

Academic Year/course: 2022/23

61946 - Managerial Skills

Syllabus Information

Academic Year: 2022/23

Subject: 61946 - Managerial Skills

Faculty / School: 228 - Facultad de Empresa y Gestión Pública

Degree: 471 - Master's in Tourism Management and Planning

ECTS: 3.0

Year: 1

Semester: Second semester

Subject Type: Optional

Module:

1. General information

1.1. Aims of the course

The subject and its expected outcomes respond to the following approaches and objectives:

The general objective of the course is to familiarise students with the main strategies and skills of management and leadership in today's tourism organisations.

This subject shows, among other aspects, the importance of personal importance of personal development in order to be a good leader and to achieve personal, group and organisational goals. These approaches and objectives are aligned with some of the Sustainable Development Goals, SDGs, of the 2030 Agenda () and certain specific

2030 Agenda (<https://www.un.org/sustainabledevelopment/es/>) and certain specific goals, contributing to a certain extent to their

achievement. Specifically:

GOAL 4: QUALITY EDUCATION Target 4.7. By 2030, ensure that all learners acquire the knowledge and skills needed to

Target 4.7: By 2030, ensure that all learners have the knowledge and skills to promote sustainable development.

GOAL 8: DECENT WORK AND ECONOMIC GROWTH Target 8.3. Promote development-oriented policies

that support productive activities, decent job creation, entrepreneurship, creativity and innovation.

creativity and innovation.

GOAL 17: REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT. In particular with target:

17.19 By 2030, build on existing initiatives to develop indicators to measure progress in

development and complement gross domestic product, and support statistical capacity-building in developing countries.

developing countries

1.2. Context and importance of this course in the degree

This subject provides students with the handling of current methods and techniques of human resources management, so that students acquire the best preparation for their work in the field of management and administration.

students acquire the best preparation for the development of their work in the field of management and the effective, ethical and efficient planning of tourism, knowing that leading people is one of their main objectives.

effective, ethical and efficient tourism planning, knowing that leading people is one of their main objectives.

1.3. Recommendations to take this course

During the academic year, tutorials are offered to students, which can be consulted on the school's website. It is

It is possible to arrange a tutoring session with the teachers outside these hours. The lecturer's office is office 6 and is located in the building of the Faculty of Business and Public Management of the Huesca campus of the University of Zaragoza.

There is no special recommendation. Although the lecturers responsible for this subject set themselves the academic challenge of ensuring that students

The academic challenge for the students is that, due to its optional nature, they should be able to develop their management and leadership skills, observation and approach to leadership, observation and approach to human resources in the different tourism organisations, their creative skills, their ability to their creative skills, their capacity for synthesis, their intellectual openness, as well as the approach to new personal challenges, cognitive, communicative, ethical, self-leadership and leadership skills.

2. Learning goals

2.1. Competences

On passing the subject, the student will be more competent to:

- Apply theoretical knowledge to practice.
- Be a leader and develop ethical and comprehensive management.
- Manage people and teams in organisations.
- Work in teams.
- Reason critically and reflect analytically.
- Expose and orally defend their ideas and proposals.
- Motivate other people.
- Be creative and innovative.
- Learn and work autonomously.
- Be sensitive to environmental, social and economic sustainability.

2.2. Learning goals

In order to pass this subject, the student must demonstrate the following results:

- To be able to know the essential management skills for the adequate development of tourism organisations.
- Have sufficient cognitive resources to be able to use the various communication and leadership techniques.
- Discover the importance of each key management skill in order to achieve professional success.
- Master each key management skill by understanding its logic and interaction in the world of organisations, learning the techniques and tools for their successful application.
- Master the new concepts of leadership and coaching.
- Possess the ability to work as part of a team, listen empathetically, transmit messages assertively and be the master of one's own professional and personal development.
- Have the ability to apply knowledge in practice.

2.3. Importance of learning goals

Management Skills are fundamental instruments for the management and leadership of human resources in organisations. Therefore, the student of the Master's Degree in Tourism Management and Planning must be familiar with these types of tools for their professional future, given that they are useful for the adequate management of tourism organisations.

The complexity of organisations does not prevent us from approaching them from a suitable integral focus, but it does allow us to and to set leadership and ethical objectives, which is why achieving the learning outcomes described above is relevant for future tourism professionals. The complexity of organisations does not prevent us from taking a holistic approach to analyse them and to set out leadership and ethical objectives.

3. Assessment (1st and 2nd call)

3.1. Assessment tasks (description of tasks, marking system and assessment criteria)

The student must demonstrate that he/she has achieved the expected learning outcomes by means of the following activities

1. GENERAL PRESENTATION

In accordance with articles 158 and 166 of the Statutes of the University of Zaragoza and with the Regulations of the Learning Assessment Standards

of Learning Assessment, adopted by agreement of the Governing Council on 22 December 2010, the assessment criteria for the subject are set out below.

the evaluation criteria of the subject during the academic year 2018-2019:

For the assessment of this subject, two assessment systems are contemplated:

Mixed system, based on the monitoring of the continuous work of the students together with the passing of a final global test;

Simple system, based solely on passing a final global test.

2. MIXED SYSTEM

This system consists of two evaluation phases, which are as follows:

A) Theoretical exam. In which the student demonstrates their mastery of the theoretical knowledge of the subject.

B) The evaluation of this subject is of a continuous nature. The following criteria will be assessed:

25% class attendance and active participation

30% Reading and review of a scientific article and a part of a scientific book.

