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 understand the concept of emotional intelligence (self-knowledge, self-control, and self-motivation) and social intelligence (trust in the group, active listening, share of experience, etc.)
8. To manage time in a proper way
### Study load

<table>
<thead>
<tr>
<th>Total learning time: 75h</th>
<th>Hours large group: 18h</th>
<th>24.00%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Hours medium group: 0h</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>Hours small group: 9h</td>
<td>12.00%</td>
</tr>
<tr>
<td></td>
<td>Guided activities: 0h</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>Self study: 48h</td>
<td>64.00%</td>
</tr>
</tbody>
</table>
### 1. Introduction to strategic people management

**Description:**
The importance of the people in the current organizations. Hot topics and trends in people management. Which is the role of managers when talking about managing people? What is meant by 'managerial abilities'?  

**Related activities:**
1

**Specific objectives:**
1, 2

**Learning time:**
- Theory classes: 2h
- Self study: 4h

### 2. Managerial secrets: Knowing to listen and to communicate

**Description:**
Managers as knowledge managers. Active listening: concept and strategies. To communicate in an effective way.

**Related activities:**
All

**Specific objectives:**
5

**Learning time:**
- Practical classes: 5h
- Self study: 8h 20m

### 3. Managerial secrets: Time management

**Description:**
Time management. Priority or urgency? Thieves of time.

**Related activities:**
All

**Specific objectives:**
2, 8

**Learning time:**
- Practical classes: 2h
- Self study: 3h 20m
## 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

<table>
<thead>
<tr>
<th>Learning time:</th>
<th>15h 20m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Practical classes:</td>
<td>6h 40m</td>
</tr>
<tr>
<td>Self study:</td>
<td>8h 40m</td>
</tr>
</tbody>
</table>

## 5. Managerial secrets: To lead

**Description:**

**Related activities:**
4

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

<table>
<thead>
<tr>
<th>Learning time:</th>
<th>21h 40m</th>
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</thead>
<tbody>
<tr>
<td>Practical classes:</td>
<td>8h 20m</td>
</tr>
<tr>
<td>Self study:</td>
<td>13h 20m</td>
</tr>
</tbody>
</table>

## 7. 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

<table>
<thead>
<tr>
<th>Learning time:</th>
<th>13h 20m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theory classes:</td>
<td>5h</td>
</tr>
<tr>
<td>Self study:</td>
<td>8h 20m</td>
</tr>
</tbody>
</table>
| SET OF ACTIVITIES 1 | Hours: 4h  
Theory classes: 4h |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong></td>
<td>Different dynamics that will help to fix the concepts learned during the first lesson.</td>
</tr>
<tr>
<td><strong>Support materials:</strong></td>
<td>The formulation of the exercises/practices are going to be given during the class and/or uploaded in ATENEA.</td>
</tr>
<tr>
<td><strong>Specific objectives:</strong></td>
<td>1, 2, 5</td>
</tr>
</tbody>
</table>

| SET OF ACTIVITIES 2 | Hours: 4h  
Theory classes: 4h |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong></td>
<td>Different activities, readings and case studies that will help the students to understand the hot topics of people management.</td>
</tr>
<tr>
<td><strong>Support materials:</strong></td>
<td>The formulation of the exercises/practices or readings are going to be given during the class and/or uploaded in ATENEA.</td>
</tr>
<tr>
<td><strong>Specific objectives:</strong></td>
<td>1, 2, 5</td>
</tr>
</tbody>
</table>

| SET OF ACTIVITIES 3 | Hours: 6h  
Theory classes: 6h |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong></td>
<td>Study cases, lectures and exercises that will help to understand teamwork within the organization. Also, they will help to improve students? teamwork competency.</td>
</tr>
<tr>
<td><strong>Support materials:</strong></td>
<td>The formulation of the exercises/practices or readings are going to be given during the class and/or uploaded in ATENEA.</td>
</tr>
<tr>
<td><strong>Specific objectives:</strong></td>
<td>3, 5</td>
</tr>
</tbody>
</table>

| SET OF ACTIVITIES 4 | Hours: 6h 40m  
Theory classes: 6h 40m |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong></td>
<td>Cases and different dynamics that will help to understand the complexity of the leading function. Some managerial skills (such as: leadership, time management, negotiation) are going to be developed.</td>
</tr>
<tr>
<td><strong>Support materials:</strong></td>
<td>The formulation of the exercises/practices are going to be given during the class and/or uploaded in ATENEA.</td>
</tr>
</tbody>
</table>
### SET OF ACTIVITIES 5

**Hours:** 4h  
Theory classes: 4h

**Description:**  
Case studies and dynamics that will help to understand the concept of work motivation and how to develop it.

**Support materials:**  
The formulation of the exercises/practices are going to be given during the class and/or uploaded in ATENEA.

**Specific objectives:**  
4, 5

### INDIVIDUAL PROJECT

**Hours:** 6h  
Theory classes: 6h

**Description:**  
The regulations for this project are going to be explained the first day at class.

**Support materials:**  
The guidelines and requirements for this Project are going to be published in ATENEA.

**Specific objectives:**  
5, 6, 7

### FINAL EXAMEN

**Hours:** 2h  
Theory classes: 2h

**Description:**  
Explicit guidelines about the exam are going to be explained at class.

**Descriptions of the assignments due and their relation to the assessment:**  
The exam document with the solutions proposed by the student.

**Specific objectives:**  
All
Qualification system

FINAL GRADE = 0.2*A + 0.35*P + 0.45*FE

A = Presentation of an academic article.
P = Two different activities are 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 class of lecture notes, books, or any other reference material.
Bibliography

Basic:


Complementary:


