Universidad Europea

1. OVERVIEW

Subject Area	Entrepreneurial Leadership
Degree	Bachelor's Degree in Business Analytics
School/Faculty	Social and Communication Sciences
Ac. Year	Fourth
ECTS	6
Type	Compulsory
Language(s)	Spanish/English
Delivery Mode	On campus
Semester	Two (8th)
Academic Year	2025-26
Coordinating professor	Moisés Ruiz

2. INTRODUCTION

As part of this subject, students will develop a clear understanding of leadership and the various forms it takes. They will also be able to identify the most common leadership style in every applicable situation and the form adopted by the leaders of their environment or setting. Moreover, they will be able to clearly recognise the traits of entrepreneurs, identify the opportunities and challenges they face, and understand entrepreneurship-based business models. They will also undertake a series of theoretical and practical exercises to explore other fundamental skills of entrepreneurial leaders such as: proactivity, diversity management, knowledge management, conflict management and negotiation; they will also be taught how to manage complex organisations in a globalised world.

As a way of inspiring students, the subject will be introduced to models of entrepreneurial leaders and entrepreneurship-based business models. This subject may serve to stimulate the budding entrepreneurial spirit of our students and urge those, who are willing, to act on these entrepreneurial impulses.

3. SKILLS AND LEARNING OUTCOMES

Key skills (CB, by the acronym in Spanish):

- CB5 - Students will develop the learning capacity required to undertake subsequent study with a high degree of autonomy.

Cross-curricular skills (CT, by the acronym in Spanish):

- CT1 - Ethical values: Ability to think and act in line with universal principles based on the value of a person, contributing to their development and involving commitment to certain social values.
- CT3 - Teamwork: Ability to integrate and collaborate actively with other people, areas and/or organizations to reach common goals.
- CT7 - Leadership: Be able to direct, motivate and guide others by identifying their skills and abilities, in order to effectively manage their development and common interests.

Specific skills (CE, by the acronym in Spanish):

- CE11 - Ability to assess and apply principles of social responsibility across the business, particularly with a view to promoting environmental management, while acting in line with current legislation and taking advantage to reinforce brand image and enhance productivity.
- CE12 - Ability to communicate and negotiate effectively in the professional field of business administration.
- CE30 - Ability to work and thrive in multidisciplinary and multicultural teams, while processing information from various sources to achieve the best possible result.

Learning outcomes (RA, by the acronym in Spanish):

- **RA:1** Assume an appropriate leadership style for each situation.
- **RA:2** Show critical and reflective thinking skills.
- **RA:3** Understand working group dynamics and the way in which these are managed effectively.
- **RA:4** Recognise abilities and skills in others to manage their development.
- **RA:5** Take on and carry out activities or tasks that give rise to new opportunities.
- **RA:6** Turn ideas into actions, taking risks and overcoming obstacles.
- **RA:7** Propose new ideas or look for solutions and put them into practice.
- **RA:8** Apply skills to develop a business idea or concept.
- **RA:9** Be aware of behavioural standards and expectations in the context of other cultures.
- **RA:10** Identify the cultural complexity of globalised organisations and institutions and analyse good practice.
- **RA:11** Assess cultural differences, accepting different ways of doing things.

The following table shows how the skills developed in the course match up with the intended learning outcomes:

Skills	Learning outcomes
CB5, CT1, CT3, CT7, CE11, CE12, CE30	**R.1** Take on a leadership style which is suitable for each situation.
CB5, CT1, CT3,	**R.2** Demonstrate critical and reflexive thinking skills.
CT3, CT7, CE12, CE30	**R.3** Understand working group dynamics and the way in which these are managed effectively.
CT1, CT3, CE12	**R.4** Recognise abilities and skills in others to manage their development.

CB5, CT3, CT7, CE11, CE12, CE30	**R.5** Take on and carry out activities or tasks that give rise to new opportunities.
CB5, CT3, CT7, CE11, CE12, CE30	**R.6** Turn ideas into actions, taking risks and overcoming obstacles.
CT7, CE11, CE12, CE30	**R.7** Propose new ideas or look for solutions and put them into practice.
CT3, CE11, CE12	**R.8** Apply skills to develop a business idea or concept.
CT1, CT3, CT7, CE11, CE30	**R.9** Be aware of behavioural standards and expectations in the context of other cultures.
CT1, CT3, CT7, CE11, CE12, CE30	**R.10** Identify the cultural complexity of globalised organisations and institutions and analyse good practice.
CB5, CT1, CT3, CT7, CE11, CE12, CE30	**R.11** Assess cultural differences, accepting different ways of doing things.

4. CONTENTS

The content is structured as follows:

Unit 1. Universal Leadership
- 1.1. Introduction to the Concept
- 1.2. Core Principles of Leadership
- 1.3. Leadership Types
- 1.4. Models

Unit 2. Leadership Styles

- 2.1. Situational Leadership
- 2.2. Transformational Vision
- 2.3. Risk, Change and Novelty
- 2.4. Leader's Communication

Unit 3. Entrepreneurship and Leadership

- 3.1. Personal Brand
- 3.2. Rules for Entrepreneurs
- 3.3. Proactivity in Entrepreneurship
- 3.4. Ideas and Entrepreneurial Leaders

Unit 4. Complexity of Organisations

- 4.1. Diversity Management.
- 4.2. Knowledge Management.

- 4.3. Conflict Management and Negotiation.
- 4.4 General Complexity in Organisations

According to the standards of academic quality, this subject's **essential content** includes:

- Keys to leadership.
- Integration of identification and selection (of specialised searches) for evidence-based decision-making.
- Proactive thinking and entrepreneurial spirit.
- Complex organisations: balance between domestic and global.

