

## Course guide

### 310513 - 310513 - Management Skills

**Last modified:** 11/12/2023

**Unit in charge:** Barcelona School of Building Construction  
**Teaching unit:** 732 - OE - Department of Management.

**Degree:** MASTER'S DEGREE IN BUILDING CONSTRUCTION MANAGEMENT (Syllabus 2015). (Optional subject).

**Academic year:** 2023    **ECTS Credits:** 5.0    **Languages:** Spanish

#### LECTURER

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**Coordinating lecturer:** Estrella Nieto

**Others:** Estrella Nieto

#### PRIOR SKILLS

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This subject has as objective to provide the students with tools which favour the development of their managerial potential and their leadership ability. This includes to insist in managerial abilities of motivation and communication, management of conflicts and organisation and management of work groups. Learning and appreciation of the teamwork, understanding. Introduction to the leadership. Interpersonal communication. Motivation and negotiation. Management of teams.

#### DEGREE COMPETENCES TO WHICH THE SUBJECT CONTRIBUTES

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##### Specific:

CE02MUGE. Apply information systems in the company.

CE05MUGE. Implement management models of resources in companies in the sector of construction

CE16MUGE. Integrate acquired competences in the building management field, for carrying out the final master project

CE03MUGE. Manage strategic and infrastructure planning and programming and apply to the management, planning and control of operations.

CE12MUGE. Apply management models suitable for edification processes

CE07MUGE. Identify strategic management models used in companies in the building sector

CE01MUGE. Apply techniques of resource planning analysis in building businesses.

CE04MUGE. Apply audit techniques to construction processes, in the areas of quality, safety and environment.

##### Generical:

CG1MUGE. Apply the acquired knowledge in solving complex problems in any sector of the building management.

CG4MUGE. Analyse, evaluate and synthesise critically, the information to propose solutions or alternatives to situations arising from building management processes.

CG3MUGE. Develop a research Project in the field of Building management.

##### Transversal:

01 EIN. ENTREPRENEURSHIP AND INNOVATION: Knowing about and understanding how businesses are run and the sciences that govern their activity. Having the ability to understand labor laws and how planning, industrial and marketing strategies, quality and profits relate to each other.

05 TEQ. TEAMWORK. Being able to work as a team player, either as a member or as a leader. Contributing to projects pragmatically and responsibly, by reaching commitments in accordance to the resources that are available.

02 SCS. SUSTAINABILITY AND SOCIAL COMMITMENT. Being aware of and understanding the complexity of social and economic phenomena that characterize the welfare society. Having the ability to relate welfare to globalization and sustainability. Being able to make a balanced use of techniques, technology, the economy and sustainability.

**Basic:**

CB6. Possess and understand knowledge which provide a basis or opportunity to be original in the development and/or application of ideas, usually in a context of research.

CB8. The students must be able to integrate knowledges and front to the complexity to formulate opinions from an information which, being incomplete or limited, includes reflections about the social and ethical responsibilities linked to the application of their knowledges and opinions.

CB10. The students must possess the learning abilities which allow them to continue studying in a way which should be to a large extent self-directed and autonomous.

CB7. The students must be able to apply the acquired knowledges and their ability of resolution of problems in new or little known environments inside more wide environments (or multidisciplinary) related with their study field.

CB9. The students must be able to communicate their conclusions and the knowledges and ultimate reasons which support to specialised and non-specialised audiences in a clear mode and without ambiguities.

**TEACHING METHODOLOGY**

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MD1 Participative expository class: it is organized around the teacher's exposition and student participation around questions and topics for reflection, many times suggested by the teacher.

MD2 Master class: knowledge is presented by the teaching staff through master classes or by external persons through invited lectures.

MD4 Mentoring and questions: guidance of the work of the student.

MD5 Tests: Fulfilment of activities of individual, oral or written evaluation, with in-person nature.

MD6 Integrated methodologies: Consisting in activities with certain complexity which work a set of competences. Between these types of activities we can find, among others, the learning based on problems or the educational portfolio.

## LEARNING OBJECTIVES OF THE SUBJECT

This subject belongs to the branch of knowledge of Business Organization.

-Relationship of interdisciplinarity with other subjects of the curriculum.

This subject is fully related to all the subjects of the Master's curriculum, being able to focus very specifically on some of them

-Contributions to the study plan and professional interest of the subject.

