



Academic year	2012-13
Subject	21241 - Management Skills
Group	Group 82, 2S, GADE
Teaching guide	A
Language	English

Subject identification

Subject	21241 - Management Skills
Credits	1.8 in-class (45 hours) 4.2 distance (105 hours) 6 totals (150 hours).
Group	Group 82, 2S, GADE(Campus Extens)
Teaching period	2nd semester
Teaching language	English

Lecturers

Lecturers	Timetable for student attention					
	Starting time	Finishing time	Day	Start date	Finish date	Office
Marco Antonio Robledo Camacho marco.robledo@uib.es	12:30h	13:30h	Monday	24/09/2012	30/07/2013	DB112 (cita prévia per correu electrònic)

Degrees where the subject is taught

Degree	Character	Academic year	Studies
Degree in Tourism	Optional	Fourth year	Degree
Degree in Business Administration	Optional	Fourth year	Degree

Contextualisation

Any organization is made by people. The skills of the people can make the difference, especially when it comes to positions of responsibility.

This course addresses the growing need we all have to develop our management skills. In an increasingly changing and competitive environment this need is even greater. These skills are the basic tools to function successfully in the workplace and efficiently perform the management function.

Management skills are not immutable. They can be improved with the necessary will and the appropriate methodology. They will impact, no doubt, professional performance and personal satisfaction.

Traditional training programs are mainly focused on transmitting knowledge, but only tangentially affect the development of personal skills that are needed to function professionally. The result is that these skills are often developed in a purely intuitive fashion, following a hard trial and error.

The objective of this course is to provide students with the knowledge of the main techniques that can lead to the acquisition of some important management skills. It will draw on a very practical methodology that uses cutting-edge teaching strategies for developing managerial skills in a comprehensive manner so that students eventually end up dominating and using these tools, and also improve their mastery of the English language. These skills, although for didactic reasons are studied in isolation, in reality they are integrated, interrelated and act together (for example, communication is key to influencing others during negotiations), and require continuous learning and practice.

OBJECTIVES

- Present a holistic approach to business management and leadership skills





- Raise awareness among participants that management skills can be enhanced and improved.
- Analyze the different skills key to good business management

Develop these skills through a practical and applied approach .

IMPORTANT : Attendance in this course is essential. If, because of work or any other reasons, someone has difficulty attending classes should not choose this course .

Requirements

Essential requirements

- To have completed the course of Introduction to business I.
- Fluent English , since the subject will be taught in that language.

Skills

Specific

1. CE-1. Adquirir un conocimiento de la lengua inglesa para, en un nivel medio, comprender, hablar y escribir en dicho idioma de forma que garantice la comprensión, expresión y aplicación de la terminología específica relacionada con el turismo en los principales campos profesionales que estén relacionados..
2. CE-7. Aprender a recopilar, procesar, analizar e interpretar la información y a hacer frente a cuestiones turísticas a través del despliegue de habilidades específicas para el trabajador en las distintas ramas turísticas, incluida la del uso apropiado de tecnologías de información y comunicación (TIC)..
3. CE-14. Aplicar en el entorno profesional los conocimientos, metodologías y técnicas adquiridas a lo largo de la formación académica de grado y desarrollarlas con un alto grado de responsabilidad, compromiso ético y capacidad de integración en equipos multidisciplinares.

Generic

1. CG-2: Saber aplicar los conocimientos técnicos y metodológicos a su trabajo de una forma profesional integrando los distintos campos de estudio que ha visto, relacionados con el turismo, y poseer las competencias que deben demostrarse por medio de la elaboración y defensa de argumentos y la resolución de problemas dentro de su temática de estudio..
2. CG-4: Poder transmitir información, ideas, problemas y soluciones de cualquiera de los campos temáticos relacionados con el turismo a un público tanto especializado como no especializado..
3. CG-5: Haber desarrollado las habilidades de aprendizaje necesarias que permitan emprender labores profesionales y estudios de postgrado en Turismo con un alto grado de autonomía.

