

**TECHNICAL SHEET OF THE SUBJECT**

Data of the subject	
Subject name	Communication for Management
Subject code	E000011581
Main program	Official Master's Degree in Business Administration - MBA
Involved programs	Máster Universitario en Administración de Empresas (MBA) [First year]
Level	Postgrado Oficial Master
Quarter	Semestral
Credits	1,0 ECTS
Type	Obligatoria
Department	Departamento de Gestión Empresarial
Coordinator	Jose Maria Villanueva Núñez (jmvillanueva@comillas.edu)
Office hours	Upon appointment with the professor, via email
Course overview	Strategies for creating effective communication processes in the organizational environment (oral and written communication, verbal and non-verbal), and techniques for building strong and constructive interpersonal relationships within the organization: communication strategies, audience, messages, oral presentations, media and channel management, and professional written documents.

Teacher Information	
Teacher	
Name	José María Villanueva Núñez-Lagos
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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject	
Contribution to the professional profile of the degree	
Communication skills are a must for a solid professional development. Facing a job interview, doing an effective presentation, or just being a good salesperson... these are situations that any professional will encounter during his/her career. This subject will work on the pillars for a great communication, so the students can develop successfully in any of the beforementioned situations.	

Competencies - Objectives	
Competences	
GENERALES	
CG02	Management of data and information as key elements for decision-making and for identification, formulation and resolution of business problems.



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CIHS

Syllabus
2025 - 2026

CG03	Problem-solving and decision-making skills at a strategic, tactic and operational level with regard to a business, considering the interrelationship between the different functional and business areas.
CG05	Ethical commitment with a behaviour based in moral principles and those principles of the organisation when facing moral dilemmas and corporate social responsibility issues.
CG06	Time management capacity with the purpose of improving personal and team efficiency within business organizations, its environment and its management.
CG07	Critical reasoning and argumentation according with the understanding of knowledge and know-how on business administrations, their external context and their administration and management processes.
CG08	Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations.
CG09	Knowledge, understanding and handling of tools for diagnosis of the competitive position of a company, and designing and executing the company's strategic plan.
ESPECÍFICAS	
CE06	Ability and disposition to acquire and develop communication and negotiation skills and the ability to manage persons and teams needed to exercise leadership of a corporate organization.

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

During this course, we will review the essential aspects of verbal and non-verbal communication. We will address, both with theory and specially with practical exercises, the following themes:

1. How to manage stress and increase self control
2. Define the objectives for the communication initiative, and analyze the target audience to address
3. Criteria to prepare the message
4. Types of structure for the speech
5. The non-verbal communication
6. How to address difficult questions
7. Moving around the stage
8. Conditions for an effective presentation
9. Tone, clarity, speed and voice projection
10. When to use emotional vs rational elements in your communications
11. How to manage the unexpected and ways for improvisation

TEACHING METHODOLOGY

General methodological aspects of the subject

The general methodology for the subject will be Discovery learning, where students will discover the content through the different



exercises, as well as their strengths and areas to improve regarding communication. The students will face directly the practical exercises. This will be transformational for them, as they will develop their own personal resources to face communications in different work situations.

As students prepare the exercises, they will discover their positive aspects, as well as the areas for improvement. They will also analyze how their message is perceived through the detailed feedback from their classmates and the professor. The learning from each activity is reinforced with some theoretical reflections and concepts.

Since this is a practical course, the use of AI is not considered necessary and therefore not included.

In-class Methodology: Activities

The key elements of communication will be analyzed with a theoretical approach and its application to practical exercises:

1. Personal Presentation
2. Political speech
3. Message to the world
4. Logos speech
5. Elevator Pitch
6. Improvisation exercises

Non-Presential Methodology: Activities

In-class activities will be complemented with some readings, as well as some books and recommended videos

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS	
Seminars and workshops	
10.00	
NON-PRESENTIAL HOURS	
Individual study and organized reading	Collaborative learning
10.00	5.00
ECTS CREDITS: 1,0 (25,00 hours)	

EVALUATION AND CRITERIA

The use of AI to produce full assignments or substantial parts thereof, without proper citation of the source or tool used, or without explicit permission in the assignment instructions, will be considered plagiarism and therefore subject to the University's General Regulations.

Evaluation activities	Evaluation criteria	Weight
Oral presentation to the class, as final exercise for the session	Understanding of the key elements for the verbal and non-verbal communication	20



Active involvement in each one of the proposed exercises	Proactive attitude in the classroom	30
Submission of a video to the professor the learnings for the subject	Practical application of the learnings addressed in the course	30
Feedback to the exercises of the teammates	Quality of the comments, finding strengths and areas to improve for the class mates.	20

Ratings

Requirements to pass the subject: Attendance and participation in the workshops, and delivery of the final video to the professor.

To pass the course, a minimum score of 5 should be reached in each evaluation activity.

If the case of not passing the course, for the re-sit students will be required to prepare a video for the different activities that will be agreed with the professor.

Also, in the case of a waiver for class attendance, the student should contact the professor to agree the exercises that will have to be submitted in video.

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

Leith, S. (2012). ¿Me hablas a mí? La retórica de Aristóteles a Obama. Madrid: Taurus.

Lucas, S. E. (2007). The art of public speaking. NuevaYork: McGraw-Hill.

ANDERSON, Chris. (2016). "Charlas TED.La guía oficial TED para hablar en público".. Nueva York. Ed. Deusto

PUCHOL, Luis. (2008) "Hablar en público". Madrid. Ediciones Díaz de Santos.

SALCEDO FERNÁNDEZ, Antonio. (2007) "Anatomía de la persuasión". Madrid. ESIC editorial
Bibliografía

Complementary Bibliography

Patton,F. La fuerza de la persuasión. Editorial Deusto, Bilbao

Blachkey. El arte de hablar en público, Madrid, 2003.