

### BASIC DETAILS:

<b>Subject:</b>	HABILIDADES DIRECTIVAS		
<b>Id.:</b>	30457		
<b>Programme:</b>	GRADUADO EN ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS (BOE 26/11/2010)		
<b>Module:</b>	MÓDULO TRANSVERSAL		
<b>Subject type:</b>	OBLIGATORIA		
<b>Year:</b>	4	<b>Teaching period:</b>	Primer Cuatrimestre
<b>Credits:</b>	3	<b>Total hours:</b>	75
<b>Classroom activities:</b>	30	<b>Individual study:</b>	45
<b>Main teaching language:</b>	Inglés	<b>Secondary teaching language:</b>	Castellano
<b>Lecturer:</b>	MASTRAL FRANKS, VANESSA (T)	<b>Email:</b>	vmastral@usj.es

### PRESENTATION:

Understanding what it takes to be a manager is not always easy. Many people - employers included - think that all it takes is being the person with the most seniority or the best people skills. Fact is that to become an effective manager, you need to be able to efficiently and successfully integrate people and activities in order to meet your team's needs and your organization's goals. Knowing how Managing people and managing projects are two completely different things. You might think that if you can do one you can do the other, but that is not necessarily so. Some people are just better at dealing with differing personalities and others are best at implementing projects and processes. As a manager, you need to be able to handle projects and people. That means establishing and meeting project goals through effective time management techniques and fully utilizing the tools and manpower available to you. As a manager, it's imperative that you learn how to identify and solve problems. Creative problem solving requires you to assess the problem, ask questions, brainstorm for options, and search for alternative solutions. But being a great manager means taking time to develop a set of essential skills. Most of us can expect to spend many years of our lives working in organisations of various kinds or setting up our own business. In either case being managed and/ or managing others. Employers have different approaches to managing their employees, but all organisations require people to make the goods or provide the services they are set up to make or provide, and therefore an understanding of how to effectively manage people in the workplace is of great importance and value. How people are managed in the workplace influences what they think about their work and their employer and therefore their behaviours and actions in the workplace. The way people feel about how they are managed at work and their employment relationship may generate conflict and resistance to managerial controls. We will explore issues not only in the context of the individual employee and their employer, but in the context of the wider workplace, the labour market and economic forces shaping the world of work, technological changes, employment regulations and social trends. The world of work is fast changing so an understanding of how this all affects the way people are managed in the workplace is of tremendous significance theoretically and practically. The employment relationship is not only an economic exchange of pay for effort, but also a legal contractual relationship and a social and psychological one. We explore all of these dimensions to develop a more rounded understanding of managing people in work.

### PROFESSIONAL COMPETENCES ACQUIRED IN THE SUBJECT:

<b>General programme competences</b>	G01	Ability to analyse and summarise information from several sources.
	G02	Creative and efficient resolution of problems that arise in day-to-day, in order to ensure the highest levels of quality of professional work.
	G03	Ability to organise and plan the work in the context of continuous improvement
	G04	Use of information and communication technologies
	G05	Ability to work effectively in interdisciplinary teams, integrating and participating in scientific and professional teamwork, contributing ideas and respecting and valuing the diversity of views of other team members.
	G06	Ability to incorporate ethical principles into the professional culture, giving priority to ethical commitment to customers and society.
	G07	Ability to work in an international context and innovate and adopt new approaches used in other national contexts.

	G08	Oral and written communication in Spanish.
	G10	Ability to apply the acquired knowledge, adapting it to the needs and special features of each situation and person.
	G11	Ability to come up with new ideas (creativity).
	G13	Ability to develop learning strategies throughout life to be able to acquire new knowledge, by developing their own academic and professional path.
	G15	Ability to establish and meet the most appropriate quality criteria and apply methodologies and work strategies geared towards continuous improvement.
	G17	Ability to create, from a critical and constructive point of view, proposals for social transformation based on democracy and fundamental rights of individuals.
<b>Specific programme competences</b>	E01	Understand the specific aspects of the operation, management and control of the different functional areas of the company.
	E02	Know and understand the local, national and international socio-economic context in which the companies operate and be able to interpret its impact on them.
	E03	Ability to apply the acquired knowledge of the functional areas of the company and the socio-economic environment.
	E04	Ability to identify related variables and understand their impact on business organisations.
	E13	Know the decision making processes in terms of policy and business strategy.
	E14	Understand the principles of business ethics and be able to design scenarios in which these principles can be put into business practice.
<b>Learning outcomes</b>	R01	Apply various techniques of argumentation and useful negotiation in communication processes in organisations, interpersonal communication and conflict resolution or negotiation
	R02	Apply planning and time management that will facilitate the development of professional work under pressure..
	R03	Know about behaviour and attitudes in the negotiation process.

#### PRE-REQUISITES:

NONE

#### SUBJECT PROGRAMME:

Observations:

1 - Motivating and influencing people 1.1 - Content and process theories of motivation, motivating people at work 1.2 - Ethics: Motivation as a way to influence 1.3 - Rewarding and High Performance 1.4 - Diagnosing Organizational Problems 1.5 - Power and Politics. Conflict Management 1.6 - Criticism 2 - Leadership 2.1 - Leadership Styles 2.2 - Leadership v Management 2.3 - Leadership and Decision Making 2.4 - Leadership, Power and Politics 2.5 - Criticism 3 - Team Work 3.1 - Team formation and types 3.2 - Group and team dynamics 3.3 - Personality Types 3.4 - Influence on Behaviour and Performance 3.5 - Criticism 4 - Emotional Intelligence 4.1 - Emotional Intelligence and Competencies 4.2 - Applications to work life 4.2.1 - Feedback Techniques 4.2.2 - Leadership Skills 4.2.3 - Teamwork 4.2.4 - Conflict Resolution 4.2.5 - Negotiating Skills 4.2.6 - Coaching and Mentoring Skills

