



POLITÉCNICA

INTERNATIONAL
CAMPUS OF
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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

2025/26 - Semester 1

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1. Description

1.1. Subject details

Name of the subject	103000887 - Management, Relationships And Communication Working Groups
No of credits	4 ECTS
Type	Optional/elective
Academic year of the programme	Second year
Semester of tuition	Semester 3
Tuition period	September-January
Tuition languages	English
Degree programme	10AZ - Master Universitario en Innovación Digital
Centre	10 - E.T.S. De Ingenieros Informáticos
Academic year	2025-26

2. Faculty

2.1. Faculty members with subject teaching role

Name and surname	Office/Room	Email	Tutoring hours *
Susana Muñoz Hernandez (Subject coordinator)	D2310	susana.munoz@upm.es	Th - 12:00 - 15:00 F - 12:00 - 15:00 To arrange an appointment it is mandatory to send an email in advance to susana.munoz@upm.es.

Santiago Eibe Garcia	D2311	santiago.eibe@upm.es	Th - 12:00 - 15:00 F - 12:00 - 15:00 To arrange an appointment it is mandatory to send an email in advance to susana.munoz@upm.es.
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* 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

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

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

RA14 - Apply the acquired knowledge in real contexts

* 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	Type 1 activities	Type 2 activities	Distant / On-line	Assessment activities
1	<p>Section 1.1 and Section 1.2 Duration: 02:00 Lecture</p> <p>Individual work and group work. Duration: 01:00 Cooperative activities</p>			<p>Participation in class discussions Topic selection Individual presentation Progressive assessment and Global Examination Presential Duration: 02:00</p>
2	<p>Section 2.1 Duration: 02:00 Lecture</p> <p>Individual work and group work. Duration: 01:00 Cooperative activities</p>			<p>Participation in class discussions Topic selection Individual presentation Progressive assessment and Global Examination Presential Duration: 02:00</p>
3	<p>Section 2.2 Duration: 02:00 Lecture</p> <p>Individual work and group work. Duration: 01:00 Cooperative activities</p>			<p>Participation in class discussions Topic selection Individual presentation Progressive assessment and Global Examination Presential Duration: 02:00</p>
4	<p>Section 3.1, Section 3.6 and Section 3.7 Duration: 01:00 Lecture</p> <p>Individual work and group work. Duration: 01:00 Cooperative activities</p>			<p>Participation in class discussions Topic selection Individual presentation Progressive assessment and Global Examination Presential Duration: 02:00</p>
5	<p>Section 3.2, Section 3.6 and Section 3.7. Duration: 01:00 Lecture</p> <p>Individual work and group work. Duration: 01:00 Cooperative activities</p>			<p>Participation in class discussions Topic selection Individual presentation Progressive assessment and Global Examination Presential Duration: 02:00</p>
6	<p>Section 3.3, Section 3.6 and Section 3.7. Duration: 01:00 Lecture</p> <p>Individual work and group work. Duration: 01:00 Cooperative activities</p>			<p>Participation in class discussions Topic selection Individual presentation Progressive assessment and Global Examination Presential Duration: 02:00</p>

