

**COURSE DATA****Data Subject**

<b>Code</b>	44481
<b>Name</b>	Management skills
<b>Cycle</b>	Master's degree
<b>ECTS Credits</b>	5.0
<b>Academic year</b>	2023 - 2024

**Study (s)**

<b>Degree</b>	<b>Center</b>	<b>Acad. year</b>	<b>Period</b>
2212 - Master's Degree in Business Management. MBA	Faculty of Economics	1	First term

**Subject-matter**

<b>Degree</b>	<b>Subject-matter</b>	<b>Character</b>
2212 - Master's Degree in Business Management. MBA	4 - Management skills, ethics and corporate social responsibility	Obligatory

**Coordination**

<b>Name</b>	<b>Department</b>
HERRERA GOMEZ, JUSTO	105 - Business Administration 'Juan José Renau Piqueras'

**SUMMARY**

The module deepens the knowledge of the problems that affect the management function and the skills needed in the management of companies, as well as the new requirements of responsibility and sustainability that must be integrated in management approaches.

The objective is to understand the different ways of managing an organisation, identify the keys to competing in highly competitive environments. Intangible resources are important for identifying knowledge available in the organisation, and for the best use these resources for corporate strategy and objectives.



We propose a specific module for the development of managerial skills that includes: managerial skills (managerial functions, perception of change, definition of goals, decision making, supervision and control, time management, delegation); and management or interpersonal skills (including leadership, teamwork, meeting management, conflict management, and negotiation).

Management and interpersonal skills underpin the success of managers and directors. These skills include the management of change processes, the use of indicators, the profile of the leader and his or her influence on the success of projects, creation of motivated teams, and delegation.

## 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 enrolment restrictions with other subjects in the curriculum have been specified

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

### 2212 - Master's Degree in Business Management. MBA

- Students should apply acquired knowledge to solve problems in unfamiliar contexts within their field of study, including multidisciplinary scenarios.
- Students should be able to integrate knowledge and address the complexity of making informed judgments based on incomplete or limited information, including reflections on the social and ethical responsibilities associated with the application of their knowledge and judgments.
- Students should communicate conclusions and underlying knowledge clearly and unambiguously to both specialized and non-specialized audiences.
- Students should demonstrate self-directed learning skills for continued academic growth.
- Students should possess and understand foundational knowledge that enables original thinking and research in the field.
- Prepare, write and publicly present business reports and projects in a clear and coherent manner, defend them with rigour and tolerance and respond satisfactorily to criticisms relating to them.
- Seek, select and assess information from the different actors in the environment, both through traditional methods and information and communication technologies, to use it effectively in the face of problems and situations related to business activity.



- Analyse, synthesise and evaluate information, in a rigorous and critical manner, and be able to identify assumptions, assess evidence, detect false logic or reasoning, identify implicit values, and generalise adequately about problems and situations related to the business world.
- Act in the company's decision-making within the framework of human rights, democratic principles, the principles of equality between women and men, solidarity, environmental protection, universal accessibility and design for all, and the promotion of a culture of peace.
- Promote the ability to work in a team and to collaborate and organise the group's activities effectively and efficiently both in the area of general management and in the other functional areas of the company.
- Make both individual and collective decisions in professional practice as a company manager.
- Determine the most appropriate leadership model for achieving the objectives of the company, and know how to guide and motivate the effort of the members of the organisation and encourage their participation.
- Initiate, promote and develop teamwork and interactions among people.
- Act assertively in negotiations, being able to apply mediation skills in the management of the organisation.

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

- Identify different management styles and be able to lead organisations with criteria of co-responsibility and competence.
- Identify the best leadership model to face the challenges of the competition from a proactive position in the choice of appropriate decisions.
- Be able to communicate, influence, and be effective in interpersonal relationships.
- Be able to initiate, promote, and facilitate interactions and teamwork, as well as manage and lead groups of people to achieve company objectives.
- Have an assertive negotiation capacity, be able to carry out good decision making related to management, as well as mediate in the creation of synergies.
- Be able to establish mechanisms to guide and promote employee motivation. Be creative and able to adapt to change.
- Be able to modify foreseeable and habitual behaviour to adapt to the demands of different situations, without modifying substantially the final objectives of the work processes, and incorporate new data from the environment.
- Be able to self-organise, prioritising activities, according to criteria of urgency and importance, using tools and procedures to control the level of work and optimise time.



- Be able to prepare, organise, and develop effective management meetings.

## DESCRIPTION OF CONTENTS

### 1. THEORETICAL FUNDAMENTALS AND CORE CONCEPTS

The management function.  
Leadership.

### 2. INTERPERSONAL SKILLS

Team motivation.  
Performance management.  
Managing trust relationships.

### 3. MANAGEMENT SKILLS

Meeting management.  
Negotiation.  
Change management.  
Time management and organization of the work of employees.

## WORKLOAD

ACTIVITY	Hours	% To be attended
Theory classes	30,00	100
Tutorials	20,00	100
Development of group work	8,00	0
Development of individual work	20,00	0
Study and independent work	18,00	0
Readings supplementary material	10,00	0
Preparing lectures	14,00	0
Resolution of online questionnaires	5,00	0
<b>TOTAL</b>	<b>125,00</b>	



## TEACHING METHODOLOGY

- Lectures and/or various participative sessions.
- Participatory teaching. Analysis and resolution of cases and problems, workshops on analysis tools, presentations (individually or in group).
- Independent work. Reading articles and reports (individually or in groups).
- Tutorials.
- Independent study.
- Written or oral tests.

## EVALUATION

The evaluation will combine a part of continuous evaluation, with individual and grupal practices about the different skills (30% of the grade) and an exam-test at the end about the subject content (70% of the grade).

## REFERENCES

### Basic

- Salas-Vallina, A., Alegre, J., Fernández-Guerrero, R. (2018). El papel del liderazgo y del aprendizaje organizativo en la felicidad en el trabajo. Una herramienta para medir la felicidad en el trabajo. Tirant Lo Blanch.
- Bou G. (2004): Liderazgo estratégico: Para directivos, directores y dirigentes. Pirámide.
- Hayes N. (2002): Dirección de equipos de trabajo: Una estrategia para el éxito. Thomson.
- Hellriegel D. Jackson S. y Slocum J. (2005): Administración: Un enfoque basado en competencias. Thomson.



- Le Boterf G. (2001): Ingeniería de las competencias. Gestión 2000.
- Munduate L. Y Martinez J. (1998): Conflicto y negociación. Pirámide.

#### **Additional**

- Alvarez de Mon S. (2004): El mito del líder (Profesionales, ciudadanos, personas: la sociedad alternativa). Prentice Hall.
- Hamel, G., & Birkinshaw, J. (2011). Reinventar el management": los retos para los directivos del futuro. Harvard Deusto Business Review, 26-30.
- Fernández Guerrero, R. Coord (1.998): Organización y Métodos de Trabajo: Dirección de la Producción y Recursos Humanos. Ed. Cívitas. Madrid.
- Levy-Leboyer C. (2001): Gestión de las Competencias: Cómo analizarlas, cómo evaluarlas, cómo desarrollarlas. Gestión 2000.
- Simon P. Y Albert L. (1989): Las relaciones interpersonales. Herder
- Zott, C., y Amit, R. (2009). Innovación del modelo de negocio: creación de valor en tiempos de cambio. Universia Business Review, (23), 108-121.