



POLITÉCNICA

INTERNATIONAL
CAMPUS OF
EXCELLENCE

COORDINATION PROCESS OF
LEARNING ACTIVITIES
PR/CL/001



E.T.S. de Ingenieros
Informáticos

ANX-PR/CL/001-01

LEARNING GUIDE

SUBJECT

103000887 - Management, Relationships And Communication Working Groups

DEGREE PROGRAMME

10AZ - Master Universitario en Innovación Digital

ACADEMIC YEAR & SEMESTER

2019/20 - Semester 1

Index

Learning guide

1. Description.....	1
2. Faculty.....	1
3. Prior knowledge recommended to take the subject.....	2
4. Skills and learning outcomes	2
5. Brief description of the subject and syllabus.....	3
6. Schedule.....	5
7. Activities and assessment criteria.....	8
8. Teaching resources.....	12
9. Other information.....	13

1. Description

1.1. Subject details

Name of the subject	103000887 - Management, Relationships And Communication Working Groups
No of credits	4 ECTS
Type	Optional
Academic year of the programme	First year
Semester of tuition	Semester 1
Tuition period	September-January
Tuition languages	English
Degree programme	10AZ - Master Universitario en Innovación Digital
Centre	10 - Escuela Tecnica Superior de Ingenieros Informaticos
Academic year	2019-20

2. Faculty

2.1. Faculty members with subject teaching role

Name and surname	Office/Room	Email	Tutoring hours *
Santiago Eibe Garcia	D2311	santiago.eibe@upm.es	M - 12:00 - 13:30 M - 15:30 - 17:00 W - 15:00 - 16:30 Th - 15:30 - 17:00 To arrange an appointment it is needed in advance to send an email to susana@fi.upm.es or to

			seibe@fi.upm.es.
Susana Muñoz Hernandez (Subject coordinator)	2310	susana.munoz@upm.es	Tu - 10:00 - 12:00 Tu - 14:00 - 15:00 W - 12:00 - 15:00 To arrange an appointment it is needed in advance to send an email to susana@fi.upm.es.

* The tutoring schedule is indicative and subject to possible changes. Please check tutoring times with the faculty member in charge.

3. Prior knowledge recommended to take the subject

3.1. Recommended (passed) subjects

The subject - recommended (passed), are not defined.

3.2. Other recommended learning outcomes

- English knowledge to follow the class and be able to participate.

4. Skills and learning outcomes *

4.1. Skills to be learned

CB07 - Que los estudiantes sepan aplicar los conocimientos adquiridos y su capacidad de resolución de problemas en entornos nuevos o poco conocidos dentro de contextos más amplios (o multidisciplinares) relacionados con su área de estudio

CB09 - Que los estudiantes sepan comunicar sus conclusiones y los conocimientos y razones últimas que las sustentan a públicos especializados y no especializados de un modo claro y sin ambigüedades

CE-DIPO03 - Habilidad para hacer conexiones entre los deseos y necesidades del consumidor o cliente y lo que la tecnología puede ofrecer

CG03 - La capacidad de usar la lengua inglesa de manera competente, es decir, con capacitación para tareas complejas de trabajo y estudio.

CG04 - La capacidad de toma de decisiones y liderazgo de equipos, basada en una comprensión holística de las contribuciones de la educación superior, la investigación y las empresas para la creación de valor, en equipos y contextos de tamaño limitado.

CG07 - Capacidad de trabajar y comunicarse también en contextos internacionales.

4.2. Learning outcomes

RA14 - Apply the acquired knowledge in real contexts

RA15 - Understand how user-centred design methods are used in non-academic environments

RA29 - Understand the particularities of the user experience beyond usability, considering emotions

* The Learning Guides should reflect the Skills and Learning Outcomes in the same way as indicated in the Degree Verification Memory. For this reason, they have not been translated into English and appear in Spanish.

5. Brief description of the subject and syllabus

5.1. Brief description of the subject

Outline

Within the sphere of business, research or development and cooperation, finishing a project successfully depends on several factors. So does efficiency and effectiveness of the project. One of the most important of these factors is the human factor. Communication and management skills, together with the relationship between workgroup members are some of the deciding elements for developing a well-done job. Social skills are a key aspect during the development of a task in an environment where the different members don't necessarily need to share the same characteristics.

Learning Goals

This course studies in depth the factors that determine the human skills for managing and administering a work group, aside from its supervision and smooth running assurance. It will emphasize the importance of communication (motivational, negotiation) and self-control processes, as well as the methods connected to the

decision-making processes and team management abilities (leadership, conflict mediation, etc.).

