

**COURSE DATA****DATA SUBJECT**

Code: 44481
Name: Management skills
Cycle: Master's Degree
ECTS Credits: 5
Academic year: 2026-27

STUDY (S)

Degree	Center	Acad. year	Period
2212 - Master's Degree in Business Management. MBA	Facultat d'Economia	1	Second quarter

SUBJECT-MATTER

Degree	Subject-matter	Character
2212 - Master's Degree in Business Management. MBA	Management skills, ethics and corporate social responsibility	COMPULSORY

COORDINATION

HERRERA GOMEZ JUSTO

SUMMARY

In general, the objective of the module is to deepen the understanding of the problems that affect management functions and the capabilities and skills required in business leadership, as well as to consider the new requirements for responsibility and sustainability that must be integrated into management approaches. Regarding "Managerial Skills," the overall goal is to know and understand the different ways of leading an organization, identify the keys to competing in highly competitive environments, where intangible resources acquire extreme relevance, both for identifying the knowledge available in the organization and to prevent its unwanted loss, in order to use these resources in the most suitable way to serve the strategy and objectives it aims to achieve. We propose a specific module for the development of managerial skills, which includes: management competencies (managerial functions, perception of change, goal setting, decision-making, supervision and control, time management, delegation...); and management or interpersonal competencies (leadership, teamwork, meeting facilitation, conflict management, negotiation...).

Developing and improving managerial and interpersonal skills, which are essential for the success of managers and executives in organizations. Aspects such as managing change processes, using indicators, the profile of the leader and their influence on project success, creating motivated teams, delegation, and other fundamental elements for developing the appropriate managerial skills that a corporate executive must enhance.



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 enrolment restrictions with other subjects in the curriculum have been specified

COMPETENCES / LEARNING OUTCOMES

2212 - Master's Degree in Business Management. MBA

Act assertively in negotiations, being able to apply mediation skills in the management of the organisation.

Act in the company's decision-making within the framework of human rights, democratic principles, the principles of equality between women and men, solidarity, environmental protection, universal accessibility and design for all, and the promotion of a culture of peace.

Analyse, synthesise and evaluate information, in a rigorous and critical manner, and be able to identify assumptions, assess evidence, detect false logic or reasoning, identify implicit values, and generalise adequately about problems and situations related to the business world.

Determine the most appropriate leadership model for achieving the objectives of the company, and know how to guide and motivate the effort of the members of the organisation and encourage their participation.

Initiate, promote and develop teamwork and interactions among people.

Make both individual and collective decisions in professional practice as a company manager.

Prepare, write and publicly present business reports and projects in a clear and coherent manner, defend them with rigour and tolerance and respond satisfactorily to criticisms relating to them.

Promote the ability to work in a team and to collaborate and organise the group's activities effectively and efficiently both in the area of general management and in the other functional areas of the company.

Seek, select and assess information from the different actors in the environment, both through traditional methods and information and communication technologies, to use it effectively in the face of problems and situations related to business activity.

Students should apply acquired knowledge to solve problems in unfamiliar contexts within their field of study, including multidisciplinary scenarios.

Students should be able to integrate knowledge and address the complexity of making informed judgments based on incomplete or limited information, including reflections on the social and ethical responsibilities



associated with the application of their knowledge and judgments.

Students should communicate conclusions and underlying knowledge clearly and unambiguously to both specialized and non-specialized audiences.

Students should demonstrate self-directed learning skills for continued academic growth.

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

DESCRIPTION OF CONTENTS

1. BASIC PRINCIPLES AND CONCEPTS

The Management Function.

Leadership

2. MANAGEMENT SKILLS AND COMPETENCIES IN INTERPERSONAL RELATIONS.

Team Motivation.

Performance Management.

Trust Management.

3. MANAGEMENT SKILLS AND COMPETENCES

Meeting Management.

Negotiation.

Change Management.

Time Management and Organization of Collaborators' Work.



WORKLOAD

PRESENCIAL ACTIVITIES

Activity	Hours
Tutorials	20,00
Theory	30,00
Total hours	50,00

NON PRESENCIAL ACTIVITIES

Activity	Hours
Attendance at other activities	0,00
Individual or group project	28,00
Independent study and work	28,00
Preparation of lessons	14,00
Preparation for assessment activities	5,00
Resolution of case studies	0,00
Total hours	75,00

TEACHING METHODOLOGY

- ¿ Lectures and/or participatory sessions. Master classes, interactive classes, conferences, etc.
- ¿ Participatory teaching methods. Case and problem analysis and resolution, workshops on analytical tools, presentations (individually or in groups).
- ¿ Independent work. Reading articles and reports, completing assignments (individually or in groups).
- ¿ Attendance at tutoring sessions.
- ¿ Independent study.
- ¿ Completion of written or oral exams.

EVALUATION

The evaluation (in first and second call) will combine a part of continuous evaluation, with individual and groupal practices about the different skills (40% of the grade) and an exam-test at the end about the subject content (60% of the grade).



REFERENCES

Basics

- Salas-Vallina, A., Alegre, J., Fernández-Guerrero, R. (2018). El papel del liderazgo y del aprendizaje organizativo en la felicidad en el trabajo. Una herramienta para medir la felicidad en el trabajo. Tirant Lo Blanch.
- Bou G. (2004): Liderazgo estratégico: Para directivos, directores y dirigentes. Pirámide.
- Hayes N. (2002): Dirección de equipos de trabajo: Una estrategia para el éxito. Thomson.
- Hellriegel D. Jackson S. y Slocum J. (2005): Administración: Un enfoque basado en competencias. Thomson.
- Le Boterf G. (2001): Ingeniería de las competencias. Gestión 2000.
- Munduate L. Y Martinez J. (1998): Conflicto y negociación. Pirámide.

Additional

- Alvarez de Mon S. (2004): El mito del líder (Profesionales, ciudadanos, personas: la sociedad alternativa). Prentice Hall.
- Hamel, G., & Birkinshaw, J. (2011). Reinventar el management": los retos para los directivos del futuro. Harvard Deusto Business Review, 26-30.
- Fernández Guerrero, R. Coord (1.998): Organización y Métodos de Trabajo: Dirección de la Producción y Recursos Humanos. Ed. Cívitas. Madrid.
- Levy-Leboyer C. (2001): Gestión de las Competencias: Cómo analizarlas, cómo evaluarlas, cómo desarrollarlas. Gestión 2000.
- Simon P. Y Albert L. (1989): Las relaciones interpersonales. Herder
- Zott, C., y Amit, R. (2009). Innovación del modelo de negocio: creación de valor en tiempos de cambio. Universia Business Review, (23), 108-121.