

## 1. BASIC INFORMATION

<b>Course</b>	Management Skills and Negotiation
<b>Degree program</b>	Global Bachelor's Degree in International Business
<b>School</b>	Social Sciences and Communication
<b>Year</b>	4th
<b>ECTS</b>	6
<b>Credit type</b>	University Code Requirement
<b>Language(s)</b>	English
<b>Delivery mode</b>	Face-to-Face
<b>Semester</b>	First semester
<b>Academic year</b>	2020-2021
<b>Coordinating professor</b>	Leticia Florez-Estrada Chassonnaud

## 2. PRESENTATION

This subject address many of the essential abilities managers need to succeed in the professional environment nowadays. It is likely that in the near future, college students will have to manage teams, projects and the soft skills studied and applied in class will be useful.

The student will develop the managerial and interpersonal skills needed to lead teams effectively such as self-knowledge, negotiation, decision making, time management, communication etc. and will become aware of the manager function in a global environment.

## 3. COMPETENCIES AND LEARNING OUTCOMES

Core competencies:

- BS1: Students must demonstrate a deep knowledge and understanding of a field of study that is based on secondary education and that, whilst supported by advanced textbooks, involves acquaintance with the vanguard of their area of study.
- BS2: Students must apply their knowledge to their work and vocation in a professional way and must demonstrate their skills in sustaining arguments and solving problems within their field of study.
- BS3: Students must be able to gather data, usually within their field of study, interpret it and make judgments and considerations on relevant social, scientific or ethical issues.

- BS4: Students must be able to convey information, together with ideas, problems and solutions to a specialized or non-specialized audience.
- BS5: Students must have developed the necessary learning skills to undertake subsequent studies with autonomy.

#### Cross-curricular competencies:

- CS3: Capacity to adapt to new situations: Being able to assess and understand different situations, adapting our approach to a situation insofar as is necessary or appropriate.
- CS7: Ethical values: The ability to think and act according to universal principles based on individual worth and full development of the human personality, and which entails a commitment to certain social values.
- CS9: Interpersonal skills: The ability to interact positively with other people by verbal and non-verbal means through assertive communication, the latter meaning the ability to express or transmit what one wants, thinks or feels without inconveniencing, insulting or upsetting the other person.
- CS10: Initiative and entrepreneurial spirit: The ability to decisively undertake difficult or risky actions. The ability to anticipate problems, suggest improvements and persevere in carrying them through, with a preference for initiating activities and completing them.
- CS16: Decision making: The ability to make a choice between two or more existing alternatives to effectively resolve different situations or problems.

#### Specific competencies:

- SS 1. Capacity for evaluation and critical analysis of phenomena and agents that affect the social and political environment in different international scenarios.
- SS4: Ability to identify and analyze the economic aspects of globalization linked to the internationalization of companies, foreign trade, and the global economy.
- SS19: Ability to understand and integrate oneself professionally in the different economic, organizational and hierarchical structures of multinational companies, knowing the relevant positions and the functions of each director and department.

#### Learning outcomes:

- LO1: Students will be able to understand the basic concepts and develop the necessary competencies of the managerial profile
- LO2: Student will develop skills for negotiation and teamwork appropriate to each situation
- LO3: The students will be able to carry out the communication processes

- LO4: Students will design specific objectives and interpret the evaluation of them
- LO5: Students will be able to assess their own strengths and identify areas for improvement.

The following table shows the relationship between the competencies developed during the course and the learning outcomes pursued:

Competencies	Learning outcomes
BS1, BS3, BS4, BS5	LO1
BS2, BS3, BS4, CS16	LO2, LO4
BS2, BS4, CS9	LO3
BS2, CS3, S19	LO2
BS4, BS5, SS19, CS7, CS9, CS10	LO5
CS3, CS7, CS9, CS10, CS16, SS1,SS4, SS19, BS5	LO4

## 4. CONTENT

The contents of the subject will be the following:

### **Unit 1. Management and leadership**

- 1.1 Definitions
- 1.2 Importance of the soft skills
- 1.3 Skills needed nowadays

### **Unit 2. Communication and interpersonal skills**

- 2.1 Definitions
- 2.2 Styles of communication
- 2.3 How to communicate effectively?

