This subject is aimed at conducting a basic review of the skills and managerial competences. Special emphasis will be placed on the aspects that define managerial functions, leadership, interpersonal skills, and management skills. The subject aims to provide the student with the theoretical and practical knowledge necessary to develop those managerial skills that every professional who assumes the direction of a team or group of people must master from a social and human responsibility.

The professional competences to develop in the subject are:
- Capacity for analysis and synthesis
- Problem resolution
- Capacity for organization and planning
- Teamwork
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- interpersonal skills
- ethical commitment
- ability to generate new ideas (creativity)

Some specific competences developed in the subject are associated to:
- ability to assume leadership in projects that require human resources and of any other nature, managing them efficiently and assuming the principles of social responsibility
- know how to manage time, with skill for the organization and timing of tasks
- ability to act in freedom and with responsibility, assuming ethical referents, values and consistent principles
- capacity for objective analysis of reality and extraction of valid considerations.

As a result of learning the subject, it is expected that the student will be able to:
- understand the contemporary management process
- Acquire basic communication skills for managing people
- know how to listen, express and persuade assertively and responsibly
- Grow from the point of view of students inner development and self-knowledge.

### Study load

<table>
<thead>
<tr>
<th>Total learning time: 300h</th>
<th>Hours large group:</th>
<th>60h</th>
<th>20.00%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Hours medium group:</td>
<td>30h</td>
<td>10.00%</td>
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<tr>
<td></td>
<td>Hours small group:</td>
<td>20h</td>
<td>6.67%</td>
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<tr>
<td></td>
<td>Guided activities:</td>
<td>10h</td>
<td>3.33%</td>
</tr>
<tr>
<td></td>
<td>Self study:</td>
<td>180h</td>
<td>60.00%</td>
</tr>
</tbody>
</table>
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## Content

<table>
<thead>
<tr>
<th>Management skills and its classification</th>
<th>Learning time: 9h 30m</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Theory classes: 5h</td>
</tr>
<tr>
<td></td>
<td>Practical classes: 1h 30m</td>
</tr>
<tr>
<td></td>
<td>Self study : 3h</td>
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</tbody>
</table>

**Description:**
- Classification of skills in the task of directing teams and people

**Related activities:**
- Theoretical information and practical exercises

**Specific objectives:**
- To get to Know and identify management skills, their classification and how to develop them.

<table>
<thead>
<tr>
<th>The management of people and related skills</th>
<th>Learning time: 23h 35m</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Theory classes: 5h</td>
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<tr>
<td></td>
<td>Practical classes: 1h 30m</td>
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<tr>
<td></td>
<td>Laboratory classes: 1h</td>
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<tr>
<td></td>
<td>Self study : 16h 05m</td>
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</tbody>
</table>

**Description:**
- components of the management
- direction and management skills
- differences between management and leadership

**Related activities:**
Theoretical information and practical exercises.

**Specific objectives:**
Identify the scope of senior management, their functions, abilities and impact on the organization.
## Management and the emotional intelligence

**Learning time:** 25h 36m  
- Theory classes: 5h  
- Practical classes: 1h 30m  
- Laboratory classes: 2h  
- Guided activities: 1h  
- Self study: 16h 06m

### Description:
- Emotional intelligence and management  
- Emotional intelligence and its classification  
- The learning of emotional intelligence  
- Emotional intelligence and leadership styles

### Related activities:
- Theoretical information, case studies and practical exercises

### Specific objectives:
- Student should identify and develop their own emotions, and those of subordinates, to guide them with empathy and work harmony towards a common goal.

## The communication skill

**Learning time:** 25h 36m  
- Theory classes: 5h  
- Practical classes: 1h 30m  
- Laboratory classes: 2h  
- Guided activities: 1h  
- Self study: 16h 06m

### Description:
- Understanding communication  
- Functions of group and organizational communication  
- Characteristics and communication skills  
- Techniques for the development of assertive and communicative skills  
- Non-verbal skills and ability to speak in public

### Related activities:
- Theoretical information, case studies and practical exercises

### Specific objectives:
- Students shall improve their abilities of communication, via the integration of the theory, the practice and the self-knowledge, incorporating ethical attitudes that allow them to respond efficiently to the demands of their social and professional environments.
## The importance of time management

<table>
<thead>
<tr>
<th>Learning time: 25h 35m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theory classes: 5h</td>
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<tr>
<td>Practical classes: 1h 30m</td>
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<tr>
<td>Laboratory classes: 2h</td>
</tr>
<tr>
<td>Guided activities: 1h</td>
</tr>
<tr>
<td>Self study : 16h 05m</td>
</tr>
</tbody>
</table>

**Description:**
The main issues in time management
The management of team work, and meetings

**Related activities:**
Theoretical information, case studies and practical exercises

**Specific objectives:**
Student should acquire skills that allow them to learn to manage their time and that of their team.

