

## GENERAL INFORMATION

| Course information |  |
|--------------------|--|
| Name               | Management Skills                              |
| Code               |  |
| Degree             | Master's in the Electric Power Industry (MEPI) |
| Year               |  |
| Semester           | 2 <sup>nd</sup> (Spring)                       |
| ECTS credits       | 2 ECTS   |
| Type               | Elective                                       |
| Department         |  |
| Area               |  |
| Coordinator        | Anthony Wilson                                 |

| Instructor   |                |
|--------------|----------------|
| Name         | Anthony Wilson |
| Department   |                |
| Area         |                |
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| e-mail       |                |
| Phone        |                |
| Office hours |                |

## DETAILED INFORMATION

| Contextualization of the course  |
|--|
| <p><b>Contribution to the professional profile of the degree</b></p> <p>The general objective of this course is for the student to develop the values, approach and interpersonal skills necessary for management of people and communication in the workplace. Although it draws on a number of key concepts of management theory, the focus is primarily practical. In an increasingly globalized workplace, students have an opportunity to develop personally as communicators in international business.</p> <p>We look at how organisations change and how management styles need to change with them. The course emphasizes reflective learning, both independently and in the context of group work. Students successfully completing this course will have developed an awareness of their own potential strengths and weaknesses as communicators, and future managers. This awareness is a considerable asset at any point of an international professional career, especially the beginning.</p> |
| <p><b>Prerequisites</b></p> <p>No previous management experience is required. However, students should be prepared to:</p> <ul style="list-style-type: none"> <li>• explore course themes via reflective learning.</li> <li>• express themselves concisely and effectively both orally and in writing.</li> <li>• give and receive constructive, developmental feedback in groupwork.</li> <li>• participate actively and supportively of their classmates over the course, both in class and outside it.</li> </ul>   |

## CONTENTS

| Contents  |
|---|
|   |
| <b>Class 1. Introduction</b>  |
| We look ahead over the whole module in overview. We also explain the course methodology, and what exactly is expected of each student in terms of participation. The assessment system will also be made clear. During the rest of the session, there will be different activities to get the group working together, and to gain a feeling for some of the management skills tasks in the coming weeks.                                |
| <b>Class 2. Communication within organisations</b>  |
| We look at how organisational structure can influence efficiency and effectiveness, especially regarding communication. Students are invited to reflect on the importance of organisational structure in their own experience, draw some relevant conclusions, and share these with the group. We explore different 'problem situations' through role plays and/or other communication activities.                                      |
| <b>Class 3. What skills do managers need?</b>   |
| We look at different analyses of what constitutes the profile of a manager. Students reflect on the management styles to which they have been exposed in their own experience, in order to evaluate the effectiveness of each one in its context. We also look at the usefulness of assertiveness techniques in order to resolve situations of interpersonal conflict. The session finishes with a case study to be resolved in groups. |
| <b>Class 4. Motivation and leadership</b>   |
| We look at different examples of motivation and leadership theory, respectively. Class discussions and activities focus on how the two are related. Finally, students have a choice of case studies – one on leadership, the other on motivation.   |
| <b>Class 5. Team management</b>   |
| We look at some well-known team-management theory. Working on the basis that good communication is the key, we observe how some groups and teams function better than others, and consider how important it is for a manager to understand this. Then students perform a team problem-solving activity. The session ends with feedback on how well the team functioned in that situation.   |
| <b>Class 6. Managing meetings</b>   |
| We examine the possible context of the meeting. As with groups and teams, the need for good communication is stressed. We identify key factors for a successful meeting, including the avoidance of conflicts and a range of other problems. The case study consists in a professional meeting simulation, followed by feedback and reflection on the effectiveness of the communication during the meeting.                            |
| <b>Class 7. Negotiating skills</b>  |
| We begin with a one-to-one negotiation in class, and then discuss the results. We then move on to negotiation theory (mainly Harvard, but also other). Each student reflects on their own personal "negotiating profile", and how it may be necessary to adapt this to circumstances. Finally, students are asked to resolve a series of problematic situations which typically arise during negotiations.                              |
| <b>Class 8. Organisational culture</b>  |
| We consider some of the most important theory related to organisational culture. The focus then broadens to include other aspects of culture: individual, national and international, and stereotyping. We round off with a summary of the importance of cultural factors in the management of organisations.   |
| <b>Class 9. Final test and final project presentations</b>  |
| After a written multiple-choice test on theoretical concepts, students give a short project presentation in pairs. (There will be time for about a third of the class. The rest will present the following week.) The   |

