

Degree in Business Administration and Management and Business Transformation

Course Title: Leadership Skills for Organizational Transformation

Subject: Professional Development

Credits: 6 ECTS

Program Level: Undergraduate

Mode: On-campus

Year: Second Year

Semester: First Semester

Academic Year: 2026–2027

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2. Course Description

Professional skills are as important as technical skills. For this reason, the course *Professional Development* is designed to explore models, methods, and tools that can be implemented within an organization to leverage intellectual capital for organizational transformation. The objective is to raise awareness and encourage students to begin developing the soft skills necessary to lead individuals and teams—and to lead themselves—throughout their careers.

Specifically, the course covers:

- Self-awareness
- Emotions
- Emotional Intelligence
- Motivation – Inspiration – Empathy – Happiness
- Adaptability and resilience
- The complexity of organizations undergoing transformation
- Mission, Vision, and Values
- Systems Thinking
- Creativity
- Teamwork
- Assertiveness
- Leadership
- Active listening
- Goal planning for organizational development
- Application of Corporate Social Responsibility (CSR) through examples and exercises to ensure a better, more sustainable community and reinforce awareness of its importance

3. Degree-Level Learning Outcomes (RAT)

- Resultados de aprendizaje de la titulación
- **RAT1** – Graduates will be able to recognize the functions of different business or institutional areas, based on theoretical learning about business structures.

- **RAT2** – Graduates will identify moral, ethical, legal, and social responsibilities derived from business practices through theoretical learning of relevant regulations.
- **RAT4** – Students will describe management techniques for business development through various written assessments.
- **RAT7** – Upon graduation, students will be able to identify HR principles and practices through case-based learning.
- **RAT8** – Graduates will be able to describe occupational risk assessment principles and related action plans for implementation in a company.
- **RAT9** – Students will be able to clearly and precisely communicate knowledge and information orally and in writing in Catalan, Spanish, and a third language, particularly English.
- **RAT10** – Students will apply digital technologies as appropriate to their field of study.
- **RAT11** – Upon graduation, students will be able to apply teamwork techniques independently.
- **RAT18** – Students will propose innovative, creative, and entrepreneurial solutions to professional challenges.
- **RAT19** – Students will assess the sustainability and social impact of their proposals with ethical, environmental, and professional responsibility.
- **RAT20** – Students will be able to apply a gender perspective to professional tasks.
- **RAT22** – Upon graduation, students will be able to design work processes to improve organizational efficiency.
- **RAT24** – By the end of the degree, students will be able to plan IT service and system projects across all business areas.

4. Course-Level Learning Outcomes (RAM)

- **RAM1** – The student is able to adequately recognize their own capacities for decision-making in business contexts.
- **RAM2** – The student will be able to rigorously prepare assignments according to the guidelines and submission deadlines outlined in course syllabi.
- **RAM3** – The student will be able to proactively generate initiatives aimed at minimizing and preventing future problems.
- **RAM5** – The student will be able to adapt effectively to changes in ideas or perceptions caused by people or situations in simulated business exercises.

5. Course Content

1. Self-Awareness

- Definition and importance
 - Identifying strengths and areas for improvement
 - Personal values and their impact on decision-making
 - Self-awareness and professional development
 - Techniques for self-assessment
2. Emotions
 - Concept and types of emotions
 - Role and relevance of emotions in personal and professional contexts
 - Basic emotion management strategies
 3. Emotional Intelligence
 - Definition and components (self-awareness, self-regulation, motivation, empathy, social skills)
 - Application in the workplace
 - Techniques for developing emotional intelligence
 - Empathic reception, active listening
 - Adaptability and resilience
 4. Positive Psychology
 - Fundamentals and principles
 - Martin Seligman's Three Paths to Happiness
 - Flow theory
 5. Organizations and Business Ethics
 - Mission, Vision, and Values
 - Strategic objectives
 - Organizational structures
 - Communication in organizations
 - Concept of business ethics
 6. Systems Thinking
 - Definition
 - Applications
 - Benefits
 7. Leadership and Teamwork
 - Definition and leadership styles
 - Key competencies of effective leaders
 - Communication and conflict resolution in teams
 - Group motivation and cohesion
 - Leadership in changing environments
 8. Creativity
 - Concept and types of creativity
 - Factors that enhance or inhibit creativity
 - Innovation and creativity in the workplace
 9. Planning
 - Definition and types (strategic, tactical, operational)
 - Steps in the planning process
 - Importance of planning in business management
 10. Corporate Social Responsibility (CSR)
 - Concept