7	<p>Section 3.4, Section 3.6 and Section 3.7. Duration: 01:00 Lecture</p> <p>Individual work and group work. Duration: 01:00 Cooperative activities</p>			<p>Participation in class discussions Topic selection Individual presentation Progressive assessment and Global Examination Presential Duration: 02:00</p>
8	<p>Section 3.5, Section 3.6 and Section 3.7. Duration: 01:00 Lecture</p> <p>Individual work and group work. Duration: 01:00 Cooperative activities</p>			<p>Participation in class discussions Topic selection Individual presentation Progressive assessment and Global Examination Presential Duration: 02:00</p>
9	<p>Section 3.8, Section 3.6 and Section 3.7. Duration: 01:00 Lecture</p> <p>Individual work and group work. Duration: 01:00 Cooperative activities</p>			<p>Participation in class discussions Topic selection Individual presentation Progressive assessment and Global Examination Presential Duration: 02:00</p>
10	<p>Section 3.9, Section 3.6 and Section 3.7. Duration: 01:00 Lecture</p> <p>Individual work and group work. Duration: 01:00 Cooperative activities</p>			<p>Participation in class discussions Topic selection Individual presentation Progressive assessment and Global Examination Presential Duration: 02:00</p>
11	<p>Section 3.10, Section 3.6 and Section 3.7. Duration: 01:00 Lecture</p> <p>Individual work and group work. Duration: 01:00 Cooperative activities</p>			<p>Participation in class discussions Topic selection Individual presentation Progressive assessment and Global Examination Presential Duration: 02:00</p>
12	<p>Section 3.11, Section 3.6 and Section 3.7. Duration: 01:00 Lecture</p> <p>Individual work and group work. Duration: 01:00 Cooperative activities</p>			<p>Participation in class discussions Topic selection Individual presentation Progressive assessment and Global Examination Presential Duration: 02:00</p>
13	<p>Section 3.12, Section 3.6 and Section 3.7. Duration: 01:00 Lecture</p> <p>Individual work and group work. Duration: 01:00 Cooperative activities</p>			<p>Participation in class discussions Topic selection Individual presentation Progressive assessment and Global Examination Presential Duration: 02:00</p>
14	<p>Section 3.13, Section 3.6 and Section 3.7. Duration: 01:00 Lecture</p> <p>Individual work and group work. Duration: 01:00 Cooperative activities</p>			<p>Participation in class discussions Topic selection Individual presentation Progressive assessment and Global Examination Presential Duration: 02:00</p>

15	Evaluation of work and presentation Duration: 02:00 Additional activities			Evaluation of work and presentation. Other assessment Progressive assessment and Global Examination Presential Duration: 02:00
16				
17				

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.

7. Activities and assessment criteria

7.1. Assessment activities

7.1.1. Assessment

Week	Description	Modality	Type	Duration	Weight	Minimum grade	Evaluated skills
1	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
2	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
3	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
4	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
5	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
6	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03

7	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
8	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
9	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
10	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
11	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
12	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
13	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
14	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03

15	Evaluation of work and presentation.	Other assessment	Face-to-face	02:00	30%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
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7.1.2. Global examination

Week	Description	Modality	Type	Duration	Weight	Minimum grade	Evaluated skills
1	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
2	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
3	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
4	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
5	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
6	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03

7	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
8	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
9	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
10	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
11	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
12	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
13	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
14	Participation in class discussions Topic selection	Individual presentation	Face-to-face	02:00	5%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03

15	Evaluation of work and presentation.	Other assessment	Face-to-face	02:00	30%	0 / 10	CB07 CB09 CG03 CG04 CG07 CE-DIPO03
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7.1.3. Referred (re-sit) examination

No se ha definido la evaluación extraordinaria.

7.2. Assessment criteria

The attendance to the classes (face to face or using video conference online at real time according to the sanitary authorities recommendations) to the classes is important because the mark of the course is spread on the participation of the students in all the sessions. So, the activities for the evaluation cannot be repeated or recuperated later because the participation of the whole class is needed to evaluate them. The observation of the other presentations to provide feedback to the classmates and demonstrate the assimilation of the contents of the course implies attending to the class and it is impossible to compensate with other non face to face activities for the characteristics of the course. A high number of missing classes will be enough for failing the course (observing the percentages to understand it).

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 (face to face or online is needed by the sanitary circumstances) and
- the feedback to the classmates during the presentations of the rest of students.

The evaluation of the course is distributed during all the face to face classes. No possibility of alternative final examination is possible for this course because the interaction between the students is needed for the evaluation. So extraordinary convocatory (in July) is not reasonable for this topic without having attended to the classes and if attendance is not possible for the student it is recommended not to enrol in this course subject.

8. Teaching resources

8.1. Teaching resources for the subject

Name	Type	Notes
Recommended reading	Bibliography	Recommended books and references related to the topic. Some of them listed in the course web site.
Subject web site	Web resource	http://babel.ls.fi.upm.es/~susana/teaching/Gestion/
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

The topic is related to the SDG4 and SDG9.