

**MANAGEMENT SKILLS**  
(HABILIDADES DE DIRECCIÓN Y GESTIÓN)

**COURSE GUIDE: 2019-20**

**COURSE DETAILS**

Name :	Management Skills		
Code :	63102204	Plan :	Economía (2010)
Academic year :	2017/2018	Level :	Undergraduate level
Course :	2	Type :	Compulsory
Semester :	First semester		

**TIME DISTRIBUTION IN ACCORDANCE WITH REGULATION**

ECTS :	6	In-class hours:	45
		Not in-class hours:	105
		Total time (in hours):	150

<b>USE OF VIRTUAL PLATFORM:</b>	Teaching support
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**LECTURER DETAILS**

Name	Raquel Antolin Lopez		
Department	Economics and Business Administration		
Building	B		
Office	101		
Phone	+34950214033	E-mail	ral252@ual.es

**ACTIVITIES ORGANIZATION**

*Planned activities for learning and workload distribution per activity (in hours)*

I. STUDENT'S ACTIVITIES (In-class / Online)	<ul style="list-style-type: none"> <li>• Theory classes 31</li> <li>• Working groups classes 14</li> </ul>
	<i>Total In-class/Online time :</i> 45
II. STUDENT'S AUTONOMOUS ACTIVITIES (not in-class)	<ul style="list-style-type: none"> <li>• Individual activities, case studies, etc. 105</li> </ul>
	<i>Total not in-class time :</i> 105
<b>TOTAL WORKING HOURS</b>	<b>150</b>

**ELEMENTS OF INTEREST FOR COURSE LEARNING**

<b>Justification of contents</b>
<p>- To identify the skills and competencies required to be effective in the managerial roles of any organization.</p> <p>- To deal successfully in demanding situations requiring problem solving, decision making, conflict management and negotiation, effective communication and team management.</p> <p>- To motivate, to lead groups, and to improve decision making in complex situations.</p> <p>Since this course is centered on learning about skills, the nature of the contents is highly applied and practical, being mostly focused on the development of skills both personal and professional.</p>
<b>Other courses related</b>
Introduction to Business Administration
<b>Minimum knowledge required to deal with the Course</b>
There is no specific knowledge required for registering in this course, although general education and B1 level in English are required, B2 level is highly recommended.

<b>COMPETENCIES</b>
<b>General competencies</b>
<p><i>General objectives of the University of Almería:</i></p> <ul style="list-style-type: none"> <li>- Second language knowledge</li> <li>- Basic knowledge of the profession</li> <li>- Ethics</li> </ul>
<p><i>Other general objectives:</i></p> <p>Ability to communicate and social skills</p>
<b>Specific competencies developed</b>
AFB04: Develop and apply skills for the management of organizations
<b>LEARNING OBJECTIVES/OUTCOMES</b>
<p>RD4: Elaboration and defense of arguments and resolution of problems within the study area</p> <p>UAL1: Knowledge, skills, and attitudes that ease the learning of new theories, interpretations, methods and techniques in the different field disciplines as to satisfy effectively professional requirements.</p> <p>UAL7: Understand and being understood in a verbal and written way using a language other than the mother language (It is especially important in the European convergence process for the expansion of the international dimension of the degrees)</p> <p>UAL8: Ability to think and act according to universal principles that are based on a person's value and directed to his/her full development.</p> <p>AFB04: Understand the roles and functions that entrepreneurs and managers develop in their organizations and develop the basic skills for the ethical exercise of these functions, including leadership, motivation, team management, communication and negotiation.</p>
<b>PLANIFICATION</b>
<b>Contents</b>

<b>Module I</b>	Managers in the workplace: Current challenges
<b>Module II</b>	Motivation
<b>Module III</b>	Leadership
<b>Module IV</b>	Change management
<b>Module V</b>	Team Management
<b>Module VI</b>	Innovation and Entrepreneurship
<b>Module VII</b>	Communication and IT Management
<b>Module VIII</b>	Negotiation and Conflict Management
<b>Methodologies</b>	
<p><b>Theory classes:</b> These sessions will mainly consist in the theoretical explanation of each of the modules. However, some short activities will also be integrated on them (e.g., short case studies, debates, open questions), and several assessment tests. They are Participatory Master Classes. It will be positively valued if students prepare those contents in advance, by reading the referenced bibliography of the chapter and the slides (that will be facilitated at the start of the course).</p> <p><b>Working group sessions:</b> These sessions have a high dynamic and practical nature. The main objective is to develop and train the managerial skills explained in theory classes. These sessions are characterized by a myriad of teaching methodologies: Teamwork, project development, case method, problem-based learning, video making, etc. The teacher will evaluate every single activity in a specific manner, taking into account the attitude, implication, execution and participation of every student in the activity. Students' proactiveness and active participation is essential to overcome working group sessions.</p> <p>Besides, the student will have to do <b>autonomous work</b> out of class that basically will consist in:</p> <ul style="list-style-type: none"> <li>• Studying the contents of the modules of the course</li> <li>• Application of knowledge through the development of different activities</li> </ul> <p><b>Exams:</b> Testing of:</p> <ul style="list-style-type: none"> <li>• Acquired knowledge</li> <li>• Capacity to analyse, synthesise and relate ideas.</li> </ul>	
<b>TEACHING INNOVATION ACTIVITIES</b>	
<p>This course is assigned to the teaching innovation group: Sostenibilidad emocional y cognitive: Fomentando valores sostenibles en educación empresarial de forma transversal (2019-2020), coordinated</p>	

