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	
Name	**Cristina Domínguez**
Department	**Industrial Management**
Area	
Office	**IBS c/Rey Francisco,4**
e-mail	**cdominguez@comillas.edu**
Office hours	**Arrange an appointment by email**

DETAILED INFORMATION

Contextualization of the course
Contribution to the professional profile of the degree

Management skills will equip students with skills and knowledge to manage people and teams in the professional environment. Today companies and organizations are changing very fast and need people to lead all these changes, establishing a positive work environment.

At the end of the course, students will be able to:

- Discuss the importance of planning your own career. Describe the experiences, skills and knowledge that facilitate fulfilling career visions and goals.

- A grasp of essential management and leadership theory, to be able to 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 & organization 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

- Know and apply basic concepts of negotiation

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 groupwork.
- 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 management of people and communication in the workplace.

CB5.   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

CG7.   Being able to take responsibility for their own professional development and their specialization in one or more fields of study.

CG3.   Lead, plan and engage multidisciplinary teams.

Learning outcomes

RA1.   Identify situations in the professional environment that can lead to changes and learn how to control their impact

RA3.   Develop an action plan to minimize the risks in unforeseen situations.

RA4.   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

RA5.   Learn how to develop employees at varying performance levels. Know how to deal with extreme performance situations to seek to be the best team.

RA6.   Solve people conflicts within your team. Guidance for handling crisis to minimize impact.

RA7.   Know and apply basic concepts of negotiation.

RA8.   Diagnosis and design of simple organizations.

ESCUELA TÉCNICA SUPERIOR DE INGENIERÍA

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 and Coaching
6.1 Feedback
6.2 Coaching
6.3 How to manage high and low performers
CLASS 7: Negotiating Skills
7.1 Win-lose or Win-win
7.2 Assertiveness
7.3 Negotiating change
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:**
   o Analysis of real cases or companies
   o Making decisions about fictitious situations exposed ad hoc
   o Analysis of our own style. Role-plays
   o 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**
6	6	4		4
OUT-OF-CLASS HOURS				
Self-Study	**Learning Diary**	**Team working**		**Final Presentation**
24	6	4		6
			ECTS CREDITS:	**2 (60 hours)**

GRADING AND COURSE RULES

Assessment activities	Grading criteria	Weight
Learning Diaries	- Understanding of the theoretical concepts - Application of these concepts to problem-solving	20%
Final Exam	- Understanding of the theoretical concepts. - Application of these concepts to problem-solving	30%
Class participation	- Motivation showed by the students when we discuss situations and concepts during the sessions - Proactive attitude and interest	10%
Final Presentations	- Problem Analysis - Demonstration of reflective learning - Quality of the proposed solution - Teamwork - Oral presentation skills	40%

Course rules
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: - 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).