Content

Theme content

MODULE 1. INTRODUCTION



1. INTEGRAL BUSINESS

- D3D : An integral approach to management
- The science of management
- The art of management
- The ethics of management

2. INTEGRAL LEADERSHIP

- Leadership and management styles
- The comprehensive map or IOS (integral operating system)
- Integral life practice
- Levels of moral development and Spiral Dynamics
- Personal values
- Personality types

MODULE 2. TECHNICAL SKILLS

3. TIME MANAGEMENT

- Time as a scarce resource
- Timekeeping
- Time Management Techniques

MODULE 3. HUMAN SKILLS

4. Communication

- The importance of communication
- The elements of communication
- The communication process
- Communication in organizations
- Interpersonal communication

5. Emotional Intelligence

- The nature of emotional intelligence
- Dimensions of emotional intelligence
- Self-awareness
- Management of emotions
- Stress Management
- empathy
- assertiveness

6. TEAMWORK

- The importance of teamwork
- The formation of work teams
- The optimization of team performance
- Management of meetings

7. NEGOTIATION

- Basics
- Types of negotiation : negotiation transactional vs. relational negotiation
- Phases of the negotiation process
- Qualities of a good negotiator
- Negotiation skills
- Negotiation styles and their impact on the negotiation process
- Internal negotiation and conflict management

MODULE 3. DESIGN SKILLS

8. THINKING AND DECISION MAKING

- I think therefore I manage
 - Logical thinking : rational decision making
 - Intuitive thinking
 - Systemic Thinking
 - Creative Thinking
- The creative process .
Creativity techniques and creative methods of problem solving.
Barriers to creativity

Teaching methodology

The ;theory ;sessions are basically lecture-based.

With respect to the "practical" ones, all are aimed at the actual practice of management skills with the use techniques ranging from case studies, exercises, presentations, teamwork and role playing.

The course will use the most innovative and advanced methods of active learning with a focus always interactive, dynamic and action based on:

- Case studies
- ;situational ;Exercises
- Exercises of diagnosis of different management skills

In-class work activities

Modality	Name	Typ. Grp.	Description
Theory classes	Theoretical sessions	Large group (G)	The theory sessions are basically lecture-based.
Seminars and workshops	Individual presentations	Medium group (M)	Exercises and cases involving real or fictitious situations where students apply individually their skills, knowledge and decision-making capacity proposing solutions or alternatives to be presented and discussed in class. Each of these exercises will aim to enhance a particular skill, but can also relate to others.
Seminars and workshops	Team presentations	Medium group (M)	Exercises and cases involving real or fictitious situations where students apply their skills, knowledge and decision-making capacity proposing solutions or alternatives to them to be presented in group and discussed in class. Each of these exercises will aim to enhance a particular skill, but above all to improve teamwork skills. Teams will be formed by the teacher.
Assessment	Oral exams	Small group (P)	Certain activities will be examined individually and orally.

Distance education work activities



Modality	Name	Description
Individual self-study	Self study	Self-study is essential to properly assimilate the basics of this course. To achieve this goal, students will have to review the contents explained in class and read and analyze the recommended texts and bibliography.
Group self-study	Teamwork	To develop teamwork ability and other skills addressed in the course, ad-hoc activities will be introduced in seminars and workshops that will require previous group work.

Riscs específics i mesures de protecció

Les activitats d'aprenentatge d'aquesta assignatura no comporten riscos específics per a la seguretat i salut de l'alumnat i, per tant, no cal adoptar mesures de protecció especials.

Workload estimate

Modality	Name	Hours	ECTS	%
In-class work activities		45	1.8	30
Theory classes	Theoretical sessions	27	1.08	18
Seminars and workshops	Individual presentations	9	0.36	6
Seminars and workshops	Team presentations	6	0.24	4
Assessment	Oral exams	3	0.12	2
Distance education work activities		105	4.2	70
Individual self-study	Self study	55	2.2	36.67
Group self-study	Teamwork	50	2	33.33
Total		150	6	100

At the beginning of the semester a schedule of the subject will be made available to students through the UIBdigital platform. The schedule shall at least include the dates when the continuing assessment tests will be conducted and the hand-in dates for the assignments. In addition, the lecturer shall inform students as to whether the subject work plan will be carried out through the schedule or through another way included in the Campus Extens platform.

