



Academic Year 2021-2022

Syllabus

Effective skills and behaviors at work

CFU 6

Prof. K-K Meyer-Ross and Prof. Paola Mascaro

Course Description

The course is divided into two modules (and two classes, in order to ensure appropriate class dynamics):

- **First Module**, Effective skills and behaviors at work – Interpersonal Skills within an International Context in Theory and Practice, Prof. Kathy Meyer-Ross, 3 CFU
- **Second Module**, Effective skills and behaviors at work – Problem Solving and Analysis, Conflict Management, Time Management in a global professional environment, Prof. Paola Mascaro, 3 CFU

First Module: Prof. K-K Meyer-Ross

Effective skills and behaviors at work – interpersonal skills within an international context in theory and practice

This module aims to strengthen each student's inter-cultural communication skills and so will focus on their interpersonal skills and, if appropriate, strategic thinking. Students will learn about adaptability and flexibility at work and strengthen their own emotional intelligence, as well as learn how to interact professionally, lead a team, communicate within an international team context and apply work ethics.

Teaching Method

In this module students work a lot in small groups of three or in pairs during lectures. Students have to bring their own laptops with internet access. On the learning platform OPAL material will be provided and the professor will monitor the work and will introduce the topics and students are expected to strive to deepen and strengthen their knowledge through the group-work. Videos and handouts help give a wider understanding and role-play simulations are a key part of this module. For a final project, students will prepare a role-play-simulation and defend it.

Schedule of Possible Topics (depending upon the needs of the class and students)

| Day | Subject | Assignment / Tasks |
|---------------|---|---|
| Sep 13 (Mon) | Techniques from the online course Self-management, Motivational Skills, Organizing people | Selecting and choosing 10 techniques for the script |
| Sep 14 (Tues) | Revision of communication techniques | Discussion on using techniques for the script |
| Sep 15 (Wed) | Concepts of perception, the awareness wheel, reframing and perspectives | Deep understanding formation |
| Sep 16 (Thur) | Diversity theories and cultural research | Researching cultures / nationalities / diversity impacts for the script |

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|---------------|---|---|
| Sep 17 (Fr) | Revision Iceberg Model and application. | How can you find out about the issues under the water? How can you avoid a lack of trust and communication? |
| Sep 20 (Mon) | Mediation process | 5 Phases of mediation |
| Sep 21 (Tues) | Culture and Business Simulations | e.g. Culture Qs / Ecotonos / Business Lunch / Game of Cards |
| Sep 22 (Wed) | Script Writing | Group of 5 write script |
| Sep 23 (Thur) | Final Project Presentation | 20 min / groups of 5 = 60 students/presentations |
| Sep 24 (Fr) | Final Project Presentation | 20 min / groups of 5 = 60 students/presentations |
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Textbooks and Materials

Throughout classes, the Professor will draw material from the following publications:

- Edward de Bono: Six Thinking Hats, 1999
- Thomas Gordon: Leader Effectiveness Training: L.E.T., 2001
- Edgar H. Schein: Humble Inquiry: The Gentle Art of Asking Instead of Telling, 2013
- Annette Simmons: The Story Factor: Inspiration, Influence and Persuasion Through the Art of Storytelling, 2006
- <https://www.youtube.com/watch?v=1RwJbhkCA58>

Requirements

Participation during classroom activities, critical reflection, active participation in discussion, read required readings, presenting and defending the final project on a role-play-simulation, and successful submission of the portfolio.

First module

Students will be graded by their handed in portfolio.

Students who do not submit by the agreed due date, or fail the portfolio, will be required to fulfill the exam requirements of non-attending students, and be marked accordingly.

Non-attending students will be expected to read the course material without contact hours available (course files and documents can be found in the OPAL Online Course), and submit a portfolio according to the instructions on the OPAL Online Course.

Second Module: Prof. Paola Mascaro

Effective skills and behaviors at work – Problem Solving and Analysis, Conflict Management, Time Management & Personal Branding in a global professional environment

With this module students will learn how to practice skills & behaviors to support their professional experience and growth through some of the key components of a business organizations: goals setting, performance and time management, live & perform in a teamwork environment, ethic & compliance game rules, personal branding.

Teaching Method

The topics will be covered using a mix of lectures, class discussions, business cases, tests and hands-on exercises. Regular class attendance and active participation are expected, as they will help achieve the learning goals and contribute to an overall positive learning environment. For a final project, students will solve a real case study and articulate the methodology applied and the solution provided.

Schedule of Possible Topics (depending upon the needs of the class and students)

| Day | Subject | Assignment |
|---------|--|------------------------------|
| Nov 16 | Goals & Objectives setting | Test |
| | Measure performance and monitor progress | Written exercise |
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| Nov 17 | Understand the relevance of time management | Test |
| Nov 23 | Learn problem solving methodology | Written exercise |
| | Individual areas of responsibility against issues | 250 words on self-reflection |
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| Nov 24 | How teamwork affects to individual goals and results | 250 words on reflection |
| | Play with fair rules, practice Ethics & Compliance | Business case |
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| Nov 31 | Manage conflict and address collaboration | 250 words on self-reflection |
| | Assertiveness | Role play |
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| Dec 1st | Personal branding | Written exercise |
| | Final project | Business case |

Textbook and Materials

The course is presented as distinct stand-alone modules that complete each other, using theoretical knowledge and frameworks, as well as real-life examples. The teacher will circulate the presentation and materials used in class after each class session.

Throughout classes, the Professor will draw material from the following publications:

- How to set goals that actually work, by H.V. MacArthur, Forbes
 - Guide to Managing Conflict at Work, by Amy Gallo, HBR.
 - Think Smarter by Michael Kallet
 - Productivity Isn't About Time Management. It's About Attention Management by Adam Grant, NYT
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- 30 Days - Change your habits, Change your life by Marc Reklau
 - The Breakthrough Speaker, Adam Smiley Poswolsky
 - 10 Golden Rules of Personal Branding by Goldie Chan, forbes.com

Second module

Students will be graded by their preparation, attendance and active class participation, by tests and business cases completion.

The final mark will include 20% for participation in class, and 80% for the test scores and business cases quality/level of completion.

Students who do not submit by the agreed due date, or fail the work assignments, will be required to fulfill the exam requirements of non-attending students, and be marked accordingly.

Non-attending students will be expected to read the course material (course files and documents can be found on the Global Governance home page, and the set texts in the library), submit an academic paper of around 3,500 words on a topic set by the module professor, covering a major theme of the module.

Final grade: The final grade for the Exam of **Effective skills and behaviors at work** is the average of the grades obtained in the two Modules. **You will not be able to keep the results of one of the modules for another exam session and same round (“appello”), the exam must be completed in the same exam session and same round (“appello”), otherwise you will have to retake both modules’ exams in another round (“appello”) or session.**

Office hours

Prof. Meyer-Ross will offer online consultation hours on request and Prof. Mascaro is happy to meet students before and after classes, and by arrangement.

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NOTE: Erasmus or non Global Governance students who would like to attend one or more courses and take one or more exams need to contact the Secretariat of Global Governance by e-mail global.governance@uniroma2.it for registration and inform the Professor of the course. Students are required to sign a code of conduct, like all Global Governance students, accepting all values and rules. Please read and consider it carefully before enrolling.

Do note that attendance is required from the very first lesson and you need to attend at least 80% of the course to be considered an attending student.