

1. BASIC INFORMATION

Course	Managerial Skills
Degree Program	Degree on Aerospace Engineering and Aircrafts
School / College	School of Architecture, Engineering and Design
Year	Third Year
ECTS	6 ECTS
Character	Compulsory
Language/s	English
Modality	Face to Face
Semester	5th Semester 5 (1º semester of the 3rd year)
Academic Year	2019/2020
Teacher coordinator	María José Terrón López

2. PRESENTATION

An engineer needs to face a professional career in which the success in the assigned tasks depends on factors like: teams' management in functional or hierarchical line, the interdepartmental connections, and the relationships with Customers and Suppliers. In order to achieve the expected results, the good use of the management skills is an essential tool for succeeding.

The main objective of this course is to provide the students with the strategies and soft-skills to handle the challenges associated with the increasingly complex personal field of the business management. Specifically, the students will be equipped with the advanced decision-making and execution skills they need to excel in their organizations as multifaceted engineers.

Therefore, one of the main objectives of this subject is to prepare the student for teams' management, providing him/her with the necessary skills to ensure the achievement of the established targets along his/her career in a context in which, in parallel to the technical problems, the interpersonal skills and the emotional intelligence play an essential role.

Managerial skills may be classified in three different areas: one related to the technical knowledge of the field concerned, another one which eases the strategic thinking, and the one that improves the ability for interpersonal relationships.

The subject belongs to the subject "Transversal knowledge of engineering".

3. COMPETENCES AND LEARNING OUTCOMES

Basic skills:

- CB3: That students have the ability to gather and interpret relevant data (usually within their field of study) to make judgments that include reflection on relevant social, scientific or ethical.

Key skills:

- CT9. To know and ability to apply business management techniques and labor legislation, taking especially into account the principles of gender equality between men and women, solidarity and peace culture.
- CT17. To face problems and challenges related to the applicable area of knowledge with flexibility, initiative, innovation, and dynamism (Entrepreneurial profile).
- CT21. Self-acknowledgement for achieving high levels of performance in one's work, with a positive influence in substantially improving the results (Self Confidence).

Cross-curricular Skills:

- CE32. Ability for cross-disciplinary work.

Learning outcomes:

- LO1: State and identify the different leadership styles and techniques and apply them to each situation.
- LO2: Identify and analyze the competencies related to the Managerial Skills and establish ways for their development.
- LO3: Analyze negotiation techniques and assess the appropriate in a practical case.
- LO4: Discuss and analyze documents related to management and engineering management.
- LO5: Explain in oral and written form (in groups and individually) the solutions of exercises and presentations of works aligned with the codes of good reference practices.
- LO6: Apply the contents of the subject to make critical judgments in a practical case.

The table below shows the relation between the competencies developed during the course and the envisaged learning outcomes:

Competences	Learning outcomes
CB3, CT17, CT21, CE32	LO1
CB3, CT9, CT17, CT21, CE32	LO2
CT9, CT17, CT21, CE32	LO3
CT9, CT21, CE32	LO4
CB3, CT9, CT17, CT21, CE32	LO5
	LO6

4. CONTENT

The subject belongs to the subject "Transversal knowledge of engineering" and its content includes:

- Skills for leadership
- People evaluation
- Conflict resolution
- Business ethics

Distributed in the following learning units:

- Unit 1.- Introduction to the Managerial Skills
- Unit 2.- Leadership with emotional intelligence
- Unit 3.- Management of effective teams: organization, motivation and development
- Unit 4.- Management of diverse teams: multiculturalism and teleworking
- Unit 5.- Introduction to competency-based selection
- Unit 6.- Basic techniques of negotiation

5. TEACHING METHODOLOGY

The following are the types of teaching-learning methodologies that will be applied:

- Objectives and surveys of interests
- Lecture-Based Class
- Research and problem-solving by groups
- Practical case study

6. FORMATION ACTIVITIES

The following table shows how the different types of activities are distributed and how many hours are assigned to each type:

