



COURSE GUIDE SUBJECT

1. DETAILS OF THE COURSE		
1.1. Name: Management Skills		
1.2 Code: 63102204	1.3 .Plan: ADE (Business Administration)	1.4.Level: Undergraduate
1.5 Course: 2nd year	1.6. Type: Basic	1.7. Semester: 1st
1.9. ECTS: 6	1.9.1.Theoretical: 4,5	1.9.2.Practical: 1,5
1.10. Descriptors:		
2. LECTURER		
2.1. Name: Dr. Javier Martínez del Río		
2.2. Department: Business Administration		
2.3. Field of Knowledge: Business Strategy and Organization		
2.4. Office: FCEE office 0.10		
2.6. Mentoring: Time and place will be set at the beginning of the term (Check personal website)		
2.6.1. 1st Semester:		2.6.2. 2nd Semester:
2.7. Phone: +34 950 214033	2.8. E-Mail: jamartin@ual.es	2.9. Virtual platform WEB CT: Yes
2.10. Personal Webpage: http://cms.ual.es/UAL/estudios/grados/plandeestudios/asignaturas/asignatura/persona/GRADO6310?id=525353574853495480		
3. DATA OF THE DEPARTMENT		
3.1. Name: Business Administration		
3.2. Fields of Knowledge of the Department: Business Strategy and Organization, Marketing, Accounting and Finance		
3.3. Director: Salvador Cruz Rambaud		

Puede verificar la autenticidad, validez e integridad de este documento en la dirección:
<https://verificarfirma.ual.es/verificarfirma/code/1/7qtYOPMIEG+3IiTNQnBQ==>

Firmado Por	Universidad De Almeria	Fecha	19/01/2016
ID. FIRMA	blade39adm.ual.es	PÁGINA	1/8



1/7qtYOPMIEG+3IiTNQnBQ==



4. CONTEXT

4.1. Main objective of the course:

To identify the skills and competencies required to be effective in the managerial roles of any organization

To deal successfully in demanding situations requiring problem solving, decision making, conflict management and negotiation, effective communication and team management

To motivate, to lead groups, and to improve decision making in complex situations.

4.2 Previous knowledge:

General education and B1 level in English are required, B2 level is highly recommended.

4.3. Prior conditions:

None.

5. COMPETENCIES AND OBJECTIVES

5.1 COMPETENCIES OF THE COURSE

5.1.1. GENERAL OBJECTIVES:

Generic competences of the Universidad de Almería :

- Ethical commitment
- Basic professional knowledge
- Knowledge of a second language

5.2 OBJECTIVES OF THE COURSE

5.2.1. GENERAL OBJECTIVES OF THE COURSE

Other generic competences:

- Practical use of theoretical knowledge
- Communication and social abilities

5.1.2. Specific objectives

Specific conceptual competencies (theoretical knowledge) :

- Understanding and fulfilling managerial roles and tasks.
- Organizational culture

Specific procedural competencies (practical knowledge):

- Organization's management skills:
- Leadership
 - Motivating employees
 - Entrepreneurship
 - Team management
 - Communication
 - Negotiation





6. CONTENTS

This course is of a practical and applied nature. The contents are predominantly oriented toward the development individual skills and not so much toward the assimilation of theoretical contents. Consequently, students should interact in a particularly intense manner during the classes to reach the goals of the course. Students should bear this in mind when they approach every single class.

7. METHODOLOGY

7.1 Methodology for the treatment of the theoretical contents :

During the theoretical sessions, the instructor will explain the contents and answer the questions from the students. 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).

During those sessions the instructor will make open questions to the students that will be evaluated.

7.2 Methodology for the treatment of practical content:

Practical contents will be taught/evaluated in three different ways:

- a. There will be made 7-9 case studies that will be solved individually by the students. The solutions will be submitted (given) by the student at the start of the session in which the case will be solved. The teacher will evaluate the assistance and the number and quality of the interventions of the students.
- b. During the theoretical classes, the teacher will make open questions to be answered by the students. The teacher will evaluate the assistance and the number and quality of the interventions of the students.
- c. During the working group sessions, it will be held practical activities related with the content of the course. 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

Chapter / Lesson			
1 Organizational culture and change			
Teaching methodology			
<i>Class type</i>	<i>Teaching method</i>	<i>Observations</i>	<i>Teaching hours</i>
“Large group”	Participative master class		1,0
“Theory group”	Participative master class		2,0