#### Subject contents:

<b>1 - Motivating and influencing people</b>
1.1 - Content and process theories of motivation, motivating people at work
1.2 - Ethics: Motivation as a way to influence
1.3 - Rewarding and High Performance
1.4 - Diagnosing Organizational Problems
1.5 - Power and Politics. Conflict Management
1.6 - Criticism
<b>2 - Leadership</b>
2.1 - Leadership Styles
2.2 - Leadership v Management
2.3 - Leadership and Decision Making
2.4 - Leadership, Power and Politics
2.5 - Criticism

<b>3 - Team Work</b>
3.1 - Team formation and types
3.2 - Group and team dynamics
3.3 - Personality Types
3.4 - Influence on Behaviour and Performance
3.5 - Criticism
<b>4 - Emotional Intelligence</b>
4.1 - Emotional Intelligence and Competencies
4.2 - Applications to work life
4.2.1 - Feedback Techniques
4.2.2 - Leadership Skills
4.2.3 - Teamwork
4.2.4 - Conflict Resolution
4.2.5 - Negotiating Skills
4.2.6 - Coaching and Mentoring Skills

Subject planning could be modified due unforeseen circumstances (group performance, availability of resources, changes to academic calendar etc.) and should not, therefore, be considered to be definitive.

## TEACHING AND LEARNING METHODOLOGIES AND ACTIVITIES:

### Teaching and learning methodologies and activities applied:

The approach taken in this subject is to involve you as entrepreneurial learners through an interesting combination of face-to-face lectures with a wide range of recommended texts available to extend your learning and relevant group and individual tasks. You will be responsible for a significant amount of self-study having to identify your sources of information, comparing and providing founded opinions on issues debated. For this you will need to ensure that you fully understand all the concepts! The contents and organisation of the lectures may be modified subject to external factors such as the groups progress, changes made to the school calendar etc.

The group activities will be aimed to introduce the student, from day one of their time in the Business School, to the real world of business by working on identifying issues, creating solutions, developing contingency plans and applying their solutions to the real problems of a working business.

These activities will have the ultimate purpose of developing students' social and technical skills, their performance and providing them with a competitive advantage when faced with the labour market.

The activities will be very varied and will range from case work, visiting companies to attending seminars and helping to provide solutions to real business problems.

Failure to attend all of these activities will carry a penalisation determined by the tutor and/ or teacher and reflected in the final mark.

### Student work load:

Teaching mode	Teaching methods	Estimated hours
<b>Classroom activities</b>	Master classes	2
	Other theory activities	6
	Practical exercises	4
	Practical work, exercises, problem-solving etc.	4
	Debates	3
	Coursework presentations	5
	Films, videos, documentaries etc.	4
	Assessment activities	2

<b>Individual study</b>	Tutorials	4
	Individual study	10
	Individual coursework preparation	5
	Group coursework preparation	5
	Project work	7
	Research work	4
	Compulsory reading	5
	Recommended reading	2
	Extra-curricular activities (visits, conferences, etc.)	3
	<b>Total hours:</b>	<b>75</b>

### ASSESSMENT SCHEME:

#### Calculation of final mark:

Written tests:	15 %
Individual coursework:	25 %
Final exam:	45 %
Group Coursework:	15 %
<b>TOTAL</b>	<b>100 %</b>

\*Las observaciones específicas sobre el sistema de evaluación serán comunicadas por escrito a los alumnos al inicio de la materia.

### BIBLIOGRAPHY AND DOCUMENTATION:

#### Basic bibliography:

Huczynski, A. Buchanan, D. Organizational Behaviour, 6th edition Prentice Hall, 2007
Foot, M. Hook, C. Introducing Human Resources Management, Prentice Hall, 5th Edition, 2008
Bass, M. Bernard The Bass Handbook of Management. 4th edition, Free Press, 2008
Mullins, L.J. Management and Organisational Behaviour. FT 7th Edition 2005

#### Recommended bibliography:

Watson, T. , Organising and Managing Work, Pearson Education, 2002
Storey, J. Human Resource Management – A Critical Text, 3rd Edition, London: ThompsonLearning, 2007
Gomez-Mejia, L. Balkin, D. Cardy, R. Gestión de Recursos Humanos, Pearson, 2008
Tyson, S. Human Resource Strategy, London: Pitman, 1995
Holbeche, L. Aligning Human Resources and Business Strategy, Oxford: Elsevier Butterworth-Heinemann, 2002
Handy, C. Inside Organizations – 21 Ideas for Managers, London: BBC Books, 1990
Goleman, D. Working with Emotional Intelligence, London: Bloomsbury, 1998
Belbin, R. M., Management Teams : Why They Succeed or Fail, 2nd Edition, Oxford : Elsevier Butterworth-Heinemann, 2004

#### Recommended websites:

3. Asociación Española de Dirección y Desarrollo de Personas (AEDIPE):	<a href="http://www.aedipe.es/">http://www.aedipe.es/</a>
RRHH Digital	<a href="http://www.rrhhdigital.com/index.php">http:// www.rrhhdigital.com/index.php</a>
Personnel Today	<a href="http://www.personneltoday.com/home/default.aspx">http:// www.personneltoday.com/home/default.aspx</a>
Diccionario de la Real Academia Española	<a href="http://www.rae.es">www.rae.es</a>
European Computer Driving Licence (Spain)	<a href="http://ecdl.ati.es/">http://ecdl.ati.es/</a>
The Chartered Institute of Personnel and Development	<a href="http://www.cipd.co.uk/">http://www.cipd.co.uk/</a>