subject is free, but it must be practical, relevant both to the course material and the workplace. The quality of the presentation is also assessed. This is an opportunity to share something of what you personally have learnt, using good international English.

**Class 10. Final project presentations**

Those students who did not present in the previous class give their final project presentation.

**Competences and Learning Outcomes**

**Competences**

**General Competences**

The general objective of this course is for the student to develop the values, approach and interpersonal skills necessary for management of people and communication in the workplace.

**Basic Competences**

CB5. Saber transmitir de un modo claro y sin ambigüedades a un público especializado o no, resultados procedentes de la investigación científica y tecnológica o del ámbito de la innovación más avanzada, así como los fundamentos más relevantes sobre los que se sustentan.

**Specific Competences**

CE20. Desarrollar las habilidades de comunicación interpersonal y conocer cuáles son las teóricas básicas del liderazgo para poderlas poner en práctica en su carrera profesional.

**Learning outcomes**

By the end of the course the student will have achieved the following:

- Key communication skills for the workplace without ambiguities, adapting the communication to different levels of specialization.
- A grasp of essential management and leadership theory, in order to be able to apply both subsequently in professional life.
- Skills for a wider range of professional situations, especially in an international and intercultural context.

## TEACHING METHODOLOGY

| General methodological aspects   |             |
|--|-------------|
|  |             |
| In-class activities  | Competences |
| <ul style="list-style-type: none"> <li>▪ <b>Lectures and problem-solving sessions (16 hours):</b> The lecturer will introduce the fundamental concepts of each chapter, along with some practical recommendations, and will go through worked examples to support the explanation. Active participation will be encouraged by raising open questions to foster discussion and by proposing short application exercises to be solved in class.</li> </ul> |             |
| <ul style="list-style-type: none"> <li>▪ <b>Assessed activities (4 hours):</b> A final test of 30 minutes and 3.5 hours of final presentations.</li> </ul>   |             |
| Out-of-class activities  | Competences |
| <ul style="list-style-type: none"> <li>▪ Personal study of the course material and resolution of the case studies (24 hours).</li> </ul>   |             |
| <ul style="list-style-type: none"> <li>▪ Assessed reflective learning diaries (6 hours).</li> </ul>  |             |
| <ul style="list-style-type: none"> <li>▪ Preparation of a final presentation in small groups during the last quarter of the course (10 hours).</li> </ul>  |             |

## ASSESSMENT AND GRADING CRITERIA

| Assessment activities | Grading criteria  | Weight |
|-----------------------|---|--------|
| Learning Diaries      | <ul style="list-style-type: none"> <li>▪ Understanding of the theoretical concepts.</li> <li>▪ Application of these concepts to problem-solving.</li> <li>▪ Demonstration of reflective learning.</li> </ul>                  | 30%    |
| Final exam            | <ul style="list-style-type: none"> <li>▪ Understanding of the theoretical concepts.</li> <li>▪ Application of these concepts to problem-solving.</li> </ul>   | 20%    |
| Final presentation    | <ul style="list-style-type: none"> <li>▪ Problem analysis.</li> <li>▪ Demonstration of reflective learning.</li> <li>▪ Quality of the proposed solution.</li> <li>▪ Teamwork.</li> <li>▪ Oral presentation skills.</li> </ul> | 50%    |

