SYLLABUS

The human factor: management and learderhsip of teams and projects

Academic year 2024/2025

Planeta Formación y Universidades

Índex

1. General Organization

1.1. Subject Information

Subject Information		
	Topic	The human factor: management and learderhsip of teams and projects
	Topic Code	11_2MaPM_FT-EN-09
	Program Name	Master in Project Management Official Program of Universidad Internacional de la Empresa
	Credits	3 ECTS
	Type	Obligatory
	Year	First
	Period	First
	Language	English
	Teaching Modality	On-Campus
	Recommended study dedication per 1 ECTS	25 hours

1.2. Faculty

Teacher's name	Mr. Sebastián Magnone Reilly (Architect and Urban Planner. PMP)

1.3. Subject Presentation

After more than 50 years of "scientific approach" to organization, people and projects, a generally accepted methodology has been consolidated to conceptually focus project management. These subject revises aspects related to human resources in projects; is part of a program that comprehensively covers the various areas and stages of the project, under a common methodological approach of the PMI.

The management of projects has become an activity consubstantial to any managerial position in the company: either as a specific dedication and object of the company's own activity (construction companies, engineering companies, consultancies or audits, etc.), or as an additional activity to the normal work position (for example, giving functional support to a new business opening), we are increasingly involved in the management of strategic projects.

1.4. Learning results

LEARNING RESULTS OF THE PROGRAM

CC5 Understanding the relevance of the professional social responsibility and sustainability in the planning of human resources, management and leadership in project teams.
HD3 Work in an interdisciplinary team either as a member or with a supervisory to help develop projects pragmatically and with a sense of responsibility, commitments taking the available resources into account.
HD6 Applying time management in the project the activities to be carried out according to criteria of urgency and importance, among others.
CP6 Involve stakeholders in the development of the project, addressing expectations and satisfied by the Project.
CP7 Selecting the people with the necessary skills to form a project team and carry out their responsibilities adequately.
CP9 Inform positively about of a project's values from the design presentation of results in order to create interest and encourage decission taking processes.

LEARNING OUTCOMES
· Knowledge of the main project team leadership and management tools,
· Understanding of the Project Manager Competency Development (PMCD) Framework

2. Content

Study of aspects such as human resource planning, project team management and leadership, from the point of view of the professional responsible for project results.

1. Project stakeholders.
2. The human side of project leadership.
    a. The human potential of project teams: motivation and commitment
    b. Planning the project team
3. Analysis, description and evaluation of jobs in a project framework
3. Human resource planning.
    a. Job description and definition of the profile.
    b. Job evaluation.
4. Recruitment and selection of the project team.
    a. Team selection
    b. Team suitability
5. Competency management in autonomous project teams.
    a. Competencies in the framework of a project
    b. Performance management
    c. Competency optimization
    d. Developing competencies: coaching, mentoring and career plans
6. Management by objectives of a project
    a. Definition of objectives.
    b. Motivation.
    c. Effective performance: productivity, cohesion and efficiency.
7. Power in project teams
8. Project team leadership
9. Project team management
    a. Use of work teams in project development
    b. Competitive or high-performance project teams
    c. Project team structure. Models of project team
    d. Project teams in horizontal and vertical structures
    e. Project teams in autonomous horizontal structures: virtual, shamrock, network, federal and boundaryless organisation.
    f. Project teams in hybrid or matrix organisations
    g. Virtual project teams
10. The project company. Its organisation

3. Teaching and Learning Methodologies

Problem-based learning: This methodology places the student at the center of learning. Having previously shared the information and knowledge necessary to deal with the problems, the resolution of these demands the student a process of recognition of the lessons learned, identification of the needs of the problem and development of the appropriate skills to achieve a satisfactory result. The key to the success of this methodology in the program we are

dealing with, is the problem-solving and prior exposure, analysis and synthesis of information and knowledge to be sufficient to achieve the best possible outcome in solving the problem, but also to address enough learning and improvement challenges that motivate students and achieve effective learning

Learning based on experience: This methodological approach bases its effectiveness on the weight of experience in our learning processes. We learn much more from what we do than from what we hear or see. In the program that concerns us, we train professionals to manage and manage projects, so each step, each subject and each module must be oriented towards the development of appropriate skills in project management and management situations. In this sense, the students will work in different projects, across the course and throughout the course to be able to deploy and test the learning as the course progresses.

Case study: The case method would be a complement or a nuance with respect to the methodologies previously proposed. While the final project and business practices may place students in real contexts of problem solving and learning based on experience, most situations must be fictitious, supported by real cases, known or experienced by teachers, and will promote student learning in a simulation environment, without jeopardizing the success of a real project.

Seminars and conferences: Your training will be complemented by the organization of seminars and conferences in which professionals of recognized prestige and real experience in the field will participate.

Research and deepening of topics, and debate (assuming opposing positions) by the students themselves on complex issues related to various project decisions: with this methodology, students will solidify their criteria, and develop mental schemes of approach to topics with various aspects.

“Students with disabilities or special educational needs”

EAE Business School will guarantee the achievement of the skills listed for all students. Those students who present special educational needs related to their hearing, visual, physical and/or organic, intellectual disability, mental health problems or temporary disability that directly affect the achievement of their academic results, will be attended by Student Services. Analyzing the particular case, the unit will establish the appropriate measures for curricular adaptation and will provide academic support to both the faculty and the student to achieve them.

It will be an essential requirement for this to issue a report on curricular adaptations by said Unit, so students with disabilities or special educational needs must contact it, in order to jointly analyze the different alternatives.