- CSR dimensions (social, environmental, economic)
- Benefits and challenges of CSR in business
- Examples and case studies of CSR best practices

6. Teaching Methodology

Learning Outcomes	Teaching Methods	Learning Activities
Knowledge	Lecture-based instruction	Faculty-led presentations
	Student Presentations	Student presentations
	Tutoríals	One-on-one support sessions
	Reading-based learning	Reading and análisis of documents
Skills	Project-based learning	Problem-solving exercises
	Audio-visual learning	Analysis of audio-visual materials
	Case-based learning	Information retrieval and processing
Competence	Project work	Report writing & Presentation of reports or assignments

7. Assessment

Assessment Type	Peso
Continuous assessment: exercises, problems, reports, assignments, case studies	40 %
Midterm Exam	20 %
Final Exam	40 %

Attendance regulations require a minimum of 75% attendance..

1. Absences are classified into two categories: justified and unjustified. Justified absences are those that can be supported with official documentation. All other absences are considered unjustified.
2. Supporting documents must be submitted to the teaching staff within a maximum of 7 days and must clearly include the student's personal information, as well as the date and time the student was unable to attend class.

Continuous Assessment

The final grade for the course is calculated based on the weighting of three assessment blocks, each consisting of graded activities:

- A. Midterm Exam: 20%
- B. Exercises, problem-solving, report writing, assignments, presentations: 40%
 1. Four individual graded activities: 5% each
 2. One group report or assignment: 10%
 3. One group presentation: 10%
- C. Final Exam: 40%

These three components will only be weighted if the final exam grade is at least 4.0 out of 10. If the final exam grade is lower than 4.0, the student cannot pass the course.

If the student fails the course and their final exam grade is below 5.0, they are entitled to a make-up exam. If the weighted average of the activities in section B is also below 5.0, these may also be made up. Once the required components are recovered, the final grade will be recalculated according to the criteria above.

Students who do not complete graded activities totaling more than 50% of the overall grade will receive a final course grade of "Not Submitted."

Single Assessment Option

The single assessment consists of one final exam, which accounts for 100% of the course grade. The exam—and therefore the course—is passed with a minimum score of 5 out of 10 on this final assessment. If the student receives a grade below 5.0, they are entitled to a make-up exam.

To opt for the single assessment, students must submit a written request to the program coordinator within the first 15 working days of the course.

The regulations establish a mandatory attendance requirement of 75%.

Regular attendance at in-person teaching activities is a fundamental academic requirement for the proper acquisition of the course competencies and learning outcomes. Accordingly, students must attend at least **75% of all scheduled sessions**.

Failure to meet this minimum attendance requirement will result in the loss of the right to sit the final examination for the course. Consequently, the student will receive a failing grade, with no possibility of accessing reassessment procedures or second-chance examinations, in accordance with the University's current academic regulations.

1. Absences are divided into two categories: **excused** and **unexcused**. Excused absences are those that can be supported by appropriate documentation. All other absences will be considered unexcused.
2. Supporting documentation for excused absences must be submitted to the teaching staff within a maximum of **7 days** and must clearly include the student's personal details, as well as the date and time period during which attendance in class was prevented.

8. Bibliography

Goleman, D. (2006). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam Books.

Sinek, S. (2009). *Start with Why: How Great Leaders Inspire Everyone to Take Action*. Portfolio.

Yukl, G. (2012). *Leadership in Organizations* (8th ed.). Pearson.