

## **PROFESSIONAL SKILLS**

**IE University**

Professor: **BRENDAN FINBARR ANGLIN**

E-mail: [banglin@faculty.ie.edu](mailto:banglin@faculty.ie.edu)

Academic year: 20-21

Degree course: SECOND

Semester: 2<sup>o</sup>

Category: COMPULSORY

Number of credits: 3.0

Language: English

### **PREREQUISITES**

There are no prerequisites for this course. However, it is expected that all the students have a proven proficiency level on public speaking skills. It is expected students should have attended to "Presentation Skills" class prior to attend this course.

### **SUBJECT DESCRIPTION**

This course is about you. Research has proven that to be successful people you need to develop a mix of technical competencies (knowledge, skills, and abilities) and behavioral competencies (typical behaviours). In a time where individuals and organizations are constantly evolving and changing, we need to provide you with the necessary professional skills to become a leader first of yourself and then of others.

A leader in the 21st century is part of the group, at the front, but still part of it, leading the way, helping those who have fallen to rise, and constantly keeping the guiding star fresh in people's minds. No longer is there any room for a manager that leads from the back with a whip.

On this course we cover all of those skills that you need to be that leader: understanding how others perceive you, being able to take effective decisions, giving feedback on the 'journey' you and your companions are on, negotiating in order to achieve the goals of the individual and the group, persuasion where necessary, and inner awareness, resilience and patience when the going gets tough.

Success depends more on how you do the work rather than on the work just getting done. At the individual level this focus on skills and competencies enables you to take a proactive role in your own development by providing guidance in behavior change efforts. At the organizational level the focus on these skills and competencies in performance development/management enables you to align individual performance with values and strategy. Professional skills and behavioral competencies are not only used in recruitment and selection to make the best hiring decision, but also in performance management, training and development, compensation, recognition, succession planning and so on.

### **OBJECTIVES AND SKILLS**

#### **2.1. Conceptual objectives**

- To establish the elements that you need to take into account to manage your personal and professional lives
- To identify your development needs in regards to those features
- To learn the theoretical concepts and to practice the most important competencies in a “reduced risk” environment
- Experience and experiment with key leadership features within an organization (considering the group in the class to be a living organization)
- Handle difficult situations with emotional intelligence and interpersonal tact and savvy.

## **2.2. Professional skills**

- Effective Communication: active listening and the art of asking questions
- Perceptions and decision making
- Managing information
- Managing difficult conversations
- Empathy
- Riding change (being proactive, being flexible, introducing changes ...)
- Learn to observe
- Learn to learn
- Giving and receiving feedback
- Negotiating
- Managing emotions
- Self-development: organization, professional image, selfawareness
- Adapting your leadership style
- Understanding our sphere of influence
- Energy & Attitude
- Collaborating with others

## **2.3. Learning outcomes**

After completion of the module the student will be able to:

- Understand the place of professional skills in the present professional environment
- Commit to further developing his/her existing skills & talents, and build upon his/her strengths.
- Understand the importance of developing personal competencies
- Engage in difficult conversations
- Stop and self-reflect and use that self-reflection to take action and change what they need to change.

## **METHODOLOGY**

The methodology adopted in this course follow a liquid learning approach with a hybrid format. Liquid learning is a transformational and interactive educational experience that transcends single methodologies and platforms to blend physical, digital and natural environments and give the students a world-class education irrespective of their location and/or situation. Hybrid teaching brings together the human, digital and natural worlds into a seamless whole and enables IE University to be a truly global campus. Hybrid programs are flexible allowing students to study from the geographical location most convenient for them. The Liquid Learning methodology combines three essential elements for a complete and dynamic learning experience: synchronous interactions, asynchronous interactions and individual inquiry and discovery.

Synchronous and asynchronous refer to two different types of learning:

**Synchronous Interaction** is learning that happens in real-time. For example, attending classes (lectures, discussions, labs, studios) in-person or virtually, working with classmates on team projects in a workroom or video-conference platform, or getting help and feedback from professors in-person or via telepresence.

**Asynchronous Interaction** are learning that happens interactively and asynchronously using collaboration tools and digital platforms. For example, watching recorded videos by the professor, debating topics in a digital forum, critiquing the work of classmates posted in a digital gallery, working on a proposal or project using a collaborative document-sharing platform, or getting help and learning support in messaging-based system.

In this new format, special emphasis will be place on student **Individual Inquiry & Discovery**; a foundational learning that students carry out on their own. For example, reading (textbooks, articles, cases), doing multimedia simulators, completing homework assignments, carrying out individual projects, and/or studying recorded mini-videos.