Student learning assessment

Given the nature of this subject it does not have a traditional final exam and it can only be overcome with a continuous assessment process where attendance, teamwork and the development and defense of the works are fundamental parts. Therefore, this course cannot be taken if the student, for working reasons or any other reason, cannot attend regularly.





Theoretical sessions

Modality	Theory classes
Technique	Observation techniques (Non-retrievable)
Description	The theory sessions are basically lecture-based.
Assessment criteria	Attendance and participation to the sessions. Active participation in classes and positive contributions to group dynamics will be assessed.

Percentage of final qualification: 10% following path A

Individual presentations

Modality	Seminars and workshops
Technique	Papers and projects (Non-retrievable)
Description	Exercises and cases involving real or fictitious situations where students apply individually their skills, knowledge and decision-making capacity proposing solutions or alternatives to be presented and discussed in class. Each of these exercises will aim to enhance a particular skill, but can also relate to others.
Assessment criteria	the individual will be rated according to his or her capacity to assimilate and apply techniques and skills related to course content.

Percentage of final qualification: 25% following path A

Team presentations

Modality	Seminars and workshops
Technique	Papers and projects (Non-retrievable)
Description	Exercises and cases involving real or fictitious situations where students apply their skills, knowledge and decision-making capacity proposing solutions or alternatives to them to be presented in group and discussed in class. Each of these exercises will aim to enhance a particular skill, but above all to improve teamwork skills. Teams will be formed by the teacher.
Assessment criteria	Evaluation of the group capacity to assimilate and apply techniques and skills related to the course.

Percentage of final qualification: 25% following path A

Oral exams

Modality	Assessment
Technique	Oral tests (Retrievable)
Description	Certain activities will be examined individually and orally.
Assessment criteria	Oral examinations of certain contents and skills.

Percentage of final qualification: 20% following path A





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Teamwork

Modality	Group self-study
Technique	Attitude scales (Non-retrievable)
Description	To develop teamwork ability and other skills addressed in the course, ad-hoc activities will be introduced in seminars and workshops that will require previous group work.
Assessment criteria	Assessment to be carried out by members of each group about themselves and their peers.

Percentage of final qualification: 20% following path A

Resources, bibliography and additional documentation

There is no book that covers completely the contents explained in this course . However, the recommended resources are good reference sources .

Basic bibliography

Valls, Antonio (2003). *Las 12 habilidades directivas clave*, Gestión 2000.
Cameron, Kim and David Whetten (2010). *Developing management skills*. Pearson.

Complementary bibliography

Baldwin, Bommer & Rubin (2013), *Managing Organizational Behavior*. McGraw Hill.
Caproni, P. (2012) *Management Skills for everyday life: the practical coach*. Pearson.
Claxton, G. (1999), *Mente de Liebre, Cerebro de Tortuga: Por qué aumenta nuestra inteligencia cuando pensamos menos*, Barcelona: Urano.
Csikszentmihalyi, M. (1998a) *Creatividad: el fluir de la psicología del descubrimiento y la invención*. Barcelona: Paidós.
--- (1998b) *Fluir (Flow): una psicología de la felicidad*. Barcelona: Kairós.
De Bono, E. (1989) *De Bono's Thinking Course*. Londres: BBC Books.
--- (1990) *Lateral Thinking for Management*. Londres: Penguin Books.
Herrmann, N. (1996) *The Whole Brain businessbook*, Nueva York: McGraw-Hill.
Robledo, M. A. (2004) *D3D: Un Enfoque Integral de la Dirección de Empresas*. Madrid. Ediciones Díaz de Santos.
Senge, P.M. (1990) *The Fifth Discipline*. Nueva York: Doubleday.
--- (1994), *The Fifth Discipline Fieldbook*. Nueva York: Doubleday.
Von Oech, R. (1986) *A kick in the seat of the pants: using your explorer, artist, judge, & warrior to be more creative*. Nueva York: Perennial Library.

Other resources