5.2. Syllabus

1. Introduction

1.1. Motivation I3

1.2. Topics Definition I3, I1

2. Communication Basis

2.1. Communication I1, I2, I4

2.2. Relation I1, I2, I4

2.3. Team Group I1, I2, I4

3. Personal Skills

3.1. Assertiveness I1, I2, I4

3.2. Negotiation I1, I2, I4

3.3. Conflict Solving I1, I2, I4

3.4. Intercultural differences management I1, I2, I4

3.5. Time Management I1, I2, I4

3.6. Body Language & Non verbal communication I1, I2, I4

3.7. Public Presentations I1, I2, I4

3.8. Meeting Management I1, I2, I4

3.9. Emotional Intelligence I1, I2, I4

3.10. Motivation I1, I2, I4

3.11. Coaching I1, I2, I4

3.12. Social Engineering I1, I2, I4

3.13. Creativity I1, I2, I4

3.14. Leadership I1, I2, I4

6. Schedule

6.1. Subject schedule*

Week	Face-to-face classroom activities	Face-to-face laboratory activities	Other face-to-face activities	Assessment activities
1	<p>Section 1.1 and Section 1.2 Duration: 02:00</p> <p>Section 1.1 and Section 1.2 Duration: 01:00</p>			<p>Participation in class discussions Topic selection</p> <p>Continuous assessment and final examination Duration: 01:00</p>
2	<p>Section 2.1 Duration: 02:00</p> <p>Section 2.1 Duration: 01:00</p>			<p>Participation in class discussions. Group organization</p> <p>Continuous assessment and final examination Duration: 01:00</p>
3	<p>Section 2.2 Duration: 02:00</p> <p>Section 2.2 Duration: 01:00</p>			<p>Participation in class discussions. Calendar agreement</p> <p>Continuous assessment and final examination Duration: 01:00</p>
4	<p>Section 3.1, Section 3.6 and Section 3.7 Duration: 01:30</p>		<p>Individual work and group work. Duration: 01:00</p>	
5	<p>Section 3.2, Section 3.6 and Section 3.7. Duration: 01:30</p> <p>Section 3.2, Section 3.6 and Section 3.7. Duration: 01:30</p>		<p>Individual work and group work. Duration: 01:00</p> <p>Individual work and group work. Duration: 01:00</p>	
6	<p>Section 3.3, Section 3.6 and Section 3.7. Duration: 01:30</p>		<p>Individual work and group work. Duration: 01:00</p>	
7	<p>Section 3.4, Section 3.6 and Section 3.7. Duration: 01:30</p> <p>Section 3.4, Section 3.6 and Section 3.7. Duration: 01:30</p>		<p>Individual work and group work. Duration: 01:00</p>	<p>Participation in class discussions. Group presentation. Classmates feedback.</p> <p>Continuous assessment and final examination Duration: 00:30</p>
8	<p>Section 3.5, Section 3.6 and Section 3.7. Duration: 01:30</p>		<p>Individual work and group work. Duration: 01:00</p>	<p>Participation in class discussions. Group presentation. Classmates feedback.</p> <p>Continuous assessment and final examination Duration: 00:30</p>

9	Section 3.8, Section 3.6 and Section 3.7. Duration: 01:30		Individual work and group work. Duration: 01:00	Participation in class discussions. Group presentation. Classmates feedback. Continuous assessment and final examination Duration: 00:30
10	Section 3.9, Section 3.6 and Section 3.7 Duration: 01:30		Individual work and group work. Duration: 01:00	Participation in class discussions. Group presentation. Classmates feedback. Continuous assessment and final examination Duration: 00:30
11	Section 3.10, Section 3.6 and Section 3.7. Duration: 01:30		Individual work and group work. Duration: 01:00	Participation in class discussions. Group presentation. Classmates feedback. Continuous assessment and final examination Duration: 00:30
12	Section 3.1, Section 3.6 and Section 3.7. Duration: 01:30		Individual work and group work. Duration: 01:00	Participation in class discussions. Group presentation. Classmates feedback. Continuous assessment and final examination Duration: 00:30
13	Section 3.12, Section 3.6 and Section 3.7. Duration: 01:30 Section 3.12, Section 3.6 and Section 3.7. Duration: 01:30		Individual work and group work. Duration: 01:00	Participation in class discussions. Group presentation. Classmates feedback. Continuous assessment and final examination Duration: 00:30
14	Section 3.13, Section 3.6 and Section 3.7. Duration: 01:30 Section 3.14, Section 3.6 and Section 3.7. Duration: 01:30		Individual work and group work. Duration: 01:00	Participation in class discussions. Group presentation. Classmates feedback. Continuous assessment and final examination Duration: 00:30 Participation in class discussions. Group presentation. Classmates feedback. Continuous assessment and final examination Duration: 00:30
15				Work evaluation Continuous assessment Duration: 02:00 Work evaluation Continuous assessment Duration: 02:00 Exam evaluation Final examination Duration: 01:00

16				
17				

The independent study hours are training activities during which students should spend time on individual study or individual assignments.

Depending on the programme study plan, total values will be calculated according to the ECTS credit unit as 26/27 hours of student face-to-face contact and independent study time.

* The subject schedule is based on a previous theoretical planning of the subject plan and might go through experience some unexpected changes along throughout the academic year.