## GRADING AND COURSE RULES

| Grading   |
|---|
| Regular assessment  |
| <ul style="list-style-type: none"> <li>• Learning Diaries (Mid-term): 30% (3x10%)</li> <li>• Final exam: 20%</li> <li>• Final presentation 50%</li> </ul> <p>An overall average of 50% is required to pass this module.</p>   |
| Retakes   |
| <p>Students who fail will be offered an opportunity to retake any parts of the course (learning diaries, final exam and/or final presentation) in which they have not reached a grade of 50%.</p>   |
| Course rules  |
| <ul style="list-style-type: none"> <li>▪ Class attendance is mandatory according to Article 93 of the General Regulations (Reglamento General) of Comillas Pontifical University and Article 6 of the Academic Rules (Normas Academicas) of the ICAI School of Engineering. Not complying with this requirement may have the following consequences: <ul style="list-style-type: none"> <li>- Students who fail to attend more than 15% of the lectures may be denied the right to take the final exam during the regular assessment period.</li> </ul> </li> </ul> <p>Students who commit an irregularity in any graded activity will receive a mark of zero in the activity and disciplinary procedure will follow (cf. Article 168 of the General Regulations (Reglamento General) of Comillas Pontifical University).</p> |

## WORK PLAN AND SCHEDULE<sup>1</sup>

| In and out-of-class activities | Date/Periodicity | Deadline |
|--------------------------------|------------------|----------|
| _____                          |                  |          |

|   |  |  |
|---|--|--|
| Final exam  | March 29   |  |
| Learning diaries (1,2,3)  | Weeks 2, 5 and 8                                       | LD1: February 8,<br>LD2: March 1,<br>LD3: March 22 |
| Review and self-study of the concepts covered in the lectures;<br>also those which will be covered the following week | After each class                                       |  |
| Problem-solving / Case Studies  | Weekly   |  |
| Final presentations   | During the last two<br>classes<br>(March 29 & April 5) |  |
| Final exam preparation  | Late March   |  |

| <b>STUDENT WORK-TIME SUMMARY</b> |                |  |                     |
|----------------------------------|----------------|--|---------------------|
| <b>IN-CLASS HOURS</b>            |                |  |                     |
| Lectures                         | Case Studies   |  | Assessment          |
| 10                               | 6              |  | 4                   |
| <b>OUT-OF-CLASS HOURS</b>        |                |  |                     |
| Self-study                       | Learning Diary |  | Final presentation  |
| 24                               | 6              |  | 10                  |
| <b>ECTS credits:</b>             |                |  | <b>2 (60 hours)</b> |

## BIBLIOGRAPHY

### Basic bibliography

- Notes prepared by the lecturer (available in Moodle).
- These include a number of links to web-based resources for Management Skills.

### Complementary bibliography (Further reading)

- Adair, J *Effective Leadership*, new revised edition, Pan Books (2009)
- Adair, J *Effective Communication*, new revised edition, Pan Books (2009)
- Adair, J *Effective Time Management*, new revised edition, Pan Books (2009)
- Arredondo, L *Communicate Effectively*, McGraw-Hill (2007)
- Belbin, RM *Management Teams: Why they succeed or fail*, 3<sup>rd</sup> edition, Routledge (2010)
- Camp, J *Start with No*, Crown Business, (2002)
- Campbell, B *English for Business*, Cengage Learning EMEA, (2006)
- Deal, TE and Kennedy, AA *Corporate Cultures: The Rites and Rituals of Corporate Life*, Basic Books (2000)
- Fisher, R and Ury, W *Getting to Yes*, Random House (1997)
- Handy, C *Understanding Organisations*, 4<sup>th</sup> edition, Penguin, London (1993)
- Hazeldine, S *Bare Knuckle Negotiating*, Bookshaker (2011)