4. Activities

Activity
Exposition: Group activities in which the teacher shares with the group knowledge and experiences that serve to frame or provide content for the subject. This exhibition can be oral or written, in the form of a presentation or using any other technological or audiovisual medium. In certain circumstances, the teacher instructs students individually or in teams, they are the ones who perform exposure of the key aspects of a subject, prior research topics to be exhibited.
Comparison of previous knowledge: The contrast with previous knowledge, before or after an exhibition, will be key to reinforce, and strengthen the lessons learned. The diversity of profiles, previous knowledge and experience of the students that make up a group makes this permanent exercise of contrast with their previous knowledge especially difficult, but it is at the same time a source of enrichment that guarantees that the limits of how far each can reach group only depends on the group itself.
Discussion: Once a knowledge acquisition phase is over, activities are proposed that make it necessary to relate this knowledge, understand it in order to explain and contrast it. These are the activities that we include under the debate and that are of a group nature, although they can be carried out in a different way. In small groups or groups, orally or in writing, based on some questions and discussion guidelines or the students being the protagonists of the moderation itself. In any case, any debate activity will be aimed at achieving a series of conclusions that will be the guarantee of progress in the acquisition of the expected learning. The comparison of scenarios is usually an activity of debate that helps in moderating them and in addressing the conclusions reached.
Summary: It gathers a whole set of activities, individual or group, that allow to clearly identify the lessons learned. From the realization of a scheme or conceptual map to the resolution of an exercise, through a presentation or a role-playing game, we will find multiple activities that try to show the acquisition of specific knowledge and skills.
Problem solving: Problem solving activities generate scenarios of application of the lessons learned and deployment of the skills developed during the course. They can be both individual and group activities. In solving problems, the scenario is limited and the student is presented very clearly the type of resolution that is expected and the competencies to be deployed for such resolution.
Case Studies: The resolution of cases places the student in a context very close to that of business reality, where he, individually or in groups, must identify the problem or problems to be solved and display the competencies that he considers most appropriate depending on of the expected outcome. The resolution of cases will involve, in most cases, the creation of management and project management scenarios to display the acquired competencies.
Self-study: Individual study for exam preparation.

Tutorials: Sessions to resolve doubts about theoretical concepts or practical work.

5. Assessment

5.1. Assessment methods

The Student Assessment Model at the University follows the principles of the European Higher Education Area (EHEA).

Assessment system	Weighting
Continuous assessment activities *	60 %
Weight of each activity: Problems resolution: 20 % Case study/Project design: 30 % Oral presentations: 10 %	
Assessment system	Weighting
Exams*	40%

***In order to pass the course it is mandatory to obtain a minimun average or 5 points in each part independently (Continuous assessment activities and Exams)**

The final grade will be calculated using the weighting described above, except in the case of failure to pass at least one of the two sections. In the latter case, the final grade will be the lowest grade between the continuous assessment activities and the exams.

For sanctions associated with lack of academic honesty, the 'Normativa General de Evaluación y Calificación de la Universidad y la Normativa de Convivencia y Reglamento Disciplinario de Estudiantes' (General Regulation for Assessment and Qualification of the University and the Coexistence and Disciplinary Regulations for Students) will be applied. In particular, the use of content authored by someone other than the student himself must be adequately cited in the submitted work. In the event of a coincidence of more than 15% -reproducing information from sources without properly citing them-, the sanction will be a fail grade (0) in the activity in which it is detected.

In case of repeated behavior, the penalty will be a fail grade (0) in the subject and loss of the call in which the infraction occurred, in addition to the decision taken by the disciplinary committee for being a very serious infringement. Likewise, the use of fraudulent means during the exams will imply a fail (0) and may imply the opening of a disciplinary file.

In order to be assessed in ordinary call, you may not have more than 25% of absences in attendance.

In extraordinary call, the same competences/learning results will be assessed using the same system as in ordinary call. The student must repeat only the evaluative activities that he/she has not passed in ordinary call. Only students who have obtained a final grade of "Fail" or "Not submitted" may apply for extraordinary call.

5.2. Grading system

The course grade will be established on a numerical scale from 0 to 10, with the following associated qualitative grades:

Level of Proficiency	Official Grade	Qualitive Grade
Very competent	9,0 - 10	Outstanding
Proficient	7,0 - 8,9	Remarkable
Acceptable	5,0 -6,9	Passing
Not yet competent	0,0 -4,9	Failed

The mention of "Matrícula de Honor" ("Honors" degree) may be awarded at the discretion of the teacher to students who have obtained a grade equal to or greater than 9.0. One honors degree may be awarded for every 20 students when the teacher of the subject considers the performance of the candidates have been exceptional. In the event that the number of students in the group is less than 20, just one Honors Degree may be awarded.

In each of the activities carried out, **the achievement of the learning results** will be measured, with impartiality and objectivity.

6. Bibliography

6.1 Basic

- PMBOK. A Guide to the Project Management Body of Knowledge and the Standard. Project Management Institute, 7th Edition.

6.2 Recommended

- Emotional Leader R. Boyartzis, A McKee, F. Johnston Harvard Business 2008
- The New Leaders. Daniel Goleman- Little Brown Book Group 2002
- Coactive Coaching- Changing Business Transforming Lives. Laura Whitworth, Keren Kimsey, Phillip Sandahl 2011
- For your improvement: For teams. Mike Lomardo y Robert Eichinger. Korn Ferry International. 2010

universidadunie.com

eaemadrid.com

Planeta Formación y Universidades