

# Habilidades directivas (en inglés)

**MÁSTER UNIVERSITARIO EN GESTIÓN INTERNACIONAL DE LA  
EMPRESA / MBA IN INTERNATIONAL MANAGEMENT**

***UNIVERSIDAD INTERNACIONAL MENÉNDEZ PELAYO***

Este documento puede utilizarse como documentación de referencia de esta asignatura para la solicitud de reconocimiento de créditos en otros estudios. Para su plena validez debe estar sellado por la Secretaría de Estudiantes UIMP.



# DATOS GENERALES

## Breve descripción

### Objectives

1. Understand the 10 Key Soft Skills Of International Management.
2. Be able to prepare and participate effectively in negotiations and meetings in an international context.
3. Prepare and give international business presentations in English, achieving the results you and your organisation want and need.
4. Understand the role of culture in international business and how to ensure that what you know helps rather than hinders you when working abroad.
5. Understand the key elements of team building and conflict resolution.
6. Develop key skills in making contact and persuasion in a new environment.
7. Learn how to use specific tools to do your job effectively and efficiently saving time in future and avoiding intercultural miscommunications.
8. Feel comfortable communicating with current level of English in an international business context so that weaknesses are compensated for, strengths developed and the student feels more confident in their ability to achieve results for the organisation they belong to in another language.

## Título asignatura

Habilidades directivas (en inglés)

## Código asignatura

102205

## Curso académico

2024-25

## Planes donde se imparte

[MÁSTER UNIVERSITARIO EN GESTIÓN INTERNACIONAL DE LA EMPRESA / MBA IN](#)

[INTERNATIONAL MANAGEMENT](#)

**Créditos ECTS**

3

**Carácter de la asignatura**

OBLIGATORIA

**Duración**

Cuatrimestral

**Idioma**

Inglés

# CONTENIDOS

## Contenidos

## CONTENTS

- Perception: The important of perception in intercultural communication and business. Concepts of overconfidence, visual illusion, value incongruence and the perfect translation assumption.
- Team Building: creating a core message, accountability, dysfunctions and stages.
- Emotional intelligence, difficult conversations and feedback within a team. These skills will be applied to negotiations and meetings later in the course.
- Structuring your presentation correctly and focusing on crafting the correct message. Starts, Ends, Middle. Presentation Practice.
- Presentation Theory: Rhetoric and Stories. Persuasion. Presentation Practice.
- Meetings: Informal meeting. Formal, structure. De Bono's theory on meetings.
- Motivation, positive leadership, asking and listening.
- Creativity and change management.
- Negotiation: Preparation, Key variables. Listening and Questioning. Opening.
- Negotiations: Proposals. Bargaining stage of the negotiation. Effective use of trade off's and closing down the ZOPA in favour of your side. Bargaining, close and review.
- 7 main theories of intercultural communication according to the European and American experts in the area. Discover limits and applications of these theories.
- Personality styles and teams, meetings, presentations and negotiations.

# RESULTADOS DE APRENDIZAJE Y DE FORMACIÓN

## Generales

CG1.- Graduates will be able to apply the theoretical and practical knowledge they have acquired, with a high degree of autonomy, in both national and international companies, whether small or medium-sized or larger multinationals, and even in non-business organisations whose management requires an international outlook.

CG2.- Graduates will know how to apply the analytical skills acquired in defining and approaching new problems and in searching for solutions, both in a national and international business context.

CG3.- Graduates will develop analytical skills for managing companies in dynamic and complex environments, such as the international environment.

CG4.- Graduates will possess the skills to collect, record and interpret macroeconomic data, country information, sector and company information, financial and accounting data, statistical data, and relevant research findings in order to systematise business decision-making processes.

CG5.- Graduates will possess a body of theoretical and practical knowledge as well as learning skills that will enable those who remain interested to continue developing more specialised studies in the field of advanced research or doctoral studies.

CG6.- Graduates will have extensive experience and the ability to work in multidisciplinary teams and under pressure in terms of time (project and case deadlines) and results.

CG7.- Graduates will acquire the values and attitudes necessary to establish and develop business and personal activities within the strictest ethical and social responsibility behaviours, as well as to develop sensitivity towards social and environmental issues.

CG8.- Graduates must express themselves correctly, both orally and in writing, maintaining an appropriate image in their professional activity.

CG9.- Graduates must master the basic tools of information and communications technology for the practice of their profession and for learning.

## Específicas

CE1.- Understanding the concepts, theories and tools for analysing and developing business internationalisation plans.

CE2.- Ability to choose and apply the appropriate procedure for achieving a business objective.

CE4.- Development of analytical skills that enable understanding of the nature of problems within the organisation and, therefore, the application of appropriate tools.

CE5.- Leadership capacity in the international strategy design process.

CE6.- Ability to work in a team, prioritising accurate results and sound, original proposals.

CE7.- Manage digital platforms, technological, audiovisual and IT media for information retrieval and effective communication of business projects.

CE9.- Analyse the results of market and competition research in order to propose strategic guidelines and operational actions.

CE10.- Acquire the techniques for professional document writing and report presentation in the field of international business.