- Hofstede, G *Culture's Consequences (Abridged edition)*, Sage Publications, Newbury Park, California (1984)
- Hofstede, G *Cultures and Organisations*, 3<sup>rd</sup> edition McGraw-Hill Professional (2010)
- Jacques, E "In Praise of Hierarchy", *Harvard Business Review* (1990)
- Janis, IJ *Victims of Groupthink*, Houghton Mifflin / APA (1972)
- Lewis, RD *When Cultures Collide*, 3<sup>rd</sup> edition, Nicholas Brealey Publishing (2005)
- Maslow, A *A Theory of Human Motivation*, Wilder Publications (2013)
- McGregor, D *Motivation and Leadership*, MIT Press (1966)
- Mintzberg, H *Mintzberg on Management*, Simon & Schuster (2007)
- Mullins, L *Management and Organisational Behaviour*, 10<sup>th</sup> edition, Pearson (2013)
- Nierenberg, J and Ross, I *The Secrets of Successful Negotiating*, Duncan Baird Publishers (2003)
- Patton, B and Stone, D *Difficult Conversations*, Viking (2011)
- Peter, O *Meeting Resolutions*, CreateSpace Independent Publishing (2014)
- Peters, T *Re-Imagine!*, Dorling Kindersley (2003)
- Pugh, DS and Hickson, DJ *Writers on Organisations*, 6<sup>th</sup> edition, Penguin, London (2007)
- Reynolds, S and Valentine, D *Guide to Cross-Cultural Communication*, Prentice-Hall (2010)
- Schein, EH, *Organizational Culture and Leadership*, 3<sup>rd</sup> edition, Jossey-Bass (2004)
- Stewart, R *Choices for the Manager*, Prentice-Hall (1982)
- Stewart, R *The Reality of Management*, Routledge (2012)
- Tannenbaum, R and Schmidt, W "How to choose a leadership pattern", *Harvard Business Review*, March-April (1958)
- Thomson, N *Effective Communication: A Guide for the People Professions*, 2<sup>nd</sup> edition, Palgrave Macmillan (2011)
- Tracy, B *Eat That Frog!*, Hodder Paperbacks (2013)
- Trompenaars, F and Hampden-Turner, C *Riding the Waves of Culture: Understanding Cultural Diversity in Business*, 3<sup>rd</sup> edition, Nicholas Brealey (2012)
- Tuckman, BW "Developmental sequences in small groups", *Psychological Bulletin*, Vol 63, No. 6, pp 384-99 (1965)
- Ury, W *Getting Past No*, Cornerstone Digital, (2014)
- Utley, D *The Culture Pack: Intercultural Communication resources for Trainers*, Cambridge University Press (2004)

|      | IN-CLASS ACTIVITIES |   |  | OUT-OF-CLASS ACTIVITIES |                                   |                      | LEARNING OUTCOMES |
|------|---------------------|---|--|-------------------------|-----------------------------------|----------------------|-------------------|
| Week | h/w                 | LECTURE & PROBLEM SOLVING   | ASSESSMENT                                   | h/w                     | SELF-STUDY                        | OTHER ACTIVITIES     | Learning Outcomes |
| 1    | 2                   | Course presentation and introduction (1h), Management problem activities (1h) |  | 4                       | Pre-reading for following lecture |                      |                   |
| 2    | 2                   | Communication within organisations (2h)                                       |  | 4                       | Pre-reading for following lecture |                      |                   |
| 3    | 2                   | What skills do managers need? (2h)  | Learning Diary 1                             | 4                       | Pre-reading for following lecture | Learning Diary 1     |                   |
| 4    | 2                   | Motivation and leadership (2h)  |  | 4                       | Pre-reading for following lecture |                      |                   |
| 5    |                     |   |  |                         |                                   |                      |                   |
| 6    | 2                   | Team management (2h)  |  | 4                       | Pre-reading for following lecture | Learning Diary 2     |                   |
| 7    | 2                   | Managing meetings (2h)  | Learning Diary 2                             | 4                       | Pre-reading for following lecture |                      |                   |
| 8    |                     |   |  |                         |                                   |                      |                   |
| 9    | 2                   | Negotiating skills (2h)   |  | 4                       | Pre-reading for following lecture | Learning Diary 3     |                   |
| 10   | 2                   | Organisational culture (2h)   |  | 4                       | Revision for final assessment     | Prepare presentation |                   |
| 11   | 2                   | Final written test (30 mins) and final project presentation (1.5h)            | Learning Diary 3; written test; presentation | 4                       |                                   | Prepare presentation |                   |
| 12   | 2                   | Final project presentation (2h)   | Presentation                                 | 4                       |                                   |                      |                   |
| 13   |                     |   |  |                         |                                   |                      |                   |