The course will consist of 15 sessions divided into:

- 8 Live Hybrid Sessions: students may assist sessions face to face with the professor or connect online to the same session.
- 3 Live Online Videoconference: students and professors will connect remotely. The tool used will be Zoom.
- 4 Asynchronous sessions:

To practice and acquire the previously mentioned skills, the course uses a combination of techniques and concepts, to enhance personal and group learning through:

- Videos.
- Personal expériences.
- Games.
- Role-plays.
- Group discussions.
- Questionnaires.
- Share best practices.
- Activities.
- Practical cases.
- Instruction.
- Etc.

To get all the benefits of the program, it is very important to bring to the session an open mind and a participative attitude. It is critical to make a practical approach, where participants will experience and practice the tools and behaviors of a 21st Century leader. Between sessions, participants will practice the behaviors in their personal lives and identify their best practices and areas for development.

Teaching methodology	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	26.67 %	20 hours
Discussions	20.0 %	15 hours
Exercises	20.0 %	15 hours
Group work	26.67 %	20 hours
Other individual studying	6.67 %	5 hours
TOTAL	100.0 %	75 hours

## BIBLIOGRAPHY

### Recommended

- Mary Shapiro *HBR Guide to Leading Teams..* Harvard Business Press Books. ISBN 9781633690417 (Electronic)

- Douglas Stone, Sheila Hee *Thanks for the Feedback: The Science and Art of Receiving Feedback Well.* Viking; 1st Edition. ISBN 0670014664 (Electronic)

## EVALUATION CRITERIA

### 6.1. GENERAL OBSERVATIONS

Attendance at all scheduled classes is mandatory and essential for success in the course. Missing more than 30% of class sessions will result in an automatic fail of the course. Professors will not make any exception to this rule; for any personal situation, please speak to your Academic Director.

If you miss class for any reason, you are responsible for getting notes from classmates. If you have questions about any assignments, please send me an email. Under most circumstances, students who miss a class in which a presentation or other assignment is held will not be granted an exception or given an opportunity to do a make-up assignment or presentation. However, if illness or other circumstances prevent you from adhering to the assignment/presentation due dates stated in this syllabus, an exception may be granted at the discretion of the professor.

I would also like to remind you that attendance is not just about showing up, it is about being an active listener and contributor to class discussion. Students are expected to arrive promptly for each class and to remain for the entire session. Please demonstrate courtesy and respect for the professor, the class rules and for other students during class by turning off cell phones, not using the computer during the presentations, not reading materials not related to the class, not sitting in the back talking about non related topics, not leaving the room to go to the toilets, not being attentive when connected on line, etc. Not complying with this rule hinders students' participation grade.

Students that are not able to pass the Program after the second attempt will have to do the Program again in the next course. They will not participate in the sessions, but will do some specific activities that the teacher will prepare for them. Retakers will have to contact the professor in order to be informed about the requisites to pass the course.

### 6.2. EVALUATION AND WEIGHTING CRITERIA (indicative, can be modified)

Your final grade in the course will be based on both individual and group work that will involve the following weights:

Criteria	Percentage	Comments
Class Participation	20 %	
Group Presentation	30 %	Team Presentation
Asynchronous	20 %	
Individual Work	30 %	

### A. CLASS PARTICIPATION

Students should prepare each class and be an active participant in class discussion (synch/asynch). Each student is required to attend each of the classes (if you are unable to attend a class, please let me know before the class). Absences will only be excused by program Management for extraordinary circumstances and with valid evidence documenting your absence. Your participation grade will reflect my assessment of your assistance and total contribution to the learning environment.

**BEING PHYSICALLY THERE (F2F/videoconference/forums/etc.) DOES NOT COUNT AS PARTICIPATION.** All the students are accountable for the outcome of this course.

Your participation grade will reflect my assessment of your assistance and total contribution to the learning environment. My judgment will take into account the following criteria:

**Moving Your Peers' Understanding Forward & Frequency:** Class participation and engagement will be evaluated based on the quality (not quantity) of your participation in class discussion, online forums and other activities that take place during synchronous and asynchronous sessions. The most important component of your participation is the content of what you are saying. A high-quality comment reveals depth of insight, rigorous use of case evidence, consistency of argument, and realism. People who speak often but whose comments lack substance will not be rewarded in the same way that people who speak less frequently but with rich content that furthers the class discussion. That said, your attempts at participation should not be such that the instructor has to "go looking for you". You should be attempting to get into the debate on a regular basis. Listening is an equally important component of class participation. Please be mindful of how much you are speaking versus listening and ensure that this class is an environment in which all of us are encouraged to do both.

