

**COURSE DATA****DATA SUBJECT****Code:** 40099**Name:** Managerial skills: managing teams**Cycle:** Master's Degree**ECTS Credits:** 5**Academic year:** 2026-27**STUDY (S)**

Degree	Center	Acad. year	Period
2114 - Master's Degree in Marketing and Market Research	Facultat d'Economia	1	First quarter

SUBJECT-MATTER

Degree	Subject-matter	Character
2114 - Master's Degree in Marketing and Market Research	Development of social and managerial skills and marketing operating environment	COMPULSORY

COORDINATION

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SUMMARY

In the subject Management Skills and team management, the aim is to transmit and promote the basic competences and skills to improve interaction with other people, whether it be an internal work team or in reference to external relations: clients, suppliers, social agents, etc. In addition, it seeks to publicize negotiation strategies and techniques, conflict resolution, leadership and motivation, among other aspects. The objective of this subject is the improvement of management skills and interpersonal, which is part of the success of the managers and executives of companies. It is a specific subject for the development of management skills and team management, which includes management skills (managerial functions, perception of change, definition of goals, decision making, supervision and control, time management, delegation, ...); and management or interpersonal skills (leadership, teamwork, communication and meeting management, conflict management, negotiation, ...).

PREVIOUS KNOWLEDGE**RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE**

There are no specified enrollment restrictions with other subjects of the curriculum.



OTHER REQUIREMENTS

No enrollment restrictions have been specified with other subjects of the curriculum.

The previous knowledge is that of access to the Master.

COMPETENCES / LEARNING OUTCOMES

2114 - Master's Degree in Marketing and Market Research

Be able to integrate new technologies in their professional and/or research work.

Conocer las técnicas de negociación y de hablar en público, entre otros aspectos.

Critically analyse one's own work and that of colleagues.

Have a proactive attitude towards possible changes that may occur in their professional and/or investigative work.

Know how to write and prepare presentations to present and defend them later.

Poseer las habilidades de aprendizaje que les permitan continuar estudiando de un modo que habrá de ser en gran medida autodirigido o autónomo.

Saber aplicar los conocimientos adquiridos y ser capaces de resolver problemas en entornos nuevos o poco conocidos dentro de contextos más amplios (o multidisciplinares) relacionados con su área de estudio.

Saber comunicar sus conclusiones y los conocimientos y razones últimas que las sustentan a públicos especializados y no especializados de un modo claro y sin ambigüedades.

Saber realizar las labores propias de su profesión, tanto en empresas privadas como en organismos públicos.

Saber trabajar en equipo con eficacia y eficiencia.

Ser capaces de buscar, ordenar, analizar y sintetizar la información, seleccionando aquella que resulta pertinente para la toma de decisiones.

Ser capaces de integrar conocimientos y enfrentarse a la complejidad de formular juicios a partir de una información que, siendo incompleta o limitada, incluya reflexiones sobre las responsabilidades sociales y éticas vinculadas a la aplicación de sus conocimientos y juicios.

Ser capaces de mejorar la interacción con otras personas (equipo de trabajo, clientes, proveedores, etc.).

Ser capaces de organizar y planificar las actividades de un departamento de marketing en el ámbito empresarial.

Ser capaces de tomar decisiones tanto individuales como colectivas en su labor profesional y/o investigadora.



Students should possess and understand foundational knowledge that enables original thinking and research in the field.

DESCRIPTION OF CONTENTS

1. Personal Skills

1.1. Personal Effectiveness

- 1.1.1. Personal development and growth
- 1.1.2. Techniques to improve personal effectiveness
- 1.1.3. Time management
- 1.1.4. Stress management

1.2. Creativity and Entrepreneurial Attitude

- 1.2.1. The creative process: personal creativity and creativity within organizations
- 1.2.2. Creativity methods
 - 1.2.2.1. Techniques for problem identification and analysis
 - 1.2.2.2. Techniques for solution search and evaluation
- 1.2.3. Innovation and entrepreneurial attitude

2. Interpersonal Skills

2.1. Effective Communication

2.2. Motivation and Satisfaction

- 2.2.1. Theories and models of motivation
- 2.2.2. Motivation techniques
- 2.2.3. Job satisfaction in the professional environment

2.3. Conflict Management

- 2.3.1. Types of conflict
- 2.3.2. Strategies for managing conflict
- 2.3.3. The negotiation process

3. Group Skills

3.1. Leadership and Delegation

- 3.1.1. Management and leadership styles
- 3.1.2. New leadership profiles
- 3.1.3. Leading positive change



3.2. Team Management

3.2.1. Team formation (team building)

3.2.2. Roles within teams

3.2.3. Team climate

3.2.4. Techniques applicable to teams

WORKLOAD

PRESENCIAL ACTIVITIES

Activity	Hours
Theory	35,00
Seminar	4,00
Total hours	39,00

NON PRESENCIAL ACTIVITIES

Activity	Hours
Individual or group project	30,00
Independent study and work	20,00
Preparation for assessment activities	35,00
Resolution of case studies	0,00
Total hours	85,00

TEACHING METHODOLOGY

Theoretical classes with content explanation

Discussion of studied topics encouraging participation

Resolution of practical cases and exercises

Teamwork: development of a product model and presentation

EVALUATION



Individual continuous evaluation..... 10%

Group work (development and presentation)... 70%

Final exam..... 20%

In all the sections must exceed 50% of its value to be entitled to the weighting that makes up the final note of the module.

During the classes, activities and dynamics that aim to establish pragmatically and at the same time fun, the principles of the process of acquisition of management skills and team management will be carried out. The different tests, dynamics and games to try to eliminate attitudinal and behavioral barriers and make the student think about their possibilities as future manager and about the gaps that, through the game, are perceived in a less traumatic way; but that help to understand the way forward to improve the evolution and improvement of social and work skills.

The evaluation of these processes associated with skills training can not usually be done through knowledge tests, therefore, the direct observation of the monitor / teacher or teacher, determines if a student does not participate or fails to perceive what is proposed with these dynamics, which is why an evaluation / explanation / continuous correction process is followed. On the other hand, all students must be informed that, due to the special characteristics of the module, the evaluation of the module aims to know if it has been achieved / learned or, at least, perceived, the minimum requirements to be able to report that they have been acquired. or improved managerial, managerial and social skills - teamwork-. For this, a democratic and participatory system has been designed, based on the 360° evaluation in which not only the superior / teacher evaluates, but also the colleagues / peers themselves. In order to establish the detailed level the grade note is divided into two parts: up to 7 points can be earned through the team project (project + presentation), and up to 2 points can be earned through the final exam.

The final grade note may be increased, if applicable, by the additional point for continuous assessment: attendance/participation; and individual activities.

The team project is intended to highlight; through its proposal, design, development, and presentation; the importance of teamwork principles such as collaboration, communication, leadership, task delegation, motivation, etc., which have been studied throughout the module.

The section corresponding to the team project cannot be retaken in the second examination session; therefore, the grade note (or part of it) cannot be transferred from the first to the second session. In the second session, a final multiple-choice test will be administered to assess the student's progress and development in the subject. Under no circumstances may this grade exceed 5 points.

REFERENCES

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