The **essential content** is interrelated with the **knowledge units** as follows:

Essential content	Knowledge units
Keys to leadership	**Unit 1**. Universal Leadership **Unit 2**. Leadership Styles
Integration of identification and selection (of specialised searches) for evidence-based decision-making	**Unit 2**. Leadership Styles **Unit 3**. Entrepreneurship and Leadership **Unit 4**. Complexity of Organisations
Proactive thinking and entrepreneurial spirit	**Unit 3**. Entrepreneurship and Leadership
Complex organisations: balance between domestic and global	**Unit 4**. Complexity of Organisations

5. TEACHING/LEARNING METHODS

The types of teaching/learning methods are as follows:

- Lecture/online conference.
- Case studies.

6. LEARNING ACTIVITIES

The types of learning activities, plus the amount of time spent on each activity, are as follows:

Learning activity	Number of hours
Tutorials	10
Lectures	20
Asynchronous lectures	8
Debates and discussions	15
Case study analysis	25
Problem-solving	15
Written reports and essays	7
Independent assignment	50
TOTAL	150

7. ASSESSMENT

The assessment methods, plus their weighting in the final grade for the course, are as follows:

Assessment system	Weighting
Oral presentations	10%
Case study/problem to promote inclusion	50%
Learning portfolio	40%

On the Virtual Campus, when you open the subject area, you can see all the details of your assessment activities, including the deadlines and assessment procedures for each activity.

7.1. Ordinary exam period

To pass the course in the ordinary exam period, you must obtain a final grade of 5.0 or higher out of 10.0 (weighted average) for the course.
If an exam is held (at the Professor's discretion), it will be a multiple-choice test and will be included in the "Learning Folder" section with a maximum weight of 40%. If the Professor decides to conduct such a test, obtaining a score of 5.0 or higher in this exam will be a mandatory requirement to pass the course, so that it can be averaged with the rest of the activities.

If no exam is held (at the Professor's discretion), the general requirement will apply, meaning that to pass the course, you must obtain a final grade of 5.0 or higher out of 10.0 (weighted average) for the course.

7.2. Extraordinary exam period (resits)

To pass in the extraordinary exam period, you must obtain a final grade of 5.0 or higher out of 10.0 (weighted average) for the course.

If an exam is held (at the Professor's discretion), it will be a multiple-choice test and will be included in the "Learning Folder" section with a maximum weight of 40%. If the Professor decides to conduct such a test, obtaining a score of 5.0 or higher in this exam will be a mandatory requirement to pass the course, so that it can be averaged with the rest of the activities.

If no exam is held (at the Professor's discretion), the general requirement will apply, meaning that to pass the course, you must obtain a final grade of 5.0 or higher out of 10.0 (weighted average) for the course.

Activities not passed in the regular call must be submitted after receiving the corrections from the teacher or any that were not submitted.

8. TIMELINE

The timeline with delivery dates of assessable activities in the subject area is indicated in this section:

Assessable activities	Date

The timeline may be subject to modifications for logistical reasons of the activities. Students will be informed of any changes in due time and course.

9. BIBLIOGRAPHY

Bibliography on leadership:

- Almagro, J.J. (2005). Érase una vez jefes, jefecillos y jefazos. Pearson - Prentice Hall Carlin, J. (2008). La sonrisa de Mandela. Barcelona: Debate.
- Cialdini, R. (2007). Influence: The Psychology of Persuasion. New York: Harpercollins.
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- Izquierdo, J. L. (2015). Superpoderes del éxito para gente normal. Barcelona: Alienta.
- Marina, J. A. (2002). La inteligencia fracasada. Barcelona: Anagrama.

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- Zenger, J., Folkman, J., y Edinger, S. K. (2009). Liderazgo inspirador. Barcelona: Profit.

Bibliography on entrepreneurship:

- Alcaide, F. (2020). Aprendiendo de los mejores. Barcelona: Alienta.
- Blank, S. (2016). El manual del emprendedor: la guía paso a paso para crear una gran empresa. Barcelona: Ediciones Gestión 2000.
- Covey, S. (2015). Los 7 hábitos de la gente altamente efectiva. Barcelona: Planeta.
- Osterwalder, A., Pigneur, Y. (2011). Generación de modelos de negocio. Barcelona: Deusto S.A. Ediciones.

10. EDUCATIONAL GUIDANCE AND DIVERSITY UNIT

The Educational Guidance and Diversity Unit (ODI in Spanish) offers support throughout your time at university to help you with your academic achievement. Other cornerstones of our educational policy are the inclusion of students with special educational needs, universal access in all our university campuses and equal opportunities.

This ODI unit offers students:

1. Support and monitoring through counselling and personalised student plans for those who need to improve their academic performance.

2. Curricular adaptations to uphold diversity, with assistance for those students who require specific educational support, leading to equal opportunities without significant changes to methodology or evaluation.

3. We offer students a range of extracurricular educational resources to reinforce skills which will enhance their personal and professional development.

4. Career guidance by giving tools and advice to any students who have doubts about their career or think that they have chosen the wrong degree.

Students who need educational support can contact us at:

 orientacioneducativa@universidadeuropea.es

11. SATISFACTION SURVEYS

Your opinion matters!

Universidad Europea encourages you to complete our satisfaction surveys to identify strengths and areas for improvement for staff, degree courses and the learning process.

These surveys will be available in the surveys area of your virtual campus or by email.

Your opinion is essential to improve the quality of the degree.

Many thanks for taking part.