VNIVERSITAT ĬD VALÈNCIA

COURSE DATA

Data Subject

Code	40099
Name	Managerial skills: managing teams
Cycle	Master's degree
ECTS Credits	5.0
Academic year	2020 - 2021

Study (s)

Degree	Center	Acad. year	Period
2114 - Master's Degree in Marketing and Market Research	Faculty of Economics	1	First term

Subject-matter

Degree	Subject-matter	Character
2114 - Master's Degree in Marketing and Market Research	7 - Development of social and managerial skills and marketing operating environment	Obligatory

Coordination

Name	Department
COMECHE MARTINEZ, JOSE MANUEL	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

In the subject Management Skills and team management, the aim is to transmit and promote the basic competences and skills to improve interaction with other people, whether it be an internal work team or in reference to external relations: clients, suppliers, social agents, etc. In addition, it seeks to publicize negotiation strategies and techniques, conflict resolution, leadership and motivation, among other aspects. The objective of this subject is the improvement of management skills and interpersonal, which is part of the success of the managers and executives of companies. It is a specific subject for the development of management skills and team management, which includes: management skills (managerial functions, perception of change, definition of goals, decision making, supervision and control, time management, delegation, .. .); and management or interpersonal skills (leadership, teamwork, communication and meeting management, conflict management, negotiation, ...).

PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

There are no specified enrollment restrictions with other subjects of the curriculum.

Other requirements

No enrollment restrictions have been specified with other subjects of the curriculum.
The previous knowledge is that of access to the Master.

COMPETENCES (RD 1393/2007) // LEARNING OUTCOMES (RD 822/2021)

2114 - Master's Degree in Marketing and Market Research

- Saber aplicar los conocimientos adquiridos y ser capaces de resolver problemas en entornos nuevos o poco conocidos dentro de contextos más amplios (o multidisciplinares) relacionados con su área de estudio.

- Poseer las habilidades de aprendizaje que les permitan continuar estudiando de un modo que habrá de ser en gran medida autodirigido o autónomo.

- Ser capaces de integrar conocimientos y enfrentarse a la complejidad de formular juicios a partir de una información que, siendo incompleta o limitada, incluya reflexiones sobre las responsabilidades sociales y éticas vinculadas a la aplicación de sus conocimientos y juicios.

- Saber 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.

- Students should possess and understand foundational knowledge that enables original thinking and research in the field.

- Ser capaces de buscar, ordenar, analizar y sintetizar la información, seleccionando aquella que resulta pertinente para la toma de decisiones.

- Saber trabajar en equipo con eficacia y eficiencia.

- Ser capaces de tomar decisiones tanto individuales como colectivas en su labor profesional y/o investigadora.

- Have a proactive attitude towards possible changes that may occur in their professional and/or investigative work.

- Be able to integrate new technologies in their professional and/or research work.

- Know how to write and prepare presentations to present and defend them later.

- Ser capaces de analizar de forma crítica tanto su trabajo como el de su compañeros.

- Ser capaces de mejorar la interacción con otras personas (equipo de trabajo, clientes, proveedores, etc.).

- Conocer las técnicas de negociación y de hablar en público, entre otros aspectos.
- Ser capaces de organizar y planificar las actividades de un departamento de marketing en el ámbito empresarial.
- Saber realizar las labores propias de su profesión, tanto en empresas privadas como en organismos públicos.

LEARNING OUTCOMES (RD 1393/2007) // NO CONTENT (RD 822/2021)

The student, at the end of the module, would show (or at least improve, on his starting situation) attitudes such as:

1. Select and correctly use of different sources os information in both traditional and electronic formats.
2. Prepare documents and reports presented in a writen text in a comprehensible, oragnized, documented and illustrate way.
3. Properly articulate an oral discourse, structures, coherent, with good diction and use of technical vocabulary.
4. Argue and counter argue in negotiation situations.
5. Apply correctly the knowledge for the management of humans groups.
6. Understand the different techniques and procedures of leadership, more efficient for the management of work teams

DESCRIPTION OF CONTENTS

1. Teamwork and Work Team

1.1.- Structural elements of the Work Teams (composition, structure, roles, norms, goals and tasks)
1.2.- Group processes: Communication, Socialization, Decision making and intergroup relations
1.3.- Effectiveness in the Work Team: main techniques
1.4.- Personal competencies for team work

2. Negotiation and conflict resolution

2.1.- Interpersonal conflicts: mediation between people
2.2.- The negotiation process: preparation and strategies
2.3.- Decision making
2.4.- Profiles in the negotiation
2.5.- Applying creativity to conflict resolution

3. Motivation, Dynamization and maintenance of the human factor

3.1.- Contents. Understanding what motivates us.

3.2.- Processes. Understanding how we motivate ourselves

3.3.- New approaches: Emotional and Social Intelligence, Flow and Alignment

4. Basic interpersonal skills: styles and applications. Communication and Leadership

4.1.- Basic interpersonal skills.

4.2.- Levels and styles of Leadership: variability regarding the work team

4.3.- Verbal and non-verbal communication

WORKLOAD

ACTIVITY	Hours	% To be attended
Theoretical and practical classes	35,00	100
Theory classes	0,00	100
Attendance at events and external activities	4,00	0
Readings supplementary material	6,00	0
Preparation of evaluation activities	20,00	0
Preparing lectures	30,00	0
Preparation of practical classes and problem	30,00	0
TOTAL	125,00	

TEACHING METHODOLOGY

Theoretical classes participatory master class

Discussion of articles (readings)

Resolution of practical cases

Teamwork: development of a product model and presentation

The proposed methodology can be developed both in person and remotely if the circumstances require it.

