GENERAL INFORMATION

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

Instructor	
Name	Anthony Wilson
Department	
Area	
Office	
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Phone	
Office hours	

DETAILED INFORMATION

Contextualization of the course
Contribution to the professional profile of the degree

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.

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.

Prerequisites

No previous management experience is required. However, students should be prepared to:
- explore course themes via reflective learning.
- express themselves concisely and effectively both orally and in writing.
- give and receive constructive, developmental feedback in groupwork.
- participate actively and supportively of their classmates over the course, both in class and outside it.

CONTENTS

Contents

Class 1. Introduction
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.

Class 2. Communication within organisations
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.

Class 3. What skills do managers need?
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.

Class 4. Motivation and leadership
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.

Class 5. Team management
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.

Class 6. Managing meetings
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.

Class 7. Negotiating skills
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.

Class 8. Organisational culture
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.

Class 9. Final test and final project presentations
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
▪ **Lectures and problem-solving sessions (16 hours)**: 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.	
▪ **Assessed activities (4 hours):** A final test of 30 minutes and 3.5 hours of final presentations.	
Out-of-class activities	**Competences**
▪ Personal study of the course material and resolution of the case studies (24 hours).	
▪ Assessed reflective learning diaries (6 hours).	
▪ Preparation of a final presentation in small groups during the last quarter of the course (10 hours).	

ASSESSMENT AND GRADING CRITERIA

Assessment activities	Grading criteria	Weight
Learning Diaries	▪ Understanding of the theoretical concepts. ▪ Application of these concepts to problem-solving. ▪ Demonstration of reflective learning.	30%
Final exam	▪ Understanding of the theoretical concepts. ▪ Application of these concepts to problem-solving.	20%
Final presentation	▪ Problem analysis. ▪ Demonstration of reflective learning. ▪ Quality of the proposed solution. ▪ Teamwork. ▪ Oral presentation skills.	50%

GRADING AND COURSE RULES

Grading
Regular assessment
- Learning Diaries (Mid-term): 30% (3x10%)   - Final exam: 20%   - Final presentation 50%   An overall average of 50% is required to pass this module.
Retakes
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%.
Course rules
▪ 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: - 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. 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).

WORK PLAN AND SCHEDULE[1]

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

Final exam	Week 9 class	
Learning diaries (1,2,3)	Weeks 2, 5 and 8	LD1: Week 2 LD2: Week 5 LD3: Week 8
Review and self-study of the concepts covered in the lectures; also those which will be covered the following week	After each class	
Problem-solving / Case Studies	Weekly	
Final presentations	During the last two classes (weeks 9-10)	
Final exam preparation	Late March	

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

BIBLIOGRAPHY

Basic bibliography
▪ Notes prepared by the lecturer (available in Moodle). ▪ These include links to web-based resources for Management Skills and further reading (book resources).
Complementary bibliography (Further reading)
Web links: http://www.thinkingmanagers.com/ http://www.managerwise.com/articleindex.phtml http://management.about.com/od/managementskills/Management_Skills.htm http://www.buzzle.com/chapters/archives-223.asp http://www.valuebasedmanagement.net/ http://www.the-happy-manager.com/ http://www.businessballs.com/

http://hbswk.hbs.edu/topics/leadership.html

http://www.businessperform.com/

http://www.new-paradigm.co.uk/

http://en.wikipedia.org/wiki/Index_of_management_articles

Book resources:

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)

Belbin, RM *Management Teams: Why they succeed or fail*, 3rd 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*, 4th 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*, 3rd 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*, 3rd 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*, 10th 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*, 6th edition, Penguin, London (2007)

Reynolds, S and Valentine, D *Guide to Cross-Cultural Communication*, Prentice-Hall (2010)

Schein, EH, *Organizational Culture and Leadership*, 3rd 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*, 2nd 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,* 3rd 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)	Learning Diary 2	4	Pre-reading for following lecture	Learning Diary 2	
7	2	Managing meetings (2h)		4	Pre-reading for following lecture		
8							
9	2	Negotiating skills (2h)		4	Pre-reading for following lecture		
10	2	Organisational culture (2h)	Learning Diary 3	4	Revision for final assessment	Learning Diary 3; Prepare presentation	
11	2	Final written test (30 mins) and final project presentation (1.5h)	Written test; presentation	4		Prepare presentation	
12	2	Final project presentation (2h)	Presentation	4			
13							