Puede verificar la autenticidad, validez e integridad de este documento en la dirección:
<https://verificarfirma.ual.es/verificarfirma/code/1/7qtYOPMIEG+3IiTnQnBQ==>

Firmado Por	Universidad De Almeria		Fecha	19/01/2016
ID. FIRMA	blade39adm.ual.es	1/7qtYOPMIEG+3IiTnQnBQ==	PÁGINA	3/8
				
1/7qtYOPMIEG+3IiTnQnBQ==				



“Theory group”	Mini-case study		1,0
“Practice group”	Problem-based learning		0,0
Description of the student individual work			
Preparing the case study and answering the related questions before the class, elaborating and studying the theoretical contents, in-class interaction.			

Chapter / Lesson	2 Motivation		
Teaching methodology			
<i>Class type</i>	<i>Teaching method</i>	<i>Observations</i>	<i>Teaching hours</i>
“Theory group”	Participative master class		3,0
“Theory group”	Mini-case study		1,0
“Practice group”	Problem-based learning		2,0
Description of the student individual work			
Preparing the case study and answering the related questions before the class, elaborating and studying the theoretical contents. Participation, reasoning and interaction during the “practice group”			

Chapter / Lesson	3 Leadership		
Teaching methodology			
<i>Class type</i>	<i>Teaching method</i>	<i>Observations</i>	<i>Teaching hours</i>
“Theory group”	Participative master class		3,0
“Theory group”	Mini-case study		1,0
“Practice group”	Problem-based learning		2,0
Description of the student individual work			
Preparing the case study and answering the related questions before the class, elaborating and studying the theoretical contents. Participation, reasoning and interaction during the “practice group”			

Chapter / Lesson	4 Innovation and Entrepreneurship		
Teaching methodology			
<i>Class type</i>	<i>Teaching method</i>	<i>Observations</i>	<i>Teaching hours</i>
“Theory group”	Participative master class		2,0
“Theory group”	Mini-case study		1,0
“Practice group”	Problem-based learning		1,0
Description of the student individual work			





Preparing the case study and answering the related questions before the class, elaborating and studying the theoretical contents. Participation, reasoning and interaction during the “practice group”

Chapter / Lesson	5 Team Management		
Teaching methodology			
<i>Class type</i>	<i>Teaching method</i>	<i>Observations</i>	<i>Teaching hours</i>
“Theory group”	Participative master class		3,0
“Theory group”	Mini-case study		1,0
“Practice group”	Problem-based learning		2,0
Description of the student individual work			
Preparing the case study and answering the related questions before the class, elaborating and studying the theoretical contents. Participation, reasoning and interaction during the “practice group”			

Chapter / Lesson	6 Negotiation and Conflict Management		
Teaching methodology			
<i>Class type</i>	<i>Teaching method</i>	<i>Observations</i>	<i>Teaching hours</i>
“Theory group”	Participative master class		3,0
“Theory group”	Mini-case study		1,0
“Practice group”	Problem-based learning		2,0
Description of the student individual work			
Preparing the case study and answering the related questions before the class, elaborating and studying the theoretical contents. Participation, reasoning and interaction during the “practice group”			

Chapter / Lesson	7 Communication and IT Management		
Teaching methodology			
<i>Class type</i>	<i>Teaching method</i>	<i>Observations</i>	<i>Teaching hours</i>
“Theory group”	Participative master class		3,0
“Theory group”	Mini-case study		1,0
“Practice group”	Problem-based learning		2,0
Description of the student individual work			
Preparing the case study and answering the related questions before the class, elaborating and studying			

Puede verificar la autenticidad, validez e integridad de este documento en la dirección:
<https://verificarfirma.ual.es/verificarfirma/code/1/7qtYOPMIEG+3IiTnQnBQ==>

Firmado Por

Universidad De Almería

Fecha

19/01/2016

ID. FIRMA

blade39adm.ual.es

1/7qtYOPMIEG+3IiTnQnBQ==

PÁGINA

5/8



1/7qtYOPMIEG+3IiTnQnBQ==



the theoretical contents. Participation, reasoning and interaction during the “practice group”

Chapter / Lesson	8 Control and Decision Making		
Teaching methodology			
<i>Class type</i>	<i>Teaching method</i>	<i>Observations</i>	<i>Teaching hours</i>
“Theory group”	Participative master class		3,0
“Theory group”	Mini-case study		1,0
“Practice group”	Problem-based learning		2,0
Description of the student individual work			
Preparing the case study and answering the related questions before the class, elaborating and studying the theoretical contents. Participation, reasoning and interaction during the “practice group”			