EVALUATION

Individual continuous evaluation 10%

Group work (development and presentation) 70%

Final exam 20%

In all the sections must exceed 50% of its value to be entitled to the weighting that makes up the final note of the module.

During the module, activities and dynamics that aim to establish pragmatically and at the same time fun, the principles of the process of acquisition of management skills and team management will be carried out. The different tests, dynamics and games to try to eliminate attitudinal and behavioral barriers and make the student think about their possibilities as future manager and about the gaps that, through the game, are perceived in a less traumatic way; but that help to understand the way forward to improve the evolution and improvement of social and work skills.

The evaluation of these processes associated with skills training can not usually be done through knowledge tests, therefore, the direct observation of the monitor / teacher or teacher, determines if a student does not participate or fails to perceive what is proposed with these dynamics, which is why an evaluation / explanation / continuous correction process is followed. On the other hand, all students must be informed that, due to the special characteristics of the module, the evaluation of the module aims to know if it has been achieved / learned or, at least, perceived, the minimum requirements to be able to report that they have been acquired. or improved managerial, managerial and social skills - teamwork-. For this, a democratic and participatory system has been designed, based on the 360º evaluation in which not only the superior / teacher evaluates, but also the colleagues / peers themselves. In order to establish the detailed level the note is divided into two parts, on the one hand, the possibility of reaching up to 7 in the group work (work + presentation), and on the other hand, reaching up to 1 for attendance and participation in class. -Contemplated the possible null effect of the continuous evaluation during the development of the subject- and, up to 2 in the final exam.

The final grade will be increased, if applicable, by the application of the additional point of continuous evaluation: "attendance / participation".

The realization of group work aims to put into value during its proposal, design, development and presentation, the principles of teamwork, collaboration, communication, leadership, delegation of tasks, motivation, ..., that throughout the module have gone developing as matter and content thereof.

If necessary, the weight of academic assignments may be increased, to adjust to possible teaching situations until reaching 100% of the grade.

The section corresponding to Group Work may NOT be recovered in the 2nd call without, therefore, the possibility of transferring the note or part of it from the first to the second call. On second call, in any case, there will be a final test -type test- whose grade will be used to measure the degree of evolution and development of the student in the subject. In no case, this note may be greater than 5 points.

REFERENCES

Basic

- Aguirre, M.A. (2018). Dirigir y Motivar Equipos. Pirámide
- Hunsaker P., Alessandra T. et ál. (2010). El nuevo arte de gestionar equipos: Un enfoque actual para guiar y motivar con éxito. Deusto
- Luna-Arocas, R. (2010). El líder no nace ¡se hace!. Ed. Obelisco
- Puchol, L., Puchol, I. (2016). El libro de las habilidades directivas: 4ª Ed. Díaz de Santos.
- Ríos, I. (2018). Equipos motivados, equipos productivos. Ed. Tébar Flores.
- Thomas, C. J. (2012). Guía Básica Para Mandos Intermedios y Jefes de equipo. FC Editorial.

Additional

- Brunet, I. y Belzunegui, A. (2004): La gestión de equipos de trabajo en la estrategia de la empresa. Estudios Financieros, trabajo y seguridad social, vol. 9, nº 251
- Coleman, D. (2018). El cerebro y la inteligencia emocional: nuevos descubrimientos. Penguin Rabdom House Grupo Ed.
- Hayes, N. (2002): Dirección de equipos de trabajo. Una estrategia para el éxito. Thompson, Madrid. Citado en Brunet y Belzunegui (2004).
- Marina, J.A. (2011): Los Secretos de la Motivación. Biblioteca UP. Ed. Ariel.
- Navarro, L., Navarro, X. y Nieto, T. (2011). Dirigir no es solo mandar Es el momento de hacer hacer. Ed. NC
- Puchol, L. (2009): El Libro de la Negociación. Ed. Diaz de Santos. 3ª ED.
- Robbins, S. & Judge, T. (2017): Comportamiento Organizacional 17ª Ed. Pearson Prentice Hall
- Rodrigo, Luis (2006): Habilidades directivas y técnicas de liderazgo. Editorial Ideaspropias, Vigo
- Roger, A. y Vinot, D. (2019) Skills Management. New applications, new questions. Wiley, USA.

ADDENDUM COVID-19

This addendum will only be activated if the health situation requires so and with the prior agreement of the Governing Council

The teaching of the 2020-2021 academic year to which this Teaching Guide refers is scheduled in face-to-face mode.

If at any time, during the course, for justified and supervening reasons it could not be carried out as planned, the responsible teaching staff will communicate more specific and detailed information about the changes that should be made through the Virtual Classroom of the subject.

Given the possibility of quarantine of some students or confinement of the population, the possibility of teaching distance learning by synchronous methods is contemplated, allowing the full development of the program.The appropriate measures will be taken if necessary, to facilitate access to the training sessions of any student who has to observe quarantine unexpectedly throughout the course.

In the case of inability to attend the Master, the group work that should have been carried out in the classroom, will be replaced by other types of actions - also of a group nature - to be carried out online and which will be defined at the time; without altering the computation of the grade to be considered towards the student.