# Managerial Skills

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***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The course aims to have students understand and apply the distinctive skills of those who take on managerial responsibilities.

This course is designed around four closely related and complementary analysis dimensions: individual behaviour; social and group action; the influence and impact that the organisational context has on behaviour; the dynamics of decision-making, change and innovation processes.

*Managerial skills* focus on the development of management skills and abilities specific for management roles, both personally and interpersonally, to be effective in the workplace.

*Managerial skills* investigate the impact that individuals, groups, norms, rules and structures have on behaviour within an organisation and applies this knowledge to ensure that organisations operate more effectively.

At the end of the course, students will be able to:

1. to demonstrate knowledge and understanding of the dynamics within complex organisations in order to be able to take roles of responsibility;

2. apply acquired knowledge to achieve individual goals through relationships and teamwork;

3. effectively define priorities, managing resources and emotions in a way that is appropriate to the situation and the expected results;

4. be aware of and acquire their own style of communication and leadership, appropriate to their characteristics and to the complexity of the operating context;

5. develop learning skills that allow students to continue to independently study and update knowledge and skills related to managerial behaviour.

***COURSE CONTENT***

The course deals with multidisciplinary content related to management skills according to a logical construction with increasing complexity and is divided into the following fundamental parts:

*Managerial skills and individual behaviour:*

– personality, perceptions, attitude and individual values;

– motivation, analysis and development processes;

– decision making in complex contexts.

*Managerial skills and interpersonal processes:*

– processes, structures and group dynamics;

– communication and interpersonal persuasion;

– recognising conflict situations and managing negotiation.

*Managerial skills and the organisational system:*

– *Leadership*,influence and power sources;

– analysis and evolution of the organisational culture;

– processes of organisational change.

***READING LIST***

S.P. Robbins-T.A. Judge-D. Bodega*, Comportamento Organizzativo. Conoscere e sviluppare competenze organizzative*, 18th edition, Pearson Education, Italy, 2021.

Students enrolled in the course will be able to access additional teaching material made available by the lecturers on the Blackboard platform.

***TEACHING METHOD***

The course uses blended teaching and alternates in-class lectures with online activities.

Students are expected to study the topics covered during the online video-lectures and the additional study material.

Participation in the webinars (practical) and in the *feedback* sessions is key for learning purposes.

The teaching method will be active and will include study and analysis of case studies, diagnosis and solution of case problems*,* discussion of ‘critical incidents’ - recurrent problems in managerial activity-, debate with professionals involved in the management of complex projects and teams, simulations and role play.

***ASSESSMENT METHOD AND CRITERIA***

The *Managerial* *Skills* course includes an ongoing assessment consisting of an individual test and a group test to be taken during class (50%) and a final single test (50%).

*Ongoing assessment*

50% of the assessment will be carried out through a combination of three formats that will assess knowledge, skills and competences. The written individual test will count 20% of the final mark while the written and oral group test will count for 30% of the final mark.

The individual written test (20%) will be assigned after the first two modules of the course have been completed and will assess the acquisition of students’ knowledge on the two modules.

The combination of the two written and oral group tests (10%+20%) is structured as follows: a presentation on a relevant topic related to a chosen and agreed topic that anticipates the learning activities to be discussed during the live feedback session prior to the related module (10% of the total mark) + a case problem to be analysed and solved during the last session in class (20% of the total mark).

50% of the evaluation will be carried out through a final written test to be held in one of the three sessions following the end of the semester in which the teaching is provided; the final written test concerns all modules of the course, including the two initial modules.

The final test may only be taken following a passing mark of the tests assigned during the course; in case the group work does not obtain a passing mark, students may retake the test only once on the official exam date. In order to pass the course, the final test must be passed.

The group assignments will have to be handed in within the deadlines and according to the procedures defined on Blackboard. Marks awarded by lecturers to each group work are automatically assigned to each single student in the group. Every student is expected to participate in the scheduled group work. The group composition is decided by the Faculty staff, and consists of 4-6 students per group. No absence is allowed.

In short, the overall assessment is structured as follows:

– 50% of the final mark will result from the average score obtained in the three interim tests (both tests are compulsory, not only the group test). To be entitled to take the final exam, the student’s final average score must be higher than or equal to 18/30;

* the remaining 50% results from the final written test.

For students who fail the final test, the marks obtained on the ongoing tests are still considered valid, provided that a passing mark is obtained in the final examination during one of the three official exam dates following the end of the course.

 *Final assessment*

For students who wish to opt for a final assessment on official exam dates, the exam will be structured into a written test on the entire textbook and possibly in an incident analysis.

The *evaluation criteria* mainly used will be the following:

* solid knowledge of the discipline;
* ability to identify the essential features of the models explained during the course;
* ability to compare the different topics learnt from the study of the course material, during the lectures, and through other active teaching methods (in particular during group work);
* ability to combine the different topics learnt during the course in a unitary and systemic perspective;
* ability to make a clear, precise, and relevant presentation of the topics learnt during the course;
* ability to carry out an in-depth analysis and diagnosis of managerial phenomena;
* ability to apply the topics learnt during the course to case studies and real situations.

***NOTES AND PREREQUISITES***

*Managerial Skills* content includes a level of in-depth analysis typical of a Master's degree course.

A basic knowledge of management and company organisation is required. Students who may not have such preliminary knowledge will have to acquire it through individual study so that they can effectively follow the course.

To this end, the following textbooks are recommended:

Airoldi-Brunetti-Coda, “*Economia aziendale*”, Il Mulino.

Daft, *“Organizzazione aziendale”*, Maggioni Editore, Apogeo*.*

Grant, “*L’analisi strategica per le decisioni aziendali*”, Il Mulino.

Further information can be found on the lecturer's webpage at http://docenti.unicatt.it/web/searchByName.do?language=ENG, or on the Faculty notice board.