8. BIBLIOGRAPHY OF THE COURSE

8.1 Mandatory Reading :

Management (*Luis Gomez-Mejia; David B. Balkin, Robert L. Cardy*) - Bibliografía básica

8.2 Recommended Reading:

Robbins and Coulter Management – Prentice Hall 11th edition 2010 ISBN-10: 0133130029
ISBN-13: 9780133130027

1.3 Web addresses:

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

9 EVALUATION SYSTEM

9.1 Aspects and/or criteria:

9.2 Modalities and instruments:

There are two ways being evaluated:

Option A):

This option should be the most common and is the preferred one by the instructor.

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

Puede verificar la autenticidad, validez e integridad de este documento en la dirección:
<https://verificarfirma.ual.es/verificarfirma/code/1/7qtYOPMIEG+3IiTnQnBQ==>

Firmado Por

Universidad De Almería

Fecha

19/01/2016

ID. FIRMA

blade39adm.ual.es

1/7qtYOPMIEG+3IiTnQnBQ==

PÁGINA

6/8



1/7qtYOPMIEG+3IiTnQnBQ==



Under this option the grade is composed by:

- A 50% of the evaluation depends on the exams that will be held along the semester. Those exams will consist on multiple choice questions with 4 options and just one right answer. Right answers sum up +1 point and wrong answers rest -0.33 points.
 - a. There will be one or more partial exams (all of them will sum up to a 10% of the final evaluation).
 - b. There will be one final exam that accounts for a 40% of the evaluation.
- The remaining 50% consists of evaluations of in-class participation and involvement. This will be evaluated in master classes, case studies and practice classes.
 - a. There will be made 7-9 case studies that will be solved individually by the students. The solutions will be submitted (given) by the student at the start of the session in which the case will be solved. The teacher will evaluate the assistance and the number and quality of the interventions of the students.
 - b. During the theoretical classes, the teacher will make open questions to be answered by the students. The teacher will evaluate the assistance and the number and quality of the interventions of the students.
 - c. During the working group sessions, it will be held practical activities related with the content of the course. 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

The student needs to obtain a minimum of 4 out of 10 in each one of these 2 sets to pass the course.

Option B): Final exam

Under this modality, students must pass one single exam with two parts. Students must obtain a minimum grade of 4 out of 10 to pass the course.

- Multiple choice exam (will count the 50% of the grade). Every question will have 4 possible answers, being just one answer right. Right answers sum up +1 point and wrong answers rest -0.33 points.
- Solving a case study(will count the remaining 50% of the grade)

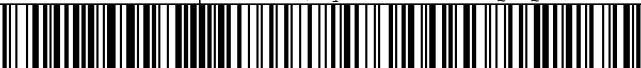
The exam will be evaluated from 0 to 10. After that the grade obtained will be pondered by 0.7 to determine the final grade. Therefore, the maximum grade that is possible to obtain under option B) is 7 – Notable (C).

9.3 Marking system:

From 0 to 10, whereas:

- 10 – Matrícula de Honor – Excelent /A
- 9 - 10 Sobresaliente – Very good / B

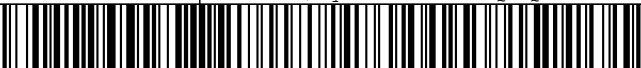
Puede verificar la autenticidad, validez e integridad de este documento en la dirección:
<https://verificarfirma.ual.es/verificarfirma/code/1/7qtYOPMIEG+3IiTnQnBQ==>

Firmado Por	Universidad De Almeria	Fecha	19/01/2016
ID. FIRMA	blade39adm.ual.es	PÁGINA	7/8
			
1/7qtYOPMIEG+3IiTnQnBQ==			



7- 8.99	Notable – Good / C
5 – 6.99	Aprobado – Satisfactory D/E
0 – 4.99	Suspenso – Fail / F

Puede verificar la autenticidad, validez e integridad de este documento en la dirección:
<https://verificarfirma.ual.es/verificarfirma/code/1/7qtYOPMIEG+3IiTNQnBQ==>

Firmado Por	Universidad De Almeria		Fecha	19/01/2016
ID. FIRMA	blade39adm.ual.es	1/7qtYOPMIEG+3IiTNQnBQ==	PÁGINA	8/8
				
1/7qtYOPMIEG+3IiTNQnBQ==				