1. Students will understand the concept of managerial skills, they will distinguish the different types of company culture and they will know how to function in each of these contexts.

2. Students will be able to assess the importance of changes in organizations and will know how to develop strategies to implement said changes.

3. Students will understand what coaching is, how it is developed and how it can be integrated into the company culture.

## COMPETENCIES

CG1.-Creativity.

He is able to find non-obvious solutions and opportunities.

Generates innovative approaches and solutions to the problems that arise.

CG2.-Business vision.

Recognizes and takes advantage of opportunities, dangers and external forces that affect the competitiveness of the business.

CG3.- Resource management.

Use the resources in the most suitable, fast, economical and efficient way to obtain the desired results.

CG4.-Empathy.

Listen, take into account the concerns of others and respect their feelings.

CG5.-Proactivity.

Shows an entrepreneurial behavior, initiating and pushing the necessary changes with tenacity.

Makes decisions with their own criteria, not as a result of a simple reaction to their environment

CG6.-Personal development:

Frequently and deeply evaluate their own behavior and the reality that surrounds them.

Know your strengths and weaknesses, both in the professional and personal sphere.

He/she changes his/her behaviors in order to strengthen his/her strengths and overcome his/her weaknesses.

weak points

CE4 Communication.

CE5 Delegation.

CE6 Coaching.

CE8 Resolution of problems and conflicts.

CE9 Flexibility and adaptability.

## STUDY LOAD

Type	Hours	Percentage
Hours large group	15,0	12.00
Hours medium group	5,0	4.00
Guided activities	10,0	8.00
Hours small group	5,0	4.00
Self study	90,0	72.00

**Total learning time:** 125 h

## CONTENTS

### MANAGEMENT SKILLS

#### Description:

Lesson 1. Executive competences.

Roles of the director.

Executive styles.  
Management / Leadership.  
Efficient leadership.  
Team leadership.  
Keys for an efficient leadership.  
Leader's conduct.

Lesson 2. Motivation and agreement of the collaborators.  
Satisfaction.  
Motivation.  
Agreement.

Lesson 3. Management by objectives and setting of goals.  
Setting of objectives.  
The process of setting objectives.  
Management by objectives.

Lesson 4. Efficient leadership.  
Team leadership.  
Keys for an efficient leadership.  
Leader's conduct.

Lesson 5. Management of the confidence and the delegation.  
How to achieve the confidence.  
How to have confidence.  
Advantages of the delegation.  
What to delegate.  
Process of delegation.

Lesson 6. To generate working environment.  
Working environment.  
Aspects of the working environment.  
Management of the working environment.  
The company and its social responsibility.  
Incorporation of the social responsibility in the process of executive decision.  
The strategic changes in the organisations.  
Impediments and facilitators of the change.  
The management of the processes of change.

Lesson 7. Formal and informal communication.  
Inner communication.  
Formal and informal communication.  
Competences for the communication.  
Management of the communication.  
Management of meetings.  
Preparation of meetings.  
Development of a meeting.  
Decision making in groups.

Lesson 8. Emotional intelligence.  
What are and how work the emotions.  
Concept of emotional intelligence.  
Dimensions of the emotional intelligence.  
Strategies of optimization of the emotional intelligence.

Lesson 9. Innovative thinking and creativity.  
Proactive attitude.  
Creative solution of problems.  
Intellectual flexibility.  
Relational flexibility.

Lesson 10. Management by values. Management by competences.  
The values as executive tools.  
Concept of competences.  
Management by competences and management of the knowledge.  
The executive and his/her responsibility before and with his/her workers.  
Conciliation of the personal professional and family life.

**Full-or-part-time:** 2h

Theory classes: 1h

Practical classes: 1h

## GRADING SYSTEM

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EV1 Written knowledge control test: this is a face-to-face activity that aims to determine the degree of knowledge acquisition, by means of questions related to the subject matter.

EV2 Individual assignments, presented in writing or orally: Including both the assessment of the contents related with the subject, and the correction and clarity of the oral or written presentation.

EV3 Group work, presented in writing or orally: includes both the evaluation of the contents related to the subject, as well as the correctness and clarity of the oral or written presentation. The competences related to group work will also be worked on.

EV4 Presentation and defense of the TFM: Evaluation of the elaboration and oral presentation of the report which verifies the acquisition of generic and specific competences established in the master. There will be constituted a committee according to the regulations of the final work of the master valid at the moment of the presentation of the work.