

GENERAL INFORMATION

Course Information	
Name	Management Skills
Code	
Degree	Master in the Electric Power Industry (MEPI)
Year	
Semester	2nd (Spring)
ECTS credits	2 ECTS
Type	Elective
Department	
Area	
Instructors	Cristina Domínguez

Instructor	
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DETAILED INFORMATION

Contextualization of the course
<p>Contribution to the professional profile of the degree</p> <p>Management skills will equip students with the skills and knowledge to manage people and teams professionally. Companies and organizations are changing very fast and need people to lead all these changes, establishing a positive work environment.</p> <p>At the end of the course, students will be able to:</p> <ul style="list-style-type: none"> • Discuss the importance of planning your career. Describe the experiences, skills, and knowledge that facilitate fulfilling career visions and goals. • Understand the essential management and leadership theory and apply both subsequently in professional life. • Manage people effectively in your teams to develop them to their peaks. To know the importance of helping employees & organizations understand the impact of their contributions. • Learn how to develop employees at varying performance levels. Know how to deal with extreme performance situations to seek to be the best team. • Know the importance of clear feedback and the power of coaching.

Prerequisites

No previous management experience is required. However, students should be prepared to:

- explore course themes via reflective learning
- express themselves concisely and effectively both orally and in writing
- give and receive constructive, developmental feedback in group work.
- Participate actively and supportively of their classmates over the course, both in class and outside it.

Competences and Learning Outcomes

GENERAL Competences

The general objective of this course is for the student to develop the values, approach, and interpersonal skills necessary for the management of people and communication in the workplace.

CG05. Being able to transmit in a clear and unambiguous manner, to specialist and non-specialist audiences results from scientific and technological research or state-of-the-art innovation, as well as the most relevant foundations that support them.

SPECIFIC Competences

CE20. Being able to develop communication skills and to know leadership theories to apply them in the work environment.

Learning outcomes

RA1. To have communication skills to tailor to different situations and the audience, to create an impact.

RA2. Manage people effectively in your teams to develop them to their peaks. To know the importance of helping employees & organization understand the impact of their contributions

RA3. To have skills to manage professional situation in international situations.

CONTENTS

CLASS 1: Introduction and Personal Change

- 1.1 Course Presentation
- 1.2 Leading yourself
- 1.3 Planning your professional career. Updating your development plan
- 1.4 Recruiting and selection processes. Tips for interviews

CLASS 2: Self- Management

- 2.1 Self-Knowledge: Your branding
- 2.2 MBTI profile
- 2.3 Effective presentations

CLASS 3: Motivation and Leadership position
3.1 Analysis of management talent 3.2 Different motivation theories. My motivations 3.3 Leader of talent
CLASS 4: Influence and Leadership Style
4.1 Influence 4.2 Influencing skills 4.3 Analysis of different leadership styles 4.4 How to adapt your style to different situations
CLASS 5: Team Management
5.1 Team Management 5.2 Building effective team. Vision and joint objectives 5.3 Drivers to create an inspiring place to work 5.4 Leading a change
CLASS 6: Feedback
6.1 Feedback 6.2 How to manage high and low performers
CLASS 7: Coaching
7.1 Coaching definition 7.2 Build TRUST 7.3 GROW questions
CLASS 8: High Performance Organizations
8.1 Culture versus Strategy 8.2 OGSM: Example of Strategic Planning 8.3 High Performance Organizations 8.4 Influence of behaviour in results
CLASS 9: Test and Students Presentations
9.1 Test 9.2 Students Presentations
CLASS 10: Students Presentations
10.1 Students Presentations

TEACHING METHODOLOGY

General methodological aspects

In-class activities

The best way of gaining a full understanding of this subject consists of showing and having real experiences on this topic.

The methodology used will be:

1. **Introduction** of fundamental concepts
2. **Exposition of the concepts**, going through experienced examples to support the explanation
3. **Practical recommendations**. Active participation will be encouraged by raising open questions to foster discussion
4. **Illustration of the concepts through:**
 - Analysis of real cases or companies
 - Making decisions about fictitious situations exposed ad hoc
 - Analysis of our own style. Role-plays
 - Discussion of selected videos
5. **Recap** the key concepts and summarize the main conclusions

Out-of-class activities

Personal study of the course material, including proposed articles and books.
Development of a final presentation in small groups.

