Degree competences to which the subject contributes

Specific:

Teaching methodology

This course follows a teaching methodology focused on students' active learning. The 2h lesson/week is going to combine theory and practice (participative dynamics, resolution of cases in groups, debates, etc.). Some classes will have associated a pre-class work (usually, some readings or preparation of case studies).

Learning objectives of the subject

At the end of the course students should be able to:
1. To explain the importance of managing people in organizations and to understand the managers' role in this function.
2. To know the main managerial abilities.
3. To understand how to manage teams, to distinguish between teams and groups, and to identify the crucial processes in their management.
4. To define leadership, and distinguish between leader and boss. To identify a leader and understand his/her sources of power. To understand the different managerial styles.
5. To communicate in an effective way and to do an active listening. To know certain techniques to communicate in a proper way.
6. To define the concept of work motivation and to understand the main strategies to motivate the employees.
7. To manage time in a proper way.
# Study load

<table>
<thead>
<tr>
<th>Total learning time: 75h</th>
<th>Hours large group:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>27h 36.00%</td>
</tr>
<tr>
<td>Self study:</td>
<td>48h 64.00%</td>
</tr>
</tbody>
</table>
## Content

| 1. Introduction to the course | Learning time: 6h  
Practical classes: 2h  
Self study: 4h |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong></td>
<td>The importance of the people in current organizations. Which is the role of managers when talking about managing people? What is meant by 'managerial abilities'?</td>
</tr>
<tr>
<td><strong>Related activities:</strong></td>
<td>1</td>
</tr>
<tr>
<td><strong>Specific objectives:</strong></td>
<td>1, 2</td>
</tr>
</tbody>
</table>

| 2. Managerial secrets: Knowing to listen and to communicate | Learning time: 13h 20m  
Practical classes: 5h  
Self study: 8h 20m |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong></td>
<td>Managers as knowledge managers. Active listening: concept and strategies. To communicate in an effective way.</td>
</tr>
<tr>
<td><strong>Related activities:</strong></td>
<td>All of them</td>
</tr>
<tr>
<td><strong>Specific objectives:</strong></td>
<td>5</td>
</tr>
</tbody>
</table>

| 3. Managerial secrets: Time management | Learning time: 5h 20m  
Practical classes: 2h  
Self study: 3h 20m |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong></td>
<td>Time management. Priority or urgency? Thieves of time.</td>
</tr>
<tr>
<td><strong>Related activities:</strong></td>
<td>All of them</td>
</tr>
<tr>
<td><strong>Specific objectives:</strong></td>
<td>2, 8</td>
</tr>
</tbody>
</table>
### 4. Managerial secrets: Teamwork

**Description:**
Teams vs Groups within the organization. Managing diversity. Recruitment and selection: key processes.

**Related activities:**
3

**Specific objectives:**
3, 5

**Learning time:** 15h 20m  
Practical classes: 6h 40m  
Self study : 8h 40m

### 5. Managerial secrets: To lead

**Description:**

**Related activities:**
4

**Specific objectives:**
4, 5, 7

**Learning time:** 21h 40m  
Practical classes: 8h 20m  
Self study : 13h 20m

### 6. Managerial secrets: To motivate

**Description:**
Work motivation: what is it? Why are some employees more motivated than others? How can a manager motivate?  How important is motivation?

**Related activities:**
5

**Specific objectives:**
6, 5

**Learning time:** 13h 20m  
Practical classes: 5h  
Self study : 8h 20m
Qualification system

\[ \text{FINAL GRADE} = 0.35 \times A + 0.20 \times P + 0.45 \times FE \]

A = Presentation of an academic article.
P = One activity is going to be assessed. More information about this is going to be told at class or in ATENEA.
FE = Grade obtained at the final exam.

If the student fails the course, the qualification of the "second final exam" (i.e., reassessment) will replace the mark of their final exam. It is compulsory to take the ordinary exam in order to be able to opt for this second final exam.

Regulations for carrying out activities

It is not allowed to bring to the examination any type of lecture notes, books, or any other reference material.
Bibliography

Basic:


Complementary:


