



centro adscrito a:



UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

LEADERSHIP AND MANAGEMENT SKILLS

FOUNDATIONS OF MANAGEMENT COMPETENCY. TEACHING GUIDE

[2022-23]

GENERAL DETAILS

Name of the module:	Foundations of Management Competency
Academic Year:	2022-2023 First Quarter
Degree:	MASTER'S PROGRAM IN MANAGEMENT AND LEADERSHIP
Number of credits (ECTS):	5
Date of latest revision:	October 2022
Lecturer in Charge:	Ms Judit Miret Ms Carme Nova

1. GENERAL DESCRIPTION

People's leadership is founded upon the base of management competencies. The key to high development, also of one's collaborators, lies in knowing one's own strengths, as well as the opportunities to improve, while at the same time being aware of the individual framework from which to activate the management competency. By deepening into the knowledge of one's personal-professional 'I' it will be possible to lay down a plan of action that will lead to one's own management excellence and to obtain one's collaborators' top performance.

The subject is divided into three sections differentiated by topics:

- Context for management skills.
- Self-leadership and positioning as the foundation.
- Process work applied to self-management.

The chapter **Context for management skills** introduces the student into the specific organisational and management skills framework from which all the contents that will be taught at the MASTER'S PROGRAM IN MANAGEMENT AND LEADERSHIP will be developed. A scheme is put forward from which each one of the theoretical-practical concepts will be implemented, together with the tools by which said structures find themselves complemented.

The chapter **Self-leadership and positioning as the foundation** puts forward the personal and professional bases on which all managers should root for an optimal development of their task. Starting with the emotional self-awareness, the leader will have to learn to manage her own actions by adopting a specific position which will open up the possibility of an efficient management of her collaborators.

Finally, the chapter **Process work applied to self-management** deals with the identification of the different dimensions in the processes of personal change from an effort of deepening into self-knowledge, not only from the rational but also the emotional angle. Moreover, it fosters the integration of those skills that lead to the future creation of sustainable relationships.

2. OBJECTIVES

- To get to know the structural bases from which one may develop management skills efficiently.
- To lay down the personal and professional bases from which to develop one's management competency.
- To learn to manage one's change as the base from which to manage change in one's collaborators.
- To identify the dimensions of the processes of personal change.
- To build the foundations to deepen into one's own knowledge from the different realities – the rational and emotional ones.
- To elaborate a vision and a plan of action for management development.
- To offer the knowledge and skills that allow one's own management and that of the others.

3. CONTENTS

UNIT 1. Context for management skills

UNIT 2. Self-leadership and positioning as the foundation

UNIT 3. Process work applied to self-management

UNIT 1. Context for management skills

Learning outcome

After studying the chapter and solving the exercises, students will be able to:

- Implement the key elements of horizontalization.
- Know the theoretical and methodological bases from which to develop their management skills.
- Focus on change, taking it as a challenge oriented towards achievement.

Content

1. Organisational structures on which to insert management skills.
2. Emotional intelligence as the framework.
3. The quadrants of management competency.
4. Introduction to change management.
5. The fear of change.
6. Personal profiles.

UNIT 2. Self-leadership and positioning as the foundation

Learning outcome

After studying the chapter and solving the exercises, participants will be able to:

- Know one's own concept of personal-professional success.
- Develop her own personal-professional vision.
- Establish a plan of action for the development of her professional management career.

Content

1. Self-knowledge as a management base.
2. Assessment of one's own success.
3. Analysis of orientations and values.
4. Vision as the leader's key.
5. Plan of action for a meaningful career.

UNIT 3. Process work applied to self-management

Learning outcome

After studying the chapter and solving the exercises, participants will be able to:

- Improve the bases for one's own knowledge from different realities.
- Know the techniques that help in one's own management and that of the others.
- Integrate the management skills worked on.

Content

1. Development of my primary identity.
 - 1.1. Basic management and personal myth.
 - 1.2. Role and understanding of the role.
 - 1.3. Role polarity.
2. Tools to facilitate interaction.
 - 2.1. The complexity of personal relationships.

- 2.2. Power and privilege.
- 2.3. Communication signals.
- 3. Managing external challenges.
 - 3.1. Interior work.
 - 3.2. Learning to manage difficult relationships.

4. TEACHING AND LEARNING METHODOLOGY

The teaching and learning methodology will develop from simple theoretical explanations to introduce examples and cases that will make it possible to apply immediately to the workplace all the contents dealt with in each theme. The deployment of the 'Learning by Doing' model, based on experiential ability, allows participants to obtain action-oriented learnings.

This is carried out through class participation and the exchange of experiences among participants, as well as through exercises and dynamics of varied impact. Said approach fosters the analysis and solution of contents that make up the subject, while at the same time it takes into account the different optics and perspectives. This becomes a highly didactical formula for the understanding and assimilation of each one of the topics.

5. ASSESSMENT

The Master's in Management and Leadership is based on an assessment model based on competencies. We value the student's progress as they achieve the objectives laid down in the syllabus through reflection and analysis of practical cases and a test.

The subject's final mark will be calculated by doing the arithmetic mean of the marks obtained in the two assessment activities suggested.

6. BIBLIOGRAPHY

6.1. BASIC BIBLIOGRAPHY

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- Scharmer, Otto; Kaeufer, Katrin. *Leading from the emerging future: from ego system to eco system economics*. San Francisco: Berrett-Koehler, 2013. ISBN 9781605099262.

6.2. WEBGRAPHY

- *Capital Humano* [en línea]. Disponible en:
<<http://capitalhumano.wolterskluwer.es/content/Inicio.aspx>>.
- *Spanish Recruitment Group* [en línea]. Disponible en:
<<https://spanishrecruitmentgroup.com/>>.
- *Equipos y Talento* [en línea]. Disponible en: <<https://www.equiposytalento.com/>>.
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