

## 310513 - Management Skills

Coordinating unit:	310 - EPSEB - Barcelona School of Building Construction		
Teaching unit:	732 - OE - Department of Management		
Academic year:	2019		
Degree:	MASTER'S DEGREE IN BUILDING CONSTRUCTION MANAGEMENT (Syllabus 2015). (Teaching unit Optional)		
ECTS credits:	5	Teaching languages:	Spanish

### Teaching staff

Coordinator:	Estrella Nieto
Others:	Estrella Nieto

### Prior skills

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

#### 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.

#### 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.

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### 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.

### Teaching methodology

MD1 Expository participative class: It is organised about the teaching exposition and the student participation around questions and reflection topics many times suggested by the faculty.

MD2 Master class: Exposition of knowledges by the faculty by means of master classes, or by external individuals by means of invited conferences.

MD4 Tutorials 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 course belongs to the branch of knowledge of Management.

? interdisciplinary relationship with other subjects of the curriculum.

This subject is entirely related to all subjects in the curriculum of the Master, being able to focus very specifically on any / s of them

? Contributions to the curriculum and professional interest in the subject.

1. Students will understand the concept management skills will distinguish the different types of company culture and know how to develop in each of these contexts.

2. Students will be able to assess the significance of changes in organizations know and develop strategies for implementing such changes.

3. Students will understand what is coaching, as it develops and how it can be integrated into the corporate culture.

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### Study load

Total learning time: 125h	Hours large group:	15h	12.00%
	Hours medium group:	5h	4.00%
	Hours small group:	5h	4.00%
	Guided activities:	10h	8.00%
	Self study:	90h	72.00%



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Content



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Learning time: 2h

Theory classes: 1h

Practical classes: 1h

Description:

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### 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.

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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.

### Qualification system

- EV1 Written test of control of knowledges: It is an in-person activity which has as objective to determine the degree of acquisition of knowledges, by means of the fulfilment of questions related with the contents of the subject.
- EV2 Individual works, presented in writing or orally: Including both the valuation of the contents related with the subject, and the correction and clarity of the oral or written presentation.
- EV3 Works in group, presented in writing or orally: Include the evaluation of the contents related with the subject, like the correction and the clarity of the oral or written presentation. There also will be worked the competences related with the teamwork.
- EV4 Presentation and defence 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.

### Bibliography