CE14.- Ability to manage a business internationalisation project and take on managerial responsibilities.

CE15.- Ability to lead and develop business negotiation processes.

## PLAN DE APRENDIZAJE

### Actividades formativas

AF2.- Practical classes: application of theoretical content to the analysis of specific problems, enabling students to understand and assimilate the content. These include presentations, lectures by managers/professionals who are experts in the field or case study, seminars, debates and discussions with analysis of the content developed in the theoretical sessions. These are carried out through workshops, case studies, exercises and problem solving with active student participation (30 hours - 100% face-to-face).

AF3.- Individual and group work: independent development of theoretical content (information search, analysis and recording, writing documents and reports, completing questionnaires) and its application to case studies, with public presentation of conclusions individually or in groups (25 hours - 5% attendance).

AF5.- Independent student work: this includes studying the subject matter, searching for information, analysing and recording data, writing documents, designing presentations, participating in reading groups, and studying and preparing for exams. This includes the use of the virtual campus and student activity on it, as well as the use of ICTs and computer tools, performing various tasks such as self-assessment exercises or participation in forums and consulting databases to obtain bibliographies and documentary material (20 hours - 0% face-to-face).

### Metodologías docentes

MD2.- Individual work by students: readings, reports, technical notes, self-assessment questionnaires, and searching for additional information.

MD3.- Teaching duties - Interactive face-to-face classes: discussion seminars and workshops.

MD4.- Case studies, problem solving and practical exercises in groups or individually: resolution, sharing and discussion in class, through seminars, of previously selected practical cases.

There is a combination of different methodologies used on the course:

- Learning by receiving: The participant will receive information in lectures and in reduced groups which they will have to study, discuss and apply.
- Learning by doing: Giving presentations, participating in meetings and negotiations. Most homework will be relevant to work done in class so preparation outside will be directly connected to subsequent practice.
- Learning by 360° coaching: Trainer and peer feedback throughout the course so that you are not simply evaluated, you can correct and improve your skills on the course itself.
- Co-creation: combining the flipped classroom and 360° feedback, the students will take the lead in teaching certain subjects to their classmates.
- The writing of a Country report will test the ability of the classes to work as a team, project manage an activity and then have their work published as an incentive.

- Learning by using tested models.
- Intranet: Sessions, information, video links, exercises and debates will be uploaded to the intranet throughout the course and it is necessary to keep up to date with this. This also incorporates the idea of the flipped classroom where course theory and information will be uploaded, on occasion, before the class to be discussed and dealt with in class.

## Resultados de aprendizaje

• Learn to develop different management skills (communication, negotiation, time management, team management, etc.) that students will later have to apply in their professional lives.

• Knowing how to apply these skills in multiple situations and before small groups or in public, understanding the necessary registers of oral communication in each case.

• Learn to feel comfortable working in English.

• Understanding and overcoming the difficulties of intercultural communication.

# SISTEMA DE EVALUACIÓN

## Descripción del sistema de evaluación

SE5.- Assessment of participation in the classroom and/or online activities

The evaluation of the subject in its standard format will consist of three broad lines:

Co-creation Project (Group): 20%

- Team Report Written
- Team Video
- Taught Class

Country Report Group: 15%

- Final Report
- Paper on how it was written
- How the group worked together

Key Concepts Paper: 10%

Presentations: 25 %

- Group Presentation 10% (written and presentation in class)
  - +2% for sub-class win
  - +1% for total-class win
- Individual Presentation 15% (1 paper)

Exams: 30%

Mid term exam 15%

Final exam 15%

+/- 10% The instructors can change the final mark depending on the quantity/quality of

interventions of the student both in class, in the on-line forums and with ideas presented in the out of class work.

**Evaluation criteria:** In the case of each element clear guidelines will be given on what is expected from each presentation, negotiation or exercise so the students know what they will have to do to get maximum points.

In its **second and following rounds** of evaluations (in the case that the student misses or fails the first round) 100% of the qualification will be a result of an exam which could be a multiple choice and/or an essay and in a format that will be announced with sufficient time beforehand.

## **PROFESORADO**

### **Profesor responsable**

**Anglin , Brendan**

*Master en Relaciones Internacionales.*

*Director de Fresh Ideas Internacional.*

### **Profesorado**

Profesor Responsable de la asignatura

## BIBLIOGRAFÍA Y ENLACES RELACIONADOS

### Bibliografía

- *The Negotiation Jungle*, Brendan Anglin & Cristina Manso
- *Getting to Yes*, Fisher, Ury, Patton
- *Getting Past No*, William Ury
- *Bargaining for Advantage*, Richard Shell
- *Six Thinking Hats*, Edward de Bono
- *Thinkertoys*, Michalko
- *Presentation Zen*, Garr Reynolds
- *Presenting to Win*, Jerry Weissman
- *Culture and Organisations*, Hofstede, Minkov
- *Riding the waves of culture*, Trompenaars and Hampden-Turner
- *The Silent Language*, Edward Hall
- *The Hidden Dimension*, Edward Hall
- *Taking Flight*, Rosenberg & Silvert