

# COURSE GUIDE

**Academic Year 2021/22**

## 1. Habilidades de Dirección

### 1.1. Course data

Study type	Degree
Degree	Bachelor's Degree in Business Administration
Course name	Management Skills
Course character	Required Courses
Course	2
Language	English
Responsible	Morales Fernández, Emilio
Semester	4th Semester
ECTS Credits	4

### 1.2. Professor's team information

Faculty of Economic and Business Sciences

Web Site: [www.uloynola.es](http://www.uloynola.es)

Department of Management

Name	Email
Morales Fernández, Emilio	<a href="mailto:emorales@uloynola.es">emorales@uloynola.es</a>
Trechera Herreros, José Luís	<a href="mailto:jltrechera@uloynola.es">jltrechera@uloynola.es</a>
Crespo Álvarez, Rocío	<a href="mailto:rcrespo@uloynola.es">rcrespo@uloynola.es</a>

Córdoba/Sevilla, 5 de julio de 2021

Universidad Loyola Andalucía

Campus Córdoba, C/ Escritor Castilla Aguayo 4, 14004 Córdoba (España). Tlf: (+34) 957 222 100  
Campus Sevilla, Avda. de las Universidades s/n. Dos Hermanas, Sevilla (España) Telf: (+34) 955 641 600

### 1.3. Previous requirements

It is recommended to have completed and passed the following subjects:

- Business Management and Organization (1º ADE).
- Business Economy (1º ADE).

Faculty recommends at least a basic level of software related to:

- Text processors (Microsoft Word)
- The design of presentations (Power Point)
- Spreadsheets (Excel)
- E-Learning platforms (Moodle)

### 1.4 Course objectives

**GENERAL:** To train future graduated in Business Administration and Management to understand the firm's human environment and enable a proper approach of the individual and work binomial, through a correct executive management.

#### **SPECIFIC:**

1. Knowledge of the psychological variables that influence human behavior
2. To develop a critical thinking concerning the person-work link.
3. Enabling resources and tools for the proper management of people
4. To promote the analysis of the working and social reality with a special awareness from the field of the social sciences
5. To contribute to the competence development of the student

#### **A. Basic and General competences:**

\*CB2: students should know how to apply their knowledge to their work or vocation in a professional manner and possess the competencies that are usually demonstrated through the elaboration and defense of arguments and the resolution of problems within their area of study.

#### **A. Transversal competences:**

\*CG7: Teamwork: share the purposes of the association and collaborate in achieving common goals with other people, areas and organizations.

\*CT1: Ethical sense: be aware of the moral dimension inherent in every human and social -personal action, social institutions- and lean positively toward the moral good of oneself or others-experience of meaning, personal fulfillment, sense of justice.

#### **A. Specific competences:**

\*Know and acquire the precise competences to effectively perform the management function (CE31).

## **1.5. Class attendance**

According to the General Academic Regulations of the University: "To attend the evaluation system in both, the ordinary and the extraordinary call, the student must have attended a minimum of 70% of class time. Each professor must carry out the attendance control to his or her students in an objective manner".

## **1.6. Program contents**

**Chapter 1. Approach to the managerial reality: the directive's work and skills development**

**Chapter 2. Talent management and emotional competences**

**Chapter 3. Teamwork capabilities: The manager as dinamizator**

**Chapter 4. The capability of motivating people**

**Chapter 5. Effective communication and negotiation skills**

**Chapter 6. Manager's leadership skills**

## **1.7. Reference documentation**

- Course materials.
- Whetten, D-Cameron, K. Developing Management Skills. Pearson, 9th edition. 2016.
- PUCHOL, L. (2010). El libro de las habilidades directivas. Madrid: Díaz de Santos:
  - [https://elibro-net.recursos.uloyola.es/es/lc/uloyola/titulos/62544?as\\_all=Habilidades\\_directivas&as\\_all\\_op=unaccent\\_\\_icontains&prev=as](https://elibro-net.recursos.uloyola.es/es/lc/uloyola/titulos/62544?as_all=Habilidades_directivas&as_all_op=unaccent__icontains&prev=as)
- RODRIGUEZ ESTRADA, M. (2012). Liderazgo: desarrollo de habilidades directivas.
  - [https://elibro-net.recursos.uloyola.es/es/lc/uloyola/titulos/39626?as\\_all=Habilidades\\_directivas&as\\_all\\_op=unaccent\\_\\_icontains&prev=as](https://elibro-net.recursos.uloyola.es/es/lc/uloyola/titulos/39626?as_all=Habilidades_directivas&as_all_op=unaccent__icontains&prev=as)
- TRECHERA, J.L. (2007, 3ª Edición). Trabajar en equipo: talento y talante. Bilbao: Desclée de Brouwer.
- TRECHERA, J.L. (2014, 4ª Reimpresión). Como gota de agua: La Psicología aplicada a las organizaciones. Bilbao: Desclée de Brouwer.

## 2. Teaching methods

The methodology of this course is based on the strategies below:

### A. The course materials

Slides of every topic will be delivered at the end of the sessions, together with scientific and divulgating articles referred to the contents of the subject.

