

Academic Year: ( 2022 / 2023 )

Review date: 25-04-2022

Department assigned to the subject: Department of Library Science and Documentation

Coordinating teacher: PACIOS LOZANO, ANA REYES

Type: Compulsory ECTS Credits : 6.0

Year : 1 Semester : 0

## OBJECTIVES

### BASIC COMPETENCES OF THE SUBJECT

CB7 Students should be able to apply acquired knowledge and problem solving skills in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study

CB9 That students know how to communicate their conclusions and the latest knowledge and reasons that support them to specialized and non-specialized audiences in a clear and unambiguous manner

### GENERAL COMPETENCES OF THE SUBJECT

CG2 Identify lines of technological innovation in libraries and archives and documentation centers, and undertake possible projects for their development. The

CG3 Direct and manage files, libraries and digital information services in various fields of application, both public bodies and private companies. The

CG5 Recognize the growing importance of teamwork in the world of work and demonstrate adaptability and integration in different work environments, maintaining relationships and communication flows.

CG6 Accept the need for constant self-learning and continuous training as instruments that facilitate adaptation to technological and organizational innovations.

CG7 Acquire a global and coordinated vision of the processes and services that are given in libraries and archives and the incidence that has the control of the quality in them in the satisfaction of the users.

CG8 To value the rigorous and well-done work, in planning, organizing and developing one's own activities, demonstrating initiative, creativity and sense of responsibility, maintaining interest throughout the process, and feeling personal satisfaction with the results achieved.

CG9 Integrate knowledge, make judgments and communicate their conclusions, as well as the latest knowledge and reasons that support them, to specialized and non-specialized audiences in a clear and unambiguous way.

CG10 Recognize the need for continuous adaptation to different jobs in different productive sectors, and technological and organizational innovations related to the profession, showing interest in incorporating new techniques, processes, tools and techniques into the profession's own activities. technologies.

### SPECIFIC COMPETENCES OF THE MASTER RELATED TO THE SUBJECT

CE2 To know and apply the principles and techniques of management to achieve the efficiency of the human team in the provision of services

### RESULTS OF THE LEARNING OF THE SUBJECT

The essential value of the training received in the subjects of this subject is directed towards an aspect that clearly transcends the mere technical or instrumental capacity. In fact, the student must understand that its correct management of documents affects the digital continuity and especially in the business strategy of the organization. This subject focuses on training students in not only information but also knowledge decisions in a highly competitive environment.

### RESULTS OF LEARNING OF THE SUBJECT

The objectives of the subject are directed to the student to know, acquire and apply the basic skills and skills that must have a manager to direct and get things done through others, making the most of available resources, in addition to Conceive and adapt tools that allow an optimum performance of the service.

The student after passing the subject must:

- Train, direct teams and obtain results.

- Implement the interpersonal functions of a director that directly affect their collaborators: work as a team, train, inform, communicate and motivate.
- Effectively manage change according to the perspective of the organization.
- Delegate and direct efficiently.
- Addressing complex situations in the life of an organization.
- Diagnose and identify the critical factors that determine the success of the organization and develop strategic plans.
- Contribute actively and voluntarily to social, economic and environmental improvement through social responsibility.

## DESCRIPTION OF CONTENTS: PROGRAMME

0. Introduction: Concepts involved in the subject

### 1. MANAGEMENT AND LEADERSHIP

- 1.1. Organizations to conduct basic skills and equipment.
- 1.2. Leadership: typologies and theories

### 2. DELEGATION AND TEAMWORK

- 2.1. Reasons to delegate
- 2.2. Rules and criteria for delegating
- 2.3. Implications of teamwork
- 2.4. Teamwork techniques
- 2.5. Roles of team and techniques to improve teamwork

### 3. STRATEGIC PLANNING AND DECISION MAKING

- 3.1. The strategic planning process
- 3.2. Management skills: problem analysis and decision making
- 3.3. Project management

### 4. COMMUNICATION AND MOTIVATION

- 4.1. Ability to communicate and manage information
- 4.2. Organizational culture and communication
- 4.3. Assertiveness, a determining skill in leadership
- 4.4. Reasons to motivate
- 4.5. When and how to motivate

### 5. ENTREPRENEURSHIP AND INNOVATION

- 5.1. The profile of the entrepreneur
- 5.2. Innovation as a key factor of entrepreneur
- 5.3. Support for business projects
- 5.4. Organizational culture, subcultures and corporate values
- 5.5. Change management: styles, roles and phases

### 6. ACCOUNTABILITY AND TRANSPARENCY

- 6.1. Social Responsibility as a way of managing
- 6.2. Ethics
- 6.2. Accountability and transparency

## LEARNING ACTIVITIES AND METHODOLOGY

### FORMATION ACTIVITIES

AF1 Individual work for the study of theoretical and practical materials developed and contributed by the teacher

AF2 Individual work for problem solving and case studies

AF3 Theoretical-practical classes

AF4 Tutorials

AF5 Group work

AF6 Active participation in forums enabled by the teacher in the virtual educational platform

AF7 Perform self-assessment test for content review

Code

Activity	Nº Total hours	Nº Hours Presencial	% Presencialidad	Student
AF1	210	(60)	0	0
AF2	158(45)		0	0
AF3	21(6)		18(6)	3,3
AF4	18(5)		0	0

AF5	210(60)		0	6
AF6	7(2)	0		0
AF7	6(2)	0		0
TOTAL SUBJ.(COURSE)	630(180)		21(6)	3,3

## TEACHING METHODOLOGY

MD1 Presentations in the teacher's class with support of computer and audiovisual media, in which the main concepts of the subject are developed and the bibliography is provided to complement the students' learning.

MD2 Critical reading of texts recommended by the teacher of the subject:

Press articles, reports, manuals and / or academic articles, either for later discussion in class, or to expand and consolidate the knowledge of the subject.

MD3 Resolution of practical cases, problems, etc., raised by the teacher individually or in a group

MD4 Exposition and discussion in class, under the moderation of the professor of subjects related to the content of the subject, as well as of practical cases

MD5 Preparation of individual and group work and reports

MD6 Reading of theoretical and practical teaching materials

## TUTORIAL REGIME

The schedules of the tutorials, adjusted to the provisions of the University, may be consulted in the space of the subject in the teaching and learning platform (Global Classroom). They will include at least two sections, one for face-to-face care and the other for online care. In addition to these officially fixed tutorials, students can request and arrange with the teacher tutorials online or offline outside those times.

## ASSESSMENT SYSTEM

SE1 Participation in class and forums in virtual educational platform

SE2 Individual or group work done during the course

SE3 Carrying out evaluable and scoring questionnaires

SE4 Exam or Final Work \*

SE5 Presentation, content and public defense of TFM

\* The final exam or work will be done in face-to-face mode, at Carlos III University and must pass it in order to be able to approve the corresponding subject.

### Evaluation systems

#### Weighting (%)

- Self-assessment test and practical exercises 50%
- Final exam (\*) 50%

\*The final note is summative but the final exam has to be passed to pass the subject.

In the absence of specific university regulations for postgraduate studies, if the student has not followed the continuous evaluation, he / she will be entitled to a test that will allow him / her to obtain 60% of the final maximum grade in the regular exam. In the extraordinary, the exam will allow you to get up to 75% of the final maximum score.

**% end-of-term-examination:** 50

**% of continuous assessment (assignments, laboratory, practicals...):** 50

## BASIC BIBLIOGRAPHY

- BUENO CAMPOS, E.; MORCILLO ORTEGA, P. y SALMADOR SÁNCHEZ, M.P. Dirección Estratégica, Madrid: Pirámide,, 2005.

- BUENO CAMPOS, E.; MORCILLO ORTEGA, P. y SALMADOR SÁNCHEZ, M.P. Dirección Estratégica, Madrid: Pirámide,, 2005.

- COSTA CABANILLAS, M. Los secretos de la dirección. Manual práctico para dirigir organizaciones y equipos, Madrid: Pirámide, 1995

- COSTA, M. y LÓPEZ, E. Los secretos de la dirección. Manual práctico para dirigir organizaciones y equipos., Madrid: Pirámide, 2002..

- Dirigir en el siglo XXI : estudio basado en una encuesta realizada a más de 1000 directivos españoles , Deusto, 2002

- MIGUEL, Iñaki de El modo de pensar de los directivos: España 2009-2010, Madrid: Infova ediciones, 2010.
- PALOMO VADILLO, M.T. Liderazgo y motivación de equipos de trabajo., Madrid: ESIC, 2005..
- ROBBINS, S.P. Fundamentos de comportamiento organizacional. 5ª ed., México: Prentice Hall, 1998..
- TORRES, Salvador La dirección y el desarrollo de personas: un reto para el siglo XXI , Pearson Prentice Hall, 2005
- URCOLA TELLERÍA, J.L. Dirigir personas: Fondo y formas., Madrid: ESIC, 2003..

#### ADDITIONAL BIBLIOGRAPHY

- GALÁN ZAZO, J.I. Diseño organizativo., Madrid: Thomson Editores, 2006..
- GIESECKE, J. Practical Strategies for Library Managers, Chicago: American Library Association, 2001..
- MCKINLAY, J. and WILLIANSO, V. The Art of People Management in Libraries. Tips for managing your most vital resource, Oxford: Chandos Publishing, 2010..
- RAMOS SIMÓN, L.F. Introducción a la Administración de Información., Madrid: Síntesis, 2003..
- Readings will be provided on each program topic ., ., .
- SMITH, C.R. El management del siglo XXI El management del siglo XXI, Madrid: BrandSmith, , 2012. Disponible en: [http://www.mindvalue.com/download/el\\_management\\_del\\_siglo\\_xxi.pdf](http://www.mindvalue.com/download/el_management_del_siglo_xxi.pdf)
- THOMSON, B. Don't Just Do Something, Sit There. An introduction to non-directive coaching, Oxford: Chandos Publishing, 2009..

#### BASIC ELECTRONIC RESOURCES

- Centros Europeos de empresas innovadoras de la Comunidad Europea (CEEICE) . Dirigir eficazmente: [https://aulaglobal.uc3m.es/pluginfile.php/1356444/mod\\_resource/content/1/Direcci%C3%B3n\\_eficaz\\_2008.pdf](https://aulaglobal.uc3m.es/pluginfile.php/1356444/mod_resource/content/1/Direcci%C3%B3n_eficaz_2008.pdf)
- PALACIOS ACERO, J.L. . Dirección estratégica: <http://app.vlex.com/#!/sources/7669>