

# **MANAGERIAL SKILLS FOR INTERNATIONAL BUSINESS**

## *Business*

**Course contact hours:** 45

**Recommended credits:** 6 ECTS – 3 US

### OBJECTIVES

The module intends to enable students to develop the competencies required to succeed in an International Business environment as future managers.

Management education can be based on the content of management (*what* a manager's job is) and the process of management, or the *how* of a manager's job. Our focus will be on the second approach: helping students to develop behaviors that characterize a leader while keeping their own genuine style and personality in multicultural and diverse contexts.

To achieve such an ambitious goal, students will work in self-directed collaborative teams to solve problems and make their own decisions both during in-class activities and outdoor exercises. All these group activities facilitate learning, creating a nice atmosphere of reflection and feedback.

Overall, we aim to educate “servant leaders”, good people that make a remarkable contribution to society.

### REQUIREMENTS

Fluent in English

### LEARNING OUTCOMES

1. Apply learning theories to the management of their own learning and development.
2. Develop relationships, discover needs, recommend worthwhile solutions, and resolve customer issues.
3. Acquire skills to coach, develop, encourage, and otherwise work closely to subordinates within multicultural and diverse groups.
4. Differentiate the main practices of employee mobility in organizations.
5. Improve self and social awareness and management in uncertain, diverse and flexible environments.
6. Identify improvement areas concerning time management and develop an action plan.
7. Design a compensation and benefits package to achieve the corporate goal and employees' high performance and engagement.
8. Distinguish between info and real science by getting to know the top 50 thinkers of this century.
9. Become a responsible leader with ethics, creativity, critical thinking, self-esteem, decision- making, flexibility, cultural engagement and motivation.
10. Suggest ways in which managers can avoid lay-offs, manage outplacement processes and survival programmes.

## CONTENTS

- Professional selling skills
- Managing people mobility assignments
- Leadership
- Teamwork and motivation at work
- Emotional intelligence
- Problem solving, decision-making and conflict management
- International Organization structure
- International Human Resources Management
- Employee separations
- Time management
- Managing cultural differences
- Creativity as a competitive advantage
- Compensation and benefits
- Gurus (The top 50 thinkers)

## TEACHING METHODOLOGY

The course will be conducted in the form of an experiential learning seminar. Managerial skills involve converting abstract generalizations to behavior tailored to specific situations. So, students will be encouraged to sharpen their ability to learn from their own experience in a collaborative framework. Effort should be focused on practicing skills, reducing any resistance students might have to self-examination and professor and peer feedback. More specifically, participation in a highly structured, practical activities, skills workshops and outdoor activities will have a positive effect on the ability of students to examine and learn from the elusive data of highly unstructured laboratory experience devoted to insight skills. Wisdom is acquired and displayed over long periods and it can only be developed through repetitive learning from experience.

Prior to each class, students should prepare the business cases and read the articles and slides, so in-class activities can be based mostly on practice through role-plays, outdoor and indoor activities, debates, film discussions, etc. The key concepts should be approached by diverse methodologies to enhance repetition.

We aim to educate students reaching their hearts and minds; showing a genuine interest towards them and to what they could think and feel. They have to acquire knowledge and change some attitudes and beliefs. That process requires reflection, flexibility, discipline, courage, cooperation, self-esteem and ethics to be a responsible manager.

Students will have to pass a midterm and final exam together with an individual assessment (the latter based on their attitude and day-to-day work), as this methodology emphasizes continuous appraisal and feedback.

## ASSESSMENT CRITERIA

### Exams

Consists of 2 exams (about the main issues covered in the subject, both theory and practice) 60%

Work in class (homework, class activities, attendance, punctuality, attitude and participation) 40%

Grading includes a self-assessment activity to be done during the last day of class in a face-to-face performance appraisal interview with the professor.

## BIBLIOGRAPHY

### Recommended reading:

Dyer, J., Gregersen, H., & Christensen, C. M. (2019). *Innovator's DNA, Updated, with a New Preface: Mastering the Five Skills of Disruptive Innovators*. Harvard Business Press.

Edmondson, A. C. (2018). *The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth*. John Wiley & Sons.

Finkelstein, S. (2019). *The Superbosses Playbook: A Workbook Companion to Superbosses*. Penguin.

Goleman, D., McKee, A., George, B., & Ibarra, H. (2018). *HBR Emotional intelligence boxed set (6 Books)(HBR emotional intelligence series)*. Harvard Business Press.

Hill, L. A., & Lineback, K. (2019). *Being the Boss, with a New Preface: The 3 Imperatives for Becoming a Great Leader*. Harvard Business Press.

Kwon, C. K. (2018). *Book review: Reinventing organizations: A guide to creating organizations inspired by the next stage of human consciousness*.

Leavy, B. (2018). *Whitney Johnson: applying the principles of disruptive entrepreneurship to talent management*. Strategy & Leadership.

Peregrina, A. F. A. (2018). *Machine, platform, crowd: Harnessing our digital future*. *Economía industrial*, (409), 153-154.

Pink, D. H. (2019). *When: The scientific secrets of perfect timing*. Penguin Press.

Sinek, S. (2019). *The Infinite Game*. Portfolio/Penguin.