STUDENT WORK-TIME SUMMARY

IN-CLASS HOURS

Lectures	Practices	Content presentation		Assessment
20 hours				

OUT-OF-CLASS HOURS

Self-Study	Learning Diary	Team working	Final Presentation
40 hours			
ECTS CREDITS:			2 (60 hours)

GRADING AND COURSE RULES

Assessment activities	Grading criteria	Weight
Elevator Pitch	<ul style="list-style-type: none"> Understanding of the theoretical concepts Application of these concepts to problem-solving 	20%
Final Exam	<ul style="list-style-type: none"> Understanding of the theoretical concepts. Application of these concepts to problem-solving 	30%
Class participation	<ul style="list-style-type: none"> Motivation showed by the students when we discuss situations and concepts during the sessions Proactive attitude and interest 	10%
Final Presentations	<ul style="list-style-type: none"> Problem Analysis Demonstration of reflective learning Quality of the proposed solution Teamwork Oral presentation skills 	40%
Course rules		
<p>Class attendance is mandatory according to Article 93 of the General Regulations (Reglamento General) of Comillas Pontifical University and Article 6 of the Academic Rules (Normas Académicas) of the ICAI School of Engineering. Not complying with this requirement may have the following consequences:</p> <ul style="list-style-type: none"> - Students who fail to attend more than 15% of the lectures may be denied the right to take the final exam during the regular assessment period. - Students who commit an irregularity in any graded activity will receive a mark of zero in the activity and disciplinary procedure will follow (cf. Article 168 of the General Regulations (Reglamento General) of Comillas Pontifical University). 		
AI rules		
<p>AI may be used for documentation, study, and presentation of final Management Skill work, under the following conditions:</p> <ul style="list-style-type: none"> • AI may be used for pre-task activities such as brainstorming, description, and initial research. This level focuses on the use of AI for planning, summarizing, and generating ideas, but assessments should emphasize the ability to develop and refine these ideas independently. • AI can be used to help complete the task, including idea generation, writing, feedback, and evaluation. Students should critically evaluate and modify the results suggested by AI, demonstrating their understanding. In any case, the use of AI must be cited and the sources independently verified by the student. <p>The use of AI is also not permitted in the exam tests.</p>		

BIBLIOGRAPHY

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COURSE
2025-2026

IN-CLASS ACTIVITIES				OUT-OF-CLASS ACTIVITIES			
WEEK	H/W	LECTURE & PROBLEM SOLVING	PRACTICES	H/W	SELF-STUDY	OTHER ACTIVITIES	DESCRIPTION
1	2	Introduction to Management Skills (30') Syllabus presentation Personal Change (1h 30') Leading your professional Career	Presentation. Expectations from the subject Video "7 Habits of highly Effective People" Discussion about 2 Main QUESTIONS for Learning Diary Examples of recruiting processes: CV, Interviews,....	4	Define priorities in my career development. CV improvement	Start preparing Elevator Pitch 1 MBTI questionnaire	Read articles about leading your professional Career Recommended movie "El Método"
2	2	Self- Management Self Knowledge: Your branding MBTI profile Effective presentations	Share strengths and opportunities Review MBTI questionnaire results VIDEO Captcha; Presentations	4	Review and self-study	Our motivation TEST	Recommended book: <i>Heroic Leadership: Best Practices from a 450-year-old Company that Changed the world</i> Chris Lowney
3	2	Motivation Theories about Motivation My Motivation Leader of talent	Share experiences about bosses Exercise Theroy X and Y VIDEO Pygmalion	4	Review and self-study	Upload Elevator Pitch 1	Recommended book: <i>Emotional Intelligence</i> , Daniel Goleman
4	2	Influence Influencing skills Analysis of different leadership styles How to adapt your style to different situations	Review Motivation Test results Playing 4 cards. VIDEO Ocean's Eleven DISC test 6 situations- different styles	4	Review and self-study	Start preparing Elevator Pitch 2	Recommended movie: Ocean's Eleven Recommended paper: Seven transformations of leadership by David Rooke and William R. Torbert
5	2	Team Management Building effective team. Vision and joint objectives Drivers to create an inspiring place to work Leading a change	Your leadership style test Analyse cases: different leadership style affects the work environment Exercise Leadership styles	4	Review and self-study		Recommended book: <i>Our Iceberg is melting</i> John Kotter
6	2	Feedback	Capival Case exercise (recap from last class) Exercise of feedback	4	Review and self-study	Upload Elevator Pitch 2	
7	2	Coaching and lead change	Coaching role play (Depends on timings) Build TRUST exercise	4	Review and self-study	Start preparing Final Presentation	
8	2	High Performance Organizations: Culture versus Strategy OGSM: Example of Strategic Planning High Performance Organizations Influence of behaviour in results	Examples of Strategic Planning in your professional experiences. Share experiences of High Performance Teams in your lifes Video: The Art of possibility	4	Exam Preparation		
9	2	Test (30') Students Presentations	Student Presentations	4	Prepare presentation	Upload Final Presentation	
10	2	Students Presentations	Student Presentations	4			