Formative Activity	Number of hours
FA1: Teacher lectures	25 h
FA2: Team work	50 h
FA3: Autonomous work	50 h
FA4: Tutoring, academic monitoring, assessment	25 h
TOTAL	150 h

7. MONITORING AND ASSESSMENT

Next, the evaluation systems are related, as well as their weight on the total qualification of the subject:

Assessment Systems	Weight
Exams, tests and other test knowledge	30% - 35%
Elaboration of articles or reports	15% - 30%
Alternative assessment techniques	15%-30%
Field experiences, conferences and visits	10%
Transversal-disciplinary skills	10% - 15 %

When you access the course on the Campus Virtual, you'll find a description of the activities you have to complete, as well as the deadline and assessment procedure for each one.

7.1. First exam period

To pass the course in the first exam period you should have a grade greater than or equal to 5,0 out of 10,0 in the final mark (weighted average) of the subject

Failure to meet any of the minimum, and that the weighted average is greater than 4, the final score on the final mark (record) for this session will be 4 out of 10 (Fail).

The mark in the first exam period will be **NP** (Not Presented) when the student has not delivered any evaluable activity of which they are part of the weighted average.

7.2. Second exam period

To pass the course in the first exam period you should have a grade greater than or equal to 5,0 out of 10,0 in the final mark (weighted average) of the subject

Failure to meet any of the minimum, and that the weighted average is greater than 4, the final score on the final mark (record) for this session will be 4 out of 10 (Fail).

The mark in the second exam period will be **NP** (Not Presented) when the student has not delivered any evaluable activity of which they are part of the weighted average.

8. CALENDAR

This section indicates the schedule with delivery dates of assessable activities of the subject:

Assessable activities	Date
Activity 1: Classroom activities based on oral presentations, debates and arguments	Week 1-17
Activity 2: Classroom activities based on written reports (problems, projects, arguments, etc.) and information research	Week 1-17
Activity 3: Active participation (questions or problems posed, sharing opinions or doubts in the classroom or in the virtual campus forum), reports of the conferences and visits attended	Week 1-15
Activity 4: <i>Written final exam and oral interview</i>	Week 16-18

This schedule may be modified for logistical reasons of the Activities. Any modification will be notified to the student in time and form.

9. BIBLIOGRAPHY

- Classnotes
- Content in the virtual campus of the subject and articles that will be included in it.
- FRIEDMAN S., "Total leadership". Harvard Business Press, 2008
- PUCHOL L. y otros, "El libro de las Habilidades Directivas". Díaz de Santos, 2002
- VALLS A., "Las 12 Habilidades Directivas clave". Gestión 2000, 2010
- PROCTOR T., "Creative problem solving for managers: Developing skills for decision making and innovation". Routledge 2010
- MFAD R., "International management: Cross-cultural dimensions". Blackwell Publishing 2005
- LAUNER V., "Coaching Excellence". LID 2011
- MPAMAH N., "Effective time management strategies". Autor-Editor, 2011
- JOHNSON, SPENCER. "¿Quién se ha llevado mi queso?", Empresa Activa, 1998

- JOHNSON, SPENCER. “Who moved my cheese?”, G. P. Putnam's Sons, 1998
- COVEY, STEPHEN. “The 7 Habits of Highly Effective People”, 1989
- DAVID E. GOLDBERG, “The entrepreneurial engineer: personal, interpersonal, and organizational skills for engineers in a world of opportunity”, Hoboken, N.J. : Wiley-Interscience, John Wiley & Sons 2006

10. DIVERSITY ATTENTION UNIT

Students with specific educational support needs:

Adaptations or curricular adjustments for students with specific educational support needs, in order to guarantee equal opportunities, will be guided by the Diversity Attention Unit (UAD).

It will be essential to issue a report of curricular adaptations / adjustments by the said Unit, so students with specific educational support needs should contact through: unidad.diversidad@universidadeuropea.es at the beginning of each semester.