

## Management Roles and Responsibilities

Code: 100523  
ECTS Credits: 6

Degree	Type	Year	Semester
2500258 Labour Relations	OT	4	0

The proposed teaching and assessment methodology that appear in the guide may be subject to changes as a result of the restrictions to face-to-face class attendance imposed by the health authorities.

### Contact

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### Use of Languages

Principal working language: catalan (cat)  
Some groups entirely in English: No  
Some groups entirely in Catalan: Yes  
Some groups entirely in Spanish: No

### Teachers

Elisabet del Valle Álvaro

### External teachers

Ricard Crespo

### Prerequisites

The students of this optional subject will have to know some preliminary contents related to business organization which they will have cover previously in the study plan of the grade.

### Objectives and Contextualisation

The subject aims at offering an advanced and updated view of the main and most contemporary managerial tasks and competencies (managerial function) especially in the following areas:

Managerial function, ethics and CSR, management by objectives, management by competencies and performance appraisal; entrepreneurship; project and innovation management.

### Competences

- Applying techniques and making decisions in terms of human resources (remuneration policy, selection policy).
- Applying the different evaluation techniques in a socio-occupational audit.
- Carrying out analysis, diagnostics, lending support and taking decisions in terms of organisational structure, labour organisation, motion study and working hours studies.
- Clearly expressing ideas or facts in a compelling way.
- Drawing up and formalising reports and documents.

- Identifying, analysing and solving complex problems and situations from an (economic, historical, legal, psychological, and sociological) interdisciplinary perspective.
- Leading a group of people, by using the appropriate methods to guide individuals or groups towards the attainment of a goal.
- Maintaining a direction and performance that reflect the effort to do the tasks with efficiency and quality.
- Organising and managing the available time.
- Producing and designing organizational strategies, developing the human resources strategy of the organization.
- Retain the ethical values and moral standards in decision-making.
- Students must be aware of the impact and implications of decisions and activities in other company areas.
- Students must be capable of deciding, sharply taking decisions and judging.
- Students must be capable of initiative, creativity and entrepreneurial spirit.
- Students must be capable of recognising and guiding the needs of people from their immediate environment.
- Students must be effective in a changing environment and when facing new tasks, responsibilities or people.
- Verbally communicating and defending a project.
- Working autonomously.
- Working effectively in teams.

## Learning Outcomes

1. Clearly expressing ideas or facts in a compelling way.
2. Drawing up and formalising reports and documents.
3. Introducing the business strategy in several factual contexts.
4. Knowing the accounting and social information system of a company.
5. Knowing the leadership tasks, competency-based management and executive skills. Applying them in factual assumptions.
6. Knowing the organisational forms, organisation and working methods.
7. Leading a group of people, by using the appropriate methods to guide individuals or groups towards the attainment of a goal.
8. Maintaining a direction and performance that reflect the effort to do the tasks with efficiency and quality.
9. Organising and managing the available time.
10. Retain the ethical values and moral standards in decision-making.
11. Students must be aware of the impact and implications of decisions and activities in other company areas.
12. Students must be capable of deciding, sharply taking decisions and judging.
13. Students must be capable of initiative, creativity and entrepreneurial spirit.
14. Students must be capable of planning and using the current indicators for the managing of human resources.
15. Students must be capable of recognising and guiding the needs of people from their immediate environment.
16. Students must be effective in a changing environment and when facing new tasks, responsibilities or people.
17. Understanding the strategic process and corporate governance.
18. Verbally communicating and defending a project.
19. Working autonomously.
20. Working effectively in teams.

## Content

1. Introduction to management function.
2. Management by objectives, management by competencies and performance appraisal.
3. Entrepreneurship.

4. Project management.

5. Innovation project management

The weekly schedule with the course activities will be shown at Campus Virtual before the corresponding class sessions.