### A. THE LECTURES

- **Theoretical lessons.** The masterclass with the support of visual media (slides, videos, etc. ) is essential for the explanation of basic concepts, with the objective of guiding the student to deepen into the matter.
- **Practical lessons.** Cases, exercises, quizzes and tests related to the topics worked on the subject will be developed.

### A. WORKS (INDIVIDUAL AND GROUPAL, IN CLASS OR THROUGH MOODLE)

- **Seminars and workshops.** By small groups, students will work selected readings and questionnaires, and group dynamics will be on practical applications of the agenda will be carried out. At the end, each student will submit a report or dossier on the work done during the seminar or workshop. The reports must meet the following formal requirements:
  - Cover indicating the degree, subject name, work title, student name, teacher name as well as the presentation date.
  - Typed on paper DIN-A4 size, letter size 12 and interlined 1,5, Times New Roman font; top, bottom, and left margins of 2.5 cm and 1.5 cm right; paged upper right.
  - Paged index.
    - Index of annexes.
    - Final bibliography, alphabetically indicating the information sources consulted (books, journals, websites, etc.).

**NOTE: This methodology will be carried out in a face-to-face manner. If necessary and motivated by the circumstances of any COVID resurgence, will be adapted to the virtual face model.**

## 3. Student estimated time

	Nº HOURS	%
<b>FACE TO FACE ACTIVITIES</b>	<b>40</b>	<b>40</b>
Theoretical classes	25	25%
Practical classes	12	12%

Córdoba/Sevilla, 5 de julio de 2021

Universidad Loyola Andalucía

Campus Córdoba, C/ Escritor Castilla Aguayo 4, 14004 Córdoba (España). Tlf: (+34) 957 222 100  
Campus Sevilla, Avda. de las Universidades s/n. Dos Hermanas, Sevilla (España) Telf: (+34) 955 641 600

		3%
Seminars and workshops	3	
Final exam	2	2%
<b>ACTIVITIES NOT REQUIRING ATTENDANCE (STUDENT'S AUTONOMOUS WORKLOAD)</b>	<b>60</b>	<b>60</b>
Preparation of practical activities (exercises, individual and/or group)	25	25%
Weekly study and exam preparation	35	35%
Specify others if necessary	—	
<b>THE STUDENT'S TOTAL WORKLOAD</b>	<b>100 hours</b>	<b>100%</b>

## 4. Assessment methods and percentage in final grade

**NOTE: This system applies in the different calls of the course (ORDINARY AND EXTRA).**

**ORDINARY CALL.** The following sections shall be taken into account:

### 1. **ACTIVITIES (60% of the final grade)**

- **Classroom activities (30%, 3 points out of the final grade):** During the theoretical and practical lectures there will be conducted and collected exercises, practices, group dynamics, case studies, etc. There can be obtained a maximum score of **3 points** out of the final grade. In order to include the qualification of this section in the system of continuous evaluation each student must obtain a score of 1.5 points or more.
- **Seminars and workshops (30%, 3 points out of the final grade):** In small groups, students will work readings, questionnaires, and news related to issues and practical applications of the course topics. The participation in conferences and meetings scheduled as well as the realization and delivery of the summaries and dossiers (synthesis of readings and comments, news reports, conclusions, etc.) will be also valued. There can be obtained a maximum score of **3 points** out of the final grade. In order to include the qualification of this section in the system of continuous evaluation each student must obtain a score of 1.5 points or more.

1. **EXAMS (40% of the final grade)**

- **Intermediate Exam (20%, 2 points out of the final grade):** this exam will consist of an objective test with 30 questions of four choices in which only one answer is correct. The correction system will be:  $\text{CORRECT ANSWERS} - (\text{FAILS}/3) = \text{NUMBER OF FINAL CORRECT ANSWERS}$ . The student must have passed this test to eliminate subject content and include the grade in the system of continuous evaluation.
- **Final Exam (20%, 2 points out of the final grade):** The final exam will consist of an objective test with 60 questions of four choices in which only one answer is correct. Students who have passed the intermediate exam, will take only 30 of these questions. The correction system will be:  $\text{CORRECT ANSWERS} - (\text{FAILS}/3) = \text{NUMBER OF FINAL CORRECT ANSWERS}$ .
  - Students who pass the Intermediate exam will only be required to take the last 30 questions of the Final Exam. The final grade for this evaluation element will be the weighted average between the results of both tests, provided that both tests have been passed.
  - Students who do NOT pass the Intermediate exam may take all the contents of the subject in the ordinary and extraordinary calls of the Final Exam.

**IT IS NECESSARY TO PASS ACTIVITIES AND EXAMS DESCRIBED BELOW TO PASS THE COURSE.** The section of Seminars-Workshops and Exams if it does not reach the minimum can be recovered in the extraordinary call. The class activities section, when carried out in class (either physical or virtual face-to-face) cannot be retrieved and would add less score in the final grade.

**EXTRAORDINARY CALL.** Same criteria as the ordinary call will be applied.

## 5. Ethical code

All members of the Universidad Loyola Andalucía shall adhere to high standards of academic ethics and shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood. Plagiarism or cheating by a student in individual or group work or in examinations will be sanctioned as indicated by the General Academic Regulation of the University.