

## **Leadership, Business and Society**

**Centre:** Barcelona

**Programme:** Business, Design & Innovation

**Course Code:** 07

**Term:** 1 and 2 (Fall and Spring)

**ECTS credits:** 6

**Duration:** 45 hours (3 hours/week)

**Language of instruction:** English

**Instructors:** Maria Antònia Pujol

### **Description**

A practical course on management and leadership skills. The aim of the course is to familiarise students with practical issues within the world of business, looking at the role of leaders and managers within a company and examining themes related to management, leadership, efficiency, organisation, communication and ethics. During the course students will be required to work on their personal skills in order to develop both a personal and a group project.

Course objectives:

- To develop team-building skills and experience their practical application in a group project
- To develop management and leadership skills and their practical application in a personal project
- To learn about topics such as management, leadership, efficiency, organisation, communication and ethics
- To develop analytical skills and creative skills in order to apply them in the projects
- To identify the role of managers and leaders and their impact on society

### **Prerequisites**

None

### **Attendance policy**

Attendance is mandatory for all classes. Any exams, tests, presentations, or other work missed due to student absences can only be rescheduled in cases of certified medical or family emergencies. If a student misses more than three classes in any course half a letter grade will be deducted from the final grade for each additional absence. Seven absences in any course will result in a Fail grade.

## **Learning outcomes**

On completion of the course, students should have a clear understanding of company organisation and their company role as future managers or leaders. Students will also be expected to have developed tools of critical analysis, communication and problem-solving. Students will learn about different models for making changes in their personal lives, and also in an organisation. Moreover, they will develop an insight into project management and different project management models. They are also expected to learn about the main differences between Eastern and Western management styles.

## **Method of presentation**

- The course is divided into thematic blocks and the methodology is interactive. Students will be required to read articles, case studies or books and watch videos, as well as to participate in class activities.
- Lectures and discussions: The lectures will introduce the various models that will be used during the course. Lecture sessions will be used as platforms for provoking open discussion.
- Class participation: The course is highly participative and students will be encouraged to take on different roles in class activities.
- Oral presentations: Students are expected to present the results of their projects with visual support.
- Visiting lecturers: Visiting lecturers will be invited to several of the sessions, with the aim of sharing their experiences and insights with students. Visiting lecturers will be experts or professionals with specific experience in the field of the session concerned.
- Required reading: Books on the required reading list will be the object of analysis and discussion in class and critically analysed in an essay form.

## **Required work and assessment methods**

The final grade will be based on the work that students do throughout the course. This includes a class grade, written activities, a test, a personal project and a group project. There is no final exam. The breakdown is as follows:

- Active participation in class – 20% - Students should be present at all classes in order to provide critical comments on the course materials and participate actively in the discussions. They are strongly encouraged to actively participate in class. This implies arriving on time, completing the reading before each class, and taking part in class discussions.
- Written activities – 30%. Students will be asked to write two essays. Essay 1 will be done in groups of 2 or 3 students whereas Essay 2 will be an individual task.
- Mid-term test – 20%. The mid-term test will be based on required course reading and activities done in class.

- Personal project – 10%. A project that students would like to develop, approached from a personal perspective. The main aim is to develop management skills and apply them in real life situations. This project will be presented in class and it will have to be submitted in written form as well.
- Group project – 20%. The group project will be done in groups of 3 or 4 students, with a mix of nationalities in each group. Details about this project will be given during the semester. This project will also have to be presented at the end of the course.

## **Contents**

- Week 1      **Introduction to developing management behaviour**  
                  **Block 1 – Developing management skills**
- Analysis of leadership skills.
- Week 2      - Management vs. leadership  
                  - Group work: analysis of a leader
- Week 3      **Block 2 – Change management**
- Recognising the need for change
  - Strategy and implementation of change
- Week 4      - Analysis of the book "Who moved my cheese?"  
                  **Presentations "Analysis of a leader"**
- Week 5      **Block 3 – Project management**
- Phase 1: Definition of the project
  - Phase 2: Planning the project
- Week 6      - Phase 3: Development of the project  
                  - Phase 4: Close out
- Week 7      **Block 4 – Western and Eastern management styles**
- Western management styles
  - Eastern management styles
- Week 8      - Group work  
                  **Block 5 – Personal project**
- Personal management, leadership skills

Week 9 - Personal management, leadership skills

**Mid-term test**

Week 10 **Block 6 – People management**

- High-performance teams
- Motivation

Week 11 **Personal project presentations**

Week 12 **Block 7 – Communication management**

- Internal communication
- External communication

Week 13 **Block 8 – Stress management**

- Stress management
- Time management
- Crisis management

Week 14 **Final projects**

Week 15 **Final projects**

**Required reading**

- Johnson, S (1998): Who moved my cheese? Putnam Adult
- Kotter, J (2006): Our Iceberg is Melting. New York: St Martin's Press

**Recommended reading**

- Delong, T. J. (2007): When professionals have to lead. Harvard Business School Press.
- Drucker, P. F (2007): The practice of management. Elsevier
- Carroll, A. (2008): Business and Society: Ethics and Stakeholder Management. USA: Cengage learning.
- Gabarro, John J., and John P. Kotter (2001): "Managing Superiors in Leadership for New Managers" Special Issue on Business Fundamentals. Harvard Business Review.
- Lawrence, A. (2013): Business and Society: Stakeholders, Ethics, Public Policy. McGraw-Hill.
- Vroom V.H. & Deci E.L. (1992): Management and motivation. London: Penguin Books.