## Methodology

To achieve the objectives of the subject, the following teaching methodology will be used:

1. Lectures: In these sessions the teacher / s will develop the main concepts and fundamental concepts of the subject. To facilitate their learning and the necessary practical applications will be carried out.
2. Work sessions focused on exercises and / or discussion of practical cases: The methodology of the case will be used, mainly in working groups, to know more about the different theoretical concepts worked in the master classes.
3. Various support activities: In order to bring the student closer to the business world during the course, reading articles and / or specialized magazines will be proposed where news related to the concepts that are worked on to the subject.
4. On-site tutorials: The student will have a few hours where the teachers of the subject will be able to help him / her to solve the doubts that are presented to him in the study of the subject and in the resolution of problems.

## Activities

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Practical class sessions	22.5	0.9	10, 4, 16, 6, 5, 17, 3, 8, 9, 14, 15, 7, 11, 13, 12, 19
Theoretical class sessions	22.5	0.9	4, 6, 5, 17, 3, 14
Type: Supervised			
Individual tutorial time	2.5	0.1	4, 6, 5, 17, 3, 14
Type: Autonomous			
Preparation and study of theoretical and practical contents	90	3.6	10, 4, 16, 6, 5, 17, 3, 8, 9, 14, 15, 7, 11, 13, 12, 19

## Assessment

The final grade of the course will be formed by the weighted average of three grades:

1. Follow-up of the course. The correct follow-up of the course requires the attendance to class and the realization of the practical cases and activities programmed during the course for each one of the subjects. All these aspects will result in a grade that will represent 15% of the final grade of the course.
2. Complementary work. Throughout the course there will be a work on a topic that will be raised at the beginning of the course. The grade of the work will represent 35% of the final grade of the course.
3. Final exam. The student will be evaluated based on the overall contents of the subject and the grade of the

exam will represent 50% of the final grade of the course. To apply the percentages of 15%, 35% and 50% mentioned above, it will be necessary to get a grade equal to or higher than 4 in this final test. If this is not the case, the student will fail the subject without the opportunity of recuperation.

For those students who in the continuous evaluation of the course have obtained a grade that is equal to or greater than 4 and lower than 5 there will be a recuperation. The professors of the subject will decide the modality of it. The recuperation grade will only have two possible options: Apt or Non-apt. If the student obtains an Apt (suitable) grade, it is considered that he/she has passed the subject with a maximum numerical grade equal to 5. If the student obtains a grade of No apto (Not-suitable), he/she will not pass the subject and the final grade will be equal to the grade obtained before of the recuperation.

A student can only obtain a "Non Presented" to the subject as long as he/she has not participated in the different evaluation activities. Therefore, it is considered that a student who performs some component of continuous evaluation can no longer opt for a "Non Presented".

## Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Complementary work	35%	2	0.08	4, 6, 5, 17, 3, 14
Course followment	15%	7.5	0.3	10, 18, 16, 6, 5, 17, 1, 3, 8, 9, 14, 15, 2, 7, 11, 13, 12, 19, 20
Final exam	50%	3	0.12	4, 6, 5, 17, 3, 14

## Bibliography

### RECOMMENDED

KERZNER H.D. et al. Project Management: A Systems Approach to Planning, Scheduling, and Controlling. John Wiley & Sons .10ª edición.

RIALP, A. (2003): *Fundamentos teóricos de la Organización de Empresas: Un enfoque interdisciplinar*. Madrid: Pirámide.

ROBBINS, S.P. (2004): *Comportamiento organizacional: conceptos, controversias y aplicaciones*. (10ª ed.). México. Prentice-Hall Hispanoamericana.

### COMPULSORY

VECIANA, J. M.<sup>a</sup> (1999): *La función directiva*. Bellaterra (Barcelona): Servicio de Publicaciones de la UAB.

VECIANA, J.M.<sup>a</sup>. (2005): *La creación de empresas. Un enfoque gerencial*, Colección Estudios Económicos. Servicio de Estudios de La Caixa.