## The importance of creativity in the management of people

<table>
<thead>
<tr>
<th>Learning time: 25h 35m</th>
</tr>
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<tbody>
<tr>
<td>Theory classes: 5h</td>
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</tr>
<tr>
<td>Laboratory classes: 2h</td>
</tr>
<tr>
<td>Guided activities: 1h</td>
</tr>
<tr>
<td>Self study : 16h 05m</td>
</tr>
</tbody>
</table>

**Description:**
Creativity
Creative thinking
Characteristics of the creative person
The managerial activity and the creative exercise

**Related activities:**
Theoretical information, case studies and practical exercises

**Specific objectives:**
Contribute to the development of the creativity of people to be more open, free in thinking and acting, spontaneous, imaginative, sensitive and self-confident in the different scenarios in which they develop; through the understanding that one's own creativity and that of others is an educable psychological process.
## The ability to make decisions

**Learning time:** 25h 35m  
- Theory classes: 5h  
- Practical classes: 1h 30m  
- Laboratory classes: 2h  
- Guided activities: 1h  
- Self study: 16h 05m

**Description:**  
The process of decision making  
Qualities and skills for decision making  
Decision making and problem solving

**Related activities:**  
Theoretical information, case studies and practical exercises

**Specific objectives:**  
To know the impact of decision making, both personal and institutional. Know the process of decision making and know how and when to make effective decisions.

## Teamwork and the ability to manage conflicts

**Learning time:** 25h 35m  
- Theory classes: 5h  
- Practical classes: 1h 30m  
- Laboratory classes: 2h  
- Guided activities: 1h  
- Self study: 16h 05m

**Description:**  
The organizational culture  
The shared responsibility  
Characteristics of effective team

**Related activities:**  
Theoretical information, case studies and practical exercises

**Specific objectives:**  
Acknowledgement and application of group management resources, especially in the form of participatory work teams. Potentiate managerial capacity in improvement processes in organizations through self-understanding and organizational conflict management strategies.
<table>
<thead>
<tr>
<th>Leadership skills</th>
<th>Leadership and management</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Leadership and leadership styles</td>
</tr>
<tr>
<td></td>
<td>Leader functions</td>
</tr>
<tr>
<td></td>
<td>characteristics of the leader</td>
</tr>
<tr>
<td>Related activities:</td>
<td>Theoretical information, case studies and practical exercises</td>
</tr>
<tr>
<td>Specific objectives:</td>
<td>Know the main theories of leadership and identify and develop their skills and strengths as a leader.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Negotiation as an essential skill of the modern professional</th>
<th>Negotiation as skill</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Negotiation and the ability of communication</td>
</tr>
<tr>
<td></td>
<td>Stages of the negotiation process</td>
</tr>
<tr>
<td>Related activities:</td>
<td>Theoretical information, case studies and practical exercises</td>
</tr>
<tr>
<td>Specific objectives:</td>
<td>Understand the negotiation process, how important it is for the manager and leader, as well as the skills and negotiation techniques to develop a negotiating personality.</td>
</tr>
</tbody>
</table>
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## Motivation as an elementary ability

<table>
<thead>
<tr>
<th>Learning time: 24h 35m</th>
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<tbody>
<tr>
<td>Theory classes: 5h</td>
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<tr>
<td>Practical classes: 1h 35m</td>
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<tr>
<td>Laboratory classes: 2h</td>
</tr>
<tr>
<td>Guided activities: 1h</td>
</tr>
<tr>
<td>Self study : 15h</td>
</tr>
</tbody>
</table>

### Description:
- The scope of motivation
- The process of motivation
- Motivation strategies
- Motivation and its theories
- The motivation and management

### Related activities:
- Theoretical information, case studies and practical exercises

### Specific objectives:
Identify the importance of motivation and impact on subordinates.

## The strategic management skill

<table>
<thead>
<tr>
<th>Learning time: 24h 50m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theory classes: 5h</td>
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<tr>
<td>Laboratory classes: 1h</td>
</tr>
<tr>
<td>Guided activities: 1h</td>
</tr>
<tr>
<td>Self study : 16h 20m</td>
</tr>
</tbody>
</table>

### Description:
- Strategy as a skill
- Characteristics of the strategist
- The strategic leadership
- Importance of strategy in management
- Human talent and strategy

### Related activities:
- Theoretical information, case studies and practical exercises

### Specific objectives:
Develop the strategic skill to develop assertive strategies.

## Qualification system

Practices: 30%
Teamwork: 30%
Final Exam: 40% (development of a portfolio)
Regulations for carrying out activities

(1) The system of evaluation of the practices will consist of the realization and periodic delivery of the resolution of exercises and practical cases proposed to class.
(3) To pass the subject you must achieve a weighted average grade equal to or greater than 5.

Bibliography

Basic:


Complementary:


