

Academic Year: ( 2024 / 2025 )

Review date: 02-07-2024

Department assigned to the subject: Library and Information Sciences Department

Coordinating teacher: JORGE GARCIA-REYES, MARIA CARMEN

Type: Compulsory ECTS Credits : 6.0

Year : 1 Semester : 1

## OBJECTIVES

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:

- 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.
- Develop a professional practice that is respectful of the legal, ethical and deontological principles of the profession.

## 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. SOCIAL RESPONSIBILITY AND SUSTAINABILITY

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

## LEARNING ACTIVITIES AND METHODOLOGY

\* THE TRAINING ACTIVITIES ACORDING TO THE STUDY PLANIFICATION WILL BE:

- 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.
- AF8 Synchronous online debates and colloquiums

Type of activity Is it synchronous? Total hours Hours of synchronous interactivity No. In-person hours %  
In-person attendance Student

AF1	NO	49	0	0
0				
AF2	NO	45	0	0
0				
AF3	SI	6	6	6
100				
AF4	SI	6	6	0
0				
AF5	NO	60	0	0
0				
AF6	NO	2	0	0
0				
AF7	SI	6	6	0
0				
AF8	SI	6	6	0
0				
	Total	180	24	6
3,33%				

\* TEACHING METHODOLOGIES:

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

<b>% end-of-term-examination:</b>	40
<b>% of continuous assessment (assignments, laboratory, practicals...):</b>	60

SE1 Participation in class and forums in virtual educational platform - 10%

SE2 Individual or group work done during the course - 20%

SE3 Carrying out evaluable and scoring questionnaires - 30%

SE4 Exam or Final Work \* - 40%

\* 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.

\*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.

## BASIC BIBLIOGRAPHY

- 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..

- FIFE, D. et al. Leader responsibility for diversity, equity, inclusion and justice in academic libraries: an exploratory study., The Journal of Academic Librarianship, 2021, v. 47, 4, 102361., <https://doi.org/10.1016/j.acalib.2021.102361>

- 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..

- THOMPSON, G.C. et al. Strategic Planning for Academic Libraries., ALA Editions., 2019.

- 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>