by Raquel Antolín López.

## FUNCTIONAL DIVERSITY

Those students with disabilities or special teaching needs can contact the Functional Diversity Area of the University of Almeria ([www.ual.es/discapacidad](http://www.ual.es/discapacidad)) to receive the appropriate guidance or advice. Likewise, they may request the implementation of the necessary adaptations of content, methodology and evaluation that guarantee equal opportunities in their academic development. The treatment of these information, in compliance with the LOPD, is strictly confidential. The teachers responsible for this guide will apply the adaptations approved by the Delegation, after notifying the Center and the course coordinator.

## EVALUATION SYSTEM

### Assessment criteria

There are two types of options for both the ordinary and extraordinary calls:

#### Option A (Exam and continuous work):

It should be the most common and is the preferred by the instructor.

The student should attend a minimum of 80% of the theoretical classes (in hours) and practical classes (in number of sessions). If one student fails to attend to this minimum, for whatever reason, he or she should automatically follow the requirements of option B.

Under this **option A**) the grade is composed of:

- **Exam:** 50% of the evaluation depends on the final exam. The exam will consist of multiple-choice questions with 4 possible options and just one correct answer. Correct answers sum up +1 point and incorrect answers subtract 1/3 of the correct questions (Learning objectives associated: RD4, UAL1, UAL8, AFB04).

- **Continuous work:** The remaining 50% consists of evaluations of in-class participation and involvement. This will be evaluated in different activity classes, tests, and practice classes. (Learning objectives associated: RD4, UAL1, UAL8, AFB04). Under no circumstances may continuous assessment activities be carried out that have already been completed and that the student has not done in person at the corresponding session, whatever the reason. In addition, replacement by other alternative activities will not be possible.

- a. Mid-term exam (10% of the final evaluation). This exam does not eliminate content for the final exam.
- b. During the theoretical classes, the teacher will ask open questions to be answered by the students. The teacher will evaluate the number and quality of the students' interventions (10%)
- c. During the working group sessions, 7 practical activities related to the content of the course, will be carried out. The teacher will evaluate every activity, taking into account the attitude, implication, execution and participation of every student in the activity. The grade associated to this part is calculated as the average of the grades in each session. Missing classes will account as a 0 in that sessions and cannot be substituted by any other activity (30%).

The student needs to obtain a minimum of 4.5 out of 10 in each one of these 2 sets (exam and continuous assessment activities) to pass the course AND a final average minimum of 5 out of 10. If the student fails any of the parts the grade will be “failing” regardless the grade in the other part.

Those students that have not reached at least a 4.5 on the continuous work will be automatically in option B, as well as, those students that have not academically progressed, have plagiarized any activity or that have attended less than 5 working sessions Only one justified missed class is admitted during the entire semester, PREVIOUSLY communicated to the professor). It will be understood that a missed class is justified when the student has not been able to attend a class session of the subject because of a relevant, reasonable, unavoidable circumstance and not attributable to the student (for example, a pleasure trip is not a justified reason), as long as it is argued and conveniently supported by documents with guarantee its veracity (proof). The proof will have to be delivered to the teacher, in paper format, within a maximum of 2 weeks from the session to be justified.

Both in the Theory classes and in the Working Group, it will be considered that there is no academic progress/learning (aprovechamiento académico), when there are, among others, any of the following situations: speaking with or disturbing other classmates, interrupting the normal functioning or order in the class, using or being distracted by mobile phones or other electronic devices, disrespecting the teacher or other classmates, showing a manifest lack of attention in class, etc.

### **Option B): Final exam**

Under this modality, students must pass one single exam. Exams will consist of multiple choice questions with 4 options and just one correct answer. Correct answers sum up +1 point and incorrect answers subtract -0.33 points. (Learning objectives associated: RD4, UAL1, UAL8, AFB04).

