning of learning, in decision making and research processes, giving them the opportunity to work relatively autonomously for most of the time, culminating in the realization of a final product presented to others.

#### Non-presential Methodology: Activities

Individual reading of texts of different types (cases, books, magazines, articles, press, Internet publications, reports on practical experiences, etc.) related to the courses of study.

Cooperative work of students who, in pairs or small groups, are given a task that requires sharing information and resources among members in order to achieve a common goal, following the PBL methodology.

## SUMMARY OF STUDENT WORK HOURS

PRESENTIAL HOURS					
Professor Exposition	Student exhibition. Debates and group dynamics	Exercises and problem solving. Elaboration of applied work	Analysis and documentation	Tutorial sessions	Development of real projects for organizations
3,5	12	12,5	0	1	1,5
NON-PRESENTIAL HOURS					
Professor Exposition	Student exhibition. Debates and group dynamics	Exercises and problem solving. Elaboration of applied work	Analysis and documentation	Tutorial sessions	Development of real projects for organizations
0	0	37,5	18	1,5	4,5

ECTS CREDITS: 3,0 (92,00 hours)



**EVALUATION AND GRADING CRITERIA**

Graded Activities	Evaluation Criteria	% of total grade
Proof of individual knowledge	Work adequacy to the objectives set  On time delivery  Goal adequacy and focus  Reached goals  Deadline achievement	25
Collective applied assignments that may or may not be presented publicly	Presentations and defence of projects applied to companies, course projects, resolution of practical cases	55
Active in-class participation by the student.	Quality and timeliness of interventions, predisposition and commitment, initiative, assistance.	20



**Grades****The evaluation criteria of the course are governed by the following regulations:**

1. All students must comply with 100% attendance on the days set for this course. Any absence must be justified.
2. The final grade corresponds to the sum of the graded activities, evaluation criteria and % of total grade described in the Evaluation and Grading Criteria section.
3. Individual and group work must be delivered on time and in the manner planned by the course professor.
4. A final mark below 5 implies the completion of an extraordinary test. The final grade in this exam may not be higher than the median of those passed at the time of set exams.

**The Evaluation Criteria to enroll for a second year**

The student enrolled in the course for the second year must comply with the individual and group tasks set by the course professor. The same evaluation criteria described in the Evaluation and Grading Criteria section will be maintained.

For those circumstances not foreseen in this Teaching Guide, the Advantere School of Management Regulations and the Comillas General Regulations will apply.



## BIBLIOGRAPHIES AND RESOURCES

### Basic Bibliographies

- Alemany, C. (2013) *La comunicación Humana: una ventana abierta*. Desclée de Brouwer.
- Autons, K. (1981). *Práctica de la dinámica de grupos*. Herder.
- Bornstain, D., & Davis, S. (2010). *Social Entrepreneurship. What Everyone Needs To Know*. Oxford University Press.
- Bouckaert, L., & Van Den Heuvel, S.C. (2019). *Servant Leadership, Social Entrepreneurship and the Will to Serve*. Palgrave MacMillan.
- Counts, A. (2021). *Changing the World Without Losing Your Mind, Revised Edition: Leadership Lessons from Three Decades of Social Entrepreneurship*. Rivertowns Books.
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- Maxwell, J. C. (2021). *The 5 levels of leadership (10th Anniversary Edition): Proven steps to maximize your potential*. Center Street.
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- Northouse, P. G. (2019). *Introduction to leadership: Concepts and practice*. Sage Publications.
- Portales, L. (2019). *Social Innovation and Social Entrepreneurship. Fundamentals, Concepts and Tools*. Palgrave MacMillan.
- Robbins, S. & Judge, T. (2022). *Organizational Behavior. 18th edition*. Pearson.
- Sinek, S. (2009). *Start With Why. How Great Leaders Inspire Everyone To Take Action*. Penguin Books, LTD.
- Varney, S. (2021). *Leadership in Complexity and Change. In Leadership in Complexity and Change*. De Gruyter.
- Willink, J., & Babin, L. (2018). *The dichotomy of leadership*. Macmillan Publishers.
- Willink, J. (2020). *Leadership strategy and tactics: Field manual*. Pan Macmillan.

### Additional Bibliographies

- Díez, F. & Atela, P. (2019). Del talento individual al colectivo: el gran desafío para el éxito de las organizaciones en el siglo XXI. *Espacios*, Vol. 40(11), pp. 1-16.
- Muralidharan, E., & Pathak, S. (2018). Sustainability, transformational leadership, and social entrepreneurship. *Sustainability*, 10(2), 567.

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