7. Activities and assessment criteria

7.1. Assessment activities

7.1.1. Continuous assessment

Week	Description	Modality	Type	Duration	Weight	Minimum grade	Evaluated skills
1	Participation in class discussions Topic selection		Face-to-face	01:00	5%	0 / 10	CB09 CG03 CE-DIPO03 CG04 CB07 CG07
2	Participation in class discussions. Group organization		Face-to-face	01:00	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
3	Participation in class discussions. Calendar agreement		Face-to-face	01:00	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
7	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
8	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
9	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07

10	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
11	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
12	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
13	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
14	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
14	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB09 CB07 CG03 CE-DIPO03 CG04 CG07
15	Work evaluation		Face-to-face	02:00	20%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
15	Work evaluation		Face-to-face	02:00	20%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07

7.1.2. Final examination

Week	Description	Modality	Type	Duration	Weight	Minimum grade	Evaluated skills
1	Participation in class discussions Topic selection		Face-to-face	01:00	5%	0 / 10	CB09 CG03 CE-DIPO03 CG04 CB07 CG07
2	Participation in class discussions. Group organization		Face-to-face	01:00	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
3	Participation in class discussions. Calendar agreement		Face-to-face	01:00	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
7	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
8	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
9	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
10	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
11	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07

12	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
13	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
14	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
14	Participation in class discussions. Group presentation. Classmates feedback.		Face-to-face	00:30	5%	0 / 10	CB09 CB07 CG03 CE-DIPO03 CG04 CG07
15	Exam evaluation		Face-to-face	01:00	40%	0 / 10	CB07 CB09 CG03

7.1.3. Referred (re-sit) examination

Description	Modality	Type	Duration	Weight	Minimum grade	Evaluated skills
Oral presentations about some topics selected in advance by the professor.		Face-to-face	02:00	40%	5 / 10	CB09 CG03 CE-DIPO03 CG04 CG07 CB07
Oral presentation about other presentations provided by the professor.		Face-to-face	02:00	30%	5 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07

Work about the topic of the course that the professor propose to the student previously.		Face-to-face	04:00	30%	5 / 10	CB07 CB09 CG03 CE-DIPO03 CG04 CG07
--	--	--------------	-------	-----	--------	---

7.2. Assessment criteria

The attendance to the classes is mandatory. A high number of absents classes will be enough for failing the course.

The final grade will be calculated taking into account:

- the participation of the students during the classes. Specially during the discussions,
- the work in that the students should prepare related one of the topics of the course,
- the presentation in public of that work and
- the feedback to the classmates during the presentations of the rest of students.

8. Teaching resources

8.1. Teaching resources for the subject

Name	Type	Notes
Recommended reading	Bibliography	Recommended books and references related to the topic.
Subject web site	Web resource	http://babel.ls.fi.upm.es/~susana/teaching/Ge stion/
Moodle site	Web resource	http://moodle.upm.es/titulaciones/oficiales/course/view.php?id=882

Equipment for presentations	Equipment	Beamer, speakers, blackboard.
Library	Equipment	Library for consulting reference books and papers.
Group work room	Equipment	Room for working in group.
Classroom	Equipment	Classroom for the presential classes and the presentations.

9. Other information

9.1. Other information about the subject

Some references:

ROBSON, MIKE: Problem Solving in Groups. Gower. Aldershot. (1993).

EALES-WHITE, R: Building Your Team, Kogan Page. Londres. (1995).

MACKAY, I: A Guide to Listening, Bacie. Londres. (1984).

PEASE, A: Body Language: How to Read Others Thoughts by Their Gestures, Sheldon Press. Londres. (1981).G

OMAN, CAROL KINSEY: Creative Thinking in Business, Kogan Page, Londres, (1989).

MONTEBELLO, A y BVZZOTTA, V: "Work Teams that Work", Training and Development Journal (marzo de 1993), American Society for Training and Development Inc. Alexandra. EE UU. (1993).

ZENGER, J. MUSSELWHITE, E. HUDSON, K. y PERRION, C: "Leadership in a Team Environment", Training and Development. EE UU. (1991).

EALES-WHITE, R: The Power of Persuasion: Improving Your Performance and Leadership Skills, Kogan Page. Londres. (1992).

WEISS, DONALD H.: Creative Problem Solving, AMACOM, Nueva York. (1988).

HONEY, P. y MUMFORD, A.: Manual of Learning Styles. P. Honey. Maidenhead. (1982, rev. 1992).

BIRD, MALCOLM: Problem Solving Techniques That Really Work, Piatkus Books, Londres, (1993).

COK, GEOFF: Practical Guide to Solving Business Problems, Pitman/The Institute of Management, Londres, (1995).

KENNEOY, G., BENSON. J. y MCMILLAN. J.: Managing Negotiations, 3ª ed., Hutchinson. Londres. (1980).

WHITMORE, J.: Coaching for Performance, Nicholas Brealey, Londres. (1996).

ARAOZ, D. L., Y SUTTON, W. S.: Reengineering Yourself. Bob Adams, Inc., Massachusetts, (1994).