BIBLIOGRAPHY

BIBLIOGRAPHY
Adair, J *Effective Leadership*, new revised edition, Pan Books (2009)
Adair, J *Effective Communication*, new revised edition, Pan Books (2009)
Adair, J *Effective Time Management*, new revised edition, Pan Books (2009)
Arredondo, L *Communicate Effectively*, McGraw-Hill (2007)
Belbin, RM *Management Teams: Why they succeed or fail*, 3rd edition, Routledge (2010)
Camp, J *Start with No*, Crown Business, (2002)
Campbell, B *English for Business,* Cengage Learning EMEA, (2006)
Deal, TE and Kennedy, AA *Corporate Cultures: The Rites and Rituals of Corporate Life,* Basic Books (2000)
Fisher, R and Ury , W *Getting to Yes*, Random House (1997)
Handy, C *Understanding Organisations*, 4th edition, Penguin, London (1993)
Hazeldine, S *Bare Knuckle Negotiating*, Bookshaker (2011)
Hofstede, G *Culture's Consequences* (*Abridged edition),* Sage Publications, Newbury Park, California (1984)
Hofstede, G *Cultures and Organisations*, 3rd edition McGraw-Hill Professional (2010)
Jacques, E "In Praise of Hierarchy", *Harvard Business Review* (1990)
Janis, IJ *Victims of Groupthink*, Houghton Mifflin / APA (1972)
Lewis, RD *When Cultures Collide*, 3rd edition, Nicholas Brealey Publishing (2005)
Maslow, A *A Theory of Human Motivation*, Wilder Publications (2013)
McGregor, D *Motivation and Leadership*, MIT Press (1966)
Mintzberg, H *Mintzberg on Management*, Simon & Schuster (2007)
Mullins, L *Management and Organisational Behaviour*, 10th edition, Pearson (2013)
Nierenberg, J and Ross, I *The Secrets of Successful Negotiating*, Duncan Baird Publishers (2003)
Patton, B and Stone, D *Difficult Conversations*, Viking (2011)
Peter, O *Meeting Resolutions,* CreateSpace Independent Publishing (2014)
Peters, T *Re-Imagine!*, Dorling Kindersley (2003)
Pugh, DS and Hickson, DJ *Writers on Organisations*, 6th edition, Penguin, London (2007)
Reynolds, S and Valentine, D *Guide to Cross-Cultural Communication*, Prentice-Hall (2010)
Schein, EH, *Organizational Culture and Leadership*, 3rd edition, Jossey-Bass (2004)
Stewart, R *Choices for the Manager*, Prentice-Hall (1982)
Stewart, R *The Reality of Management*, Routledge (2012)
Tannenbaum, R and Schmidt, W "How to choose a leadership pattern", *Harvard Business Review*, March-April (1958)
Thomson, N *Effective Communication: A Guide for the People Professions*, 2nd edition, Palgrave Macmillan (2011)
Tracy, B *Eat That Frog!*, Hodder Paperbacks (2013)
Trompenaars, F and Hampden-Turner, C *Riding the Waves of Culture: Understanding Cultural Diversity in Business,* 3rd edition, Nicholas Brealey (2012)
Tuckman, BW "Developmental sequences in small groups", *Psychological Bulletin,* Vol 63, No. 6, pp 384-99 (1965)
Ury, W *Getting Past No*, Cornerstone Digital, (2014)
Utley, D *The Culture Pack: Intercultural Communication resources for Trainers,* Cambridge University Press (2004)

WEEK	H/W	IN-CLASS ACTIVITIES		H/W	OUT-OF-CLASS ACTIVITIES		
		LECTURE & PROBLEM SOLVING	PRACTICES		SELF-STUDY	OTHER ACTIVITIES	DESCRIPTION
1	2	**Introduction to Management Skills (30')** Syllabus presentation **Personal Change (1h 30')** Leading your professional Career	Expectations from the subject Discussion about decisions in your professional career Video "7 Habits of highly Effective People" Examples of recruting processes: CV, Interviews,…	4	Define priorities in my career development. CV improvement	Start preparing Learning Diary 1	Read articles about leading your professional Career Recommended movie "El Método"
2	2	**Self- Management** Self Knowledge: Your branding MBTI profile Effective presentations	Share strenghs and opportunities MBTI questionaire	4	Review and self-study		Recommended book: *Heroic Leadership: Best Practices from a 450-year-old Company that Changed the world* Chris Lowney
3	2	**Motivation** Theories about Motivation My Motivation Leader of talent	Share experiences abou bosses Exercise Theory XY Test our motivation	4	Review and self-study	Upload Learning diary 1	Recommended book: *Emotional Intelligence* , Daniel Goleman
4	2	**Influence** Influencing skills Analysis of different leadership styles How to adapt your style to different situations	Playing 4 cards. Ocean's Eleven DISC test Your leadership style test	4	Review and self-study	Start preparing Learning Diary 2	Recommended movie: Ocean´s Eleven Recomended 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	Analyse cases: different leadership style affects the work environment	4	Review and self-study		Recommended book: *Our Iceberg is melting* John Kotter
6	2	**Feedback Coaching** How to manage high and low performers	Exercise of feedback Coaching role play	4	Review and self-study	Upload Learning diary 2	
7	2	**Negotiating Skills** Win-lose or Win-win Assertiveness Negotiating change	Practice different negotiation situations Saying NO examples	4	Review and self-study		Recommended book: *Getting to Yes,* Fisher, R and Ury
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.	4	Exam Preparation	Start preparing Learning Diary 3	
9	2	**Test (30')** **Students Presentations**	Student Presentations	4	Prepare presentation		