30% Study of two cases, done outside and presented in class.

15% Exhibition in the classroom of the review of the article.

b) For those who for work reasons are unable to attend classes in person, it is noted that 25% of class attendance and 15% of participation in a role-playing

and 15% of participation in a role-playing and/or lecture will be compensated with an essay written by the student in which the objectives and learning outcomes of the

the student in which the objectives and learning outcomes foreseen in the course are incorporated. Likewise, it is

The public presentation of the resolution of the two case studies will be carried out on-line and, where appropriate, the course teachers will

If necessary, the lecturers of the course will hold a personal interview at the end of the course with each of the students who do not attend in person.

students who do not attend class in person; the purpose of this interview will be to check the personal work developed, the assimilation and processing of the

The aim of this interview will be to check the personal work developed, the assimilation and processing of the contents and their practical application.

3. SIMPLE SYSTEM

This system is based exclusively on a final overall test, and is designed, as a priority, for those students who students who combine their studies with other activities that prevent them from devoting full time to their studies, in accordance with the conditions established in the conditions established in the University of Saragossa's regulations on enrolment and dedication regimes. For this reason, for these cases in which a "full dedication" is not possible (which impedes the weighting of their active participation through the expressed active participation through the channels expressed in the previous section), the possibility of passing the subject, as well as obtaining the maximum mark, is and even obtain the maximum mark, by means of a final global test, which will take place in the corresponding official exam call, according to the examination calendar agreed for the 2018-2019 academic year.

This test will consist of the theoretical examination referred to in the previous section and the additional performance of a practical exercise, consisting of the development of several questions. The purpose of this test is to verify that the candidate knows how to analyse the subject matter.

Each of the two parts that make up this evaluation system will be graded from 1 to 10. The final mark of the overall test will be obtained from the weighted average of the marks of the theoretical test, 70%, and of the aforementioned exercise, 30%, although 30%, although in order to pass it is necessary to achieve at least a 5 out of 10 in each of the two parts.

Students who have not complied with the minimums proposed for active participation will be included in this evaluation system, as well as those who active participation, as well as those who, having met them, wish to improve the grade obtained in this section.

For those students who have not opted for continuous assessment, they will have to take a global exam of the subject, which will have a theoretical and a practical part based on the syllabus of the subject.

This exam may also be taken by those students who are not satisfied with the grade obtained in the continuous assessment.

Assessment criteria

Written test. The evaluation of this test will be based on:

- the student's objective knowledge;
- the clarity and precision of the answers;
- the following of the guidelines and methods proposed in the theoretical classes;
- the appropriateness of the use of research techniques according to the objectives of the research;
- the quality of oral expression, in the case of practical work and in writing

4. Methodology, learning tasks, syllabus and resources

4.1. Methodological overview

The methodology followed in this course is oriented towards achievement of the learning objectives. The course will have both theory and practice sessions:

1. **Lectures:** Study and individual-student homework. Teachers will explain the main theoretical concepts. Students are asked to deepen their knowledge reading the recommended bibliography.
2. **Practice sessions:** Case studies and public presentations will be done all during the course.

4.2. Learning tasks

The course includes the following learning tasks:

- Lectures: the methodology consists of lectures, questions and discussion, and student autonomous work
- Practice sessions: the methodology consists of case studies, papers and book chapters.

4.3. Syllabus

The course will address the following topics:

Section I: Human Resources Management

1. Management Skills

- 1.1. Context
- 1.2. Objectives
- 1.3. Competences profile
 - 1.3.1. Personal skills
 - 1.3.2. Professional skills
 - 1.3.3. Professional knowledge
 - 1.3.4. Professional attitudes
- 1.4. Skill Model Application
- 1.5. Management Process

Section II: The Manager

- 2.1. Managerial skills
- 2.2. Managerial qualities
- 2.3. Organizational Managerial Function
 - 2.3.1. Organization
 - 2.3.2. Activities
 - 2.3.3. Human Resources Management
- 2.4. The manager and his organizacional role
 - 2.4.1. Effective Management
 - 2.4.2. Management Typology
- 2.5. Management and Decision making
- 2.6. Management profiles

Section III: Leadership, values and Business Ethics

- 3.1. Leadership Organizational Role
- 3.2. Leadership and Motivation
- 3.3. Leadership and Organizational Climate
 - 3.3.1. Organizational Climate: what is it? Where does it come from? What does it depend on?
 - 3.3.2. Factors: structural, psychosocial and relational.
- 3.4. Leadership, values and Business Ethics
 - 3.4.1. Do ethical companies exist?
 - 3.4.2. Business Ethics and long-term profitability
 - 3.4.2. Business Ethics Model

Section IV: Coaching and Integral Leadership

- 4.1. The concept and the process of coaching
 - 4.1.1. What is Coaching?
 - 4.1.2. Objectives
- 4.2. The actors: coach and coachee
 - 4.2.1. The role of coach and who can do coaching?
 - 4.2.2. The Business Coaching
- 4.3. The Coaching Process

4.4. Course planning and calendar

The course has 3 credits ETCS (75 hours), distributed as the table indicates:

MONTLY ACTIVITY	1	2	3	4	5	TOTAL
LECTURES	4	4	4	4	3	19
PRACTICE SESSIONS	3	3	3	3	2	14
EXAM	-	-	-	-	-	4
TUTORIALS	-	-	-	-	-	11
AUTONOMOUS WORK	4	4	4	4	4	27
TOTAL	8	8	8	8	8	75

4.5. Bibliography and recommended resources

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