The exam will be evaluated from 0 to 10. After that, the grade obtained will be pondered/adjusted by 0.8 to determine the final grade. The final grade after applying the ponderation of 0.8 should be equal or higher than 5. This means that students need to reach at least a 6.25 out of 10 in the exam as a minimum to pass the course. Therefore, the maximum grade that is possible to obtain under option B) is 8-Notable.

### **Marking system:**

From 0 to 10, whereas:

10 –	Matrícula de Honor – Excellent /A
9 - 10	Sobresaliente/ – Very good / B
7- 8.99	Notable/ – Good / C
5 – 6.99	Aprobado/ – Satisfactory D/E
0 – 4.99	Suspenso/ – Fail / F

### **General Rules (please read carefully):**

- The professor will make the distribution of the students in the different working groups. Generally, the rule applied is based on the students' surname; however, this rule might be changed in case adjustments are needed to balance the working groups. The distribution on working groups will be posted on the

Aula Virtual platform. Those students not appearing the first day of the working group assigned might lose the spot and be re-allocating to another working group.

- Students must attend and do the activities in the specific group they are registered. Only students who are officially registered in the corresponding English group will be evaluated. Activities developed out of their registered group will be not assessed. Exceptionally, the student might attend a different working group or teaching group if the professor has previously authorized them to attend.
- The final exam is made only in the official date establish by the Faculty of Economics and Business Administration. Under no circumstances would the exam be made in a different date, time or location or a different format without the authorization of the Faculty of Economics.
- Students must submit both the exam document and the answers sheets, on the contrary, the student the student will fail the course, and to pass the course, the student should make the exam in front of an academic committee specifically created with that purpose.
- Students must make a responsible use of the cell phone (e.g., use the translator, visualize the slides, or access to information needed to make an activity and with the permission of the professor). A use different of the ones described here might be considered a lack of academic progress/learning (falta de aprovechamiento académico).
- This syllabus is of compulsory compliance.
- To pass exams, it will be necessary to study material found in the bibliography.
- A 4.5 out of 10 in continuous evaluation (participation, working group sessions, etc.), indicates a pass for such part (although to pass the course they need an average of 5). Such evaluation cannot be repeated in subsequent courses to improve the grade.
- The exam grade will be not kept for another call. To pass the course the student has to pass the exam in that call.
- To write exams, it is obligatory to present OFFICIAL documentation with a photo.
- Telephones and other electronic devices which are not completely turned off are prohibited during exams. Detection of any such device during the exam will lead to the owner being expelled, and receiving a 0 grade. Severe disciplinary measures will be taken.
- Students must be punctual to attend both theory and working session classes. Students arriving late will not be allowed to enter and will miss automatically the grade corresponding to that session.
- Students must access to the virtual platform regularly (to access to the contents, see notifications, and communicate with the professor).

#### Monitoring mechanisms

- Submission of assignments
- Class participation
- Class activities
- Tutorships
- Virtual platform: forum

## BIBLIOGRAPHY

### Recommended bibliography

#### **Mandatory Reading:**

Management. Global edition (Fourteen Edition - 2018). Stephen P. Robbins and Mary Coulter.

Pearson.

ISBN-10: 1292215836 • ISBN-13: 9781292215839.

**Recommended Reading:**

Management. Luis Gomez-Mejia and David B. Pearson. 2012.

ISBN 10: 0-13-217640-8

ISBN 13: 978-0-13-217640-8

Management Fundamentals: Concepts, Applications, and Skill Development (Eighth Edition - 2017). Robert N. Lussier. Sage. 2017.

ISBN: 9781506389394

**Other bibliography:**

Montiel, I., Gallo, P., Antolin-Lopez, R. (2019) What on Earth Should Managers Learn about Corporate Sustainability? Translating Theory into Effective Threshold Concepts for Responsible Management Learning, *Journal of Business Ethics*. Published online.

Montiel, I., Antolin-Lopez, R., Gallo, P. (2018). Emotions and sustainability: A literary genre based framework for environmental sustainability management education. *Academy of Management Learning & Education*, 17 (2), 155-183.

Antolin-Lopez, R., Garcia-de-Frutos, N., Galvez-Rodriguez, M.M., Tarifa-Fernandez, J., Saez-Martin, A. (2018). Emotional learning in business & sustainability education: A classroom methodology proposal. *Edulearn 2018 Proceedings*, 690-695. ISBN:978-84-09-02709-5.

Ramirez-Franco, J., Antolin-Lopez, R. (2016). Idea maturation: The wooden egg. *Experiential Entrepreneurship Exercises Journal*, 2(2), 38-47.

Antolin-Lopez, R. (2016) Idea Generation & Creativity: The Mysterious Box. *Experiential Entrepreneurship Exercises Journal*, 2(1), 43-50.

Bibliography existing in the library of the University of Almeria

<http://almirez.ual.es/search/x?SEARCH=63102204>