### **Unit 3. Teamwork and diversity**

- 3.1 Definitions
- 3.2 Steps in creation of teamwork
- 3.3 Initiatives to manage diversity

#### **Unit 4. Motivation and emotional intelligence**

- 4.1 Definitions
- 4.2 Theories of motivation
- 4.3 Emotional intelligence

#### **Unit 5. Conflict resolution and negotiation**

- 5.1 Definitions
- 5.2 Types of conflicts
- 5.3 Causes of conflicts
- 5.4 Analysis of conflicts
- 5.5 Skills to prevent and solve conflicts
- 5.6. Skills and strategies of negotiation

#### **Unit 6. Decision making, change and time management. Importance of ethics.**

- 6.1 Definitions
- 6.2 Decision making
- 6.3 Common mistakes in time management and recommendations to better manage time management
- 6.4. Change management
- 6.4 The importance of ethics

## **5. TEACHING-LEARNING METHODOLOGIES**

The types of teaching-learning methodologies used are indicated below:

- Case study method
- Cooperative learning
- Problem based learning
- Master class
- Simulation environments: Debates, role-playing etc.

## **6. LEARNING ACTIVITIES**

Listed below are the types of learning activities and the number of hours the student will spend on each one:

#### **Campus-based mode:**

<b>Learning activity</b>	<b>Number of hours</b>
Master classes	30 h
Self directed study	50 h
Problem Solving	20 h
Debates and colloquiums	15h
Cases studies	25 h
Formative assessment	5h
Tutorials	5h
<b>TOTAL</b>	<b>150 h</b>

## 7. ASSESSMENT

Listed below are the assessment systems used and the weight each one carries towards the final course grade:

Assessment system	Weight
Exams	40%
Oral presentations	20%
Debates and colloquiums	15%
Case studies and problem solving	15%
Portfolio	10%

When you access to the course on the *Virtual Campus*, you will find a description of the activities you have to complete, as well as the deadline and assessment procedure for each one.

### 7.1. First exam period

To pass the course in the first exam period, you must obtain a final course grade of at least 5 out of 10 (weighted average).

In any case, you will need to obtain a grade of at 4.0 in the mean of the exams (Activity 4 and 7) in order for it to count towards the final grade along with all the grades corresponding to the other activities.

### 7.2. Second exam period

To pass the course in the second exam period, you must obtain a final grade of at least 5 out of 10 (weighted average).

In any case, the student is responsible of his/her learning and should write an email to the Professor to be informed about what is required.

The student must deliver the activities not successfully completed in the first exam period after having received the corresponding corrections from the professor, or those that were not delivered in the first place.

You will need to obtain a grade of at 4.0 in the mean of the exams (Activity 4 and 7) in order for it to count towards the final grade along with all the grades corresponding to the other activities.

## 8. SCHEDULE

This table shows the delivery deadline for each assessable activity in the course:

Assessable activities	Deadline
Activity 1	Week 2-3

Activity 2	Week 5-6
Activity 3	Week 7-8
Activity 4	Week 9-10
Activity 5	Along the semester
Activity 6	Week 15
Activity 7	Week 18-19

This schedule may be subject to changes for logistical reasons relating to the activities. The student will be notified of any change as and when appropriate.

Class attendance: 50% (minimum).

Spelling and grammar requirements (annex).

Meeting deadlines: works submitted out of time will not be graded.

## 9. BIBLIOGRAPHY

Here is the recommended bibliography:

ADAIR, J. (2009). *Effective leadership: how to be a successful leader*. London: Pan Books.

ADAIR, J. (2009). *Effective motivation: how to get the best results from everyone*. London: Pan Books.

ADAIR, J. (2009). *Not bosses but leaders: how to lead the way to success*. Philadelphia: Kogan Page.

COMFORT, J. (1998). *Effective negotiating*. Oxford: Oxford University Press.

CORNELISSEN, J. (2011). *Corporate communication: a guide to theory and practice*. Los Angeles: SAGE.

GEBELEIN, S. (2004). *Successful manager's handbook: develop yourself, coach others*. Minneapolis: Personnel Decisions International, cop.

GOLEMAN, D. (2000). *Promoting emotional intelligence in organizations: make training in emotional intelligence effective*. Alexandria: ASTD, cop.

REES, F. (1997). *Teamwork from start to finish: 10 steps to results*. San Francisco: Pfeiffer, cop.

## 10. DIVERSITY MANAGEMENT UNIT

Students with specific learning support needs:

Curricular adaptations and adjustments for students with specific learning support needs, in order to guarantee equal opportunities, will be overseen by the Diversity Management Unit (UAD: Unidad de Atención a la Diversidad).

It is compulsory for this Unit to issue a curricular adaptation/adjustment report, and therefore students with specific learning support needs should contact the Unit at [unidad.diversidad@universidadeuropea.es](mailto:unidad.diversidad@universidadeuropea.es) at the beginning of each semester.

## 11. SATISFACTION SURVEY

Your opinion matters!

Universidad Europea encourages you to participate in the satisfaction surveys to detect our strengths, as well as the areas on which we need to work concerning the professors, the degree, and the learning-and-teaching process.

You will find the access to the surveys on your Virtual Campus, or through your email. Your valuation is needed to improve the degree.

Thanks for participating.