**Use of camera:** It is my preference that all students connect to Zoom during the sessions we meet, including students in the hybrid classroom. This means that I encourage and expect students to bring their laptops and chargers to class. Professor needs to assess you all. Professor cannot assess if they do not see you. Not using it will entitle the professor to give a 0 independently of the overall participation. That said, if professor catches you using the laptop inappropriately during class, professor will give you a warning. If you are caught a second time, you will be kicked out of the classroom and marked as absent for that day. I am very strict about this. The use of mobile phones will not be permitted under any circumstances during this course.

**Respect:** any disturbance or lose of respect for the professor and/or students will entitle the professor to give a 0 independently of the overall participation.

You might want to avoid being classified as one of the following types of students:

- **Repeaters**, i.e., students who, consciously or unconsciously, make comments that are just repeats/rephrasing of what has already been said (by other students, or you). This wastes time and adds nothing to learning.
- **Ramblers**, i.e., students that take a lot of time to say simple things or they may tell long personal/professional stories, or they roam into topics that are not relevant, or simply make low-quality comments just to participate. They waste valuable time and prevent other students from being able to participate.
- **Space Cadets:** students that have been distracted (by Facebook, etc.) or who have stopped paying attention and then, later, when they realized they have missed a term or concept, they ask you about it.

## **B. ASYNCHRONOUS SESSIONS**

Professor will take into account the following criteria to evaluate some of the asynchronous participation:

- 0 - 5 points: Though you may have introduced an interesting idea or contributed to the discourse, it is not original enough, or is unclear.
- 5 - 7 points: provide a succinct, interesting, original, argument or idea, or provide a useful link or pertinent fact.
- 7 - 9 points: Your contribution is creative and original, and well documented, and compellingly argues a very clear point.
- 10 points: An exceptional contribution to the discourse

## **C. OTHER ASSIGNMENTS**

Further details will be given by the professor during session 1.

**DECISIONS ABOUT GRADES** are made carefully, and are final at the end of the semester. Please do not contact the professor about a grade change unless there has been a clerical error, which you can document. Professors do not give “extra credit” or makeup assignments at the end of the semester. Also, please note that any disputes about grades from earlier in the course must be resolved before the end of the Program. Once we arrive in the end of the Program period, your grade from earlier in the semester is set.

### **RE-SIT / RE-TAKE POLICY**

Each student has four (4) chances to pass any given course distributed over two (2) consecutive academic years. Each academic year consists of two calls: one (1) ordinary call (during the semester when the course is taking place); and one (1) extraordinary call (or “re-sit”) in June/July.

Students who do not comply with the 70% attendance requirement in each subject during the semester will automatically fail both calls (ordinary and extraordinary) for that Academic Year and have to re-take the course (i.e., re-enroll) during the next Academic Year.

Regarding to the newly implemented ‘liquid learning’ model, all students must still abide by the same IEU attendance policy, including those students who are connecting remotely to class sessions and not physically in the classroom because they are unable to be physically in Spain, on campus. During the sessions, students connecting remotely are required to fully connect their camera and microphone at all times, and must actively participate during the sessions (using all necessary audiovisual equipment), just as their fellow peers who are physically present in the classroom on campus.

The Extraordinary Call Evaluation criteria will be subject to the following rules:

- Students failing the course in the ordinary call (during the semester) will have to re-sit evaluation for the course in June / July (except those students who do not comply with the attendance rule, and therefore will not have that opportunity, since they will fail both calls and must directly re-enroll in the course during the next Academic Year).
- It is not permitted to change the format nor the date of the extraordinary call exams or deadlines under any circumstance. All extraordinary call evaluation dates will be announced in advance and must be taken into consideration before planning the summer (e.g. internships, trips, holidays, etc.)
- The June/July re-sit will consist of a comprehensive evaluation of the course. Your final grade for the course will depend on the performance in this exam or evaluation only. I.e., continuous evaluation over the semester (e.g. participation, quizzes, projects and/or other grade components over the semester) will not be taken into consideration on the extraordinary call. Students will have to achieve the minimum passing grade of 5 and the maximum grade will be capped at 8.0 (out of 10.0) – i.e., “notable” in the extraordinary call.
- Re-takers: Students who failed the subject on a previous Academic Year and are now re-enrolled as re-takers in a course will need to check the syllabus of the assigned professor, as well as contact the professor individually, regarding the specific evaluation criteria for them as re-takers in the course during that semester (ordinary call of that Academic Year). The maximum grade that may be obtained as a retaker during the ordinary call (i.e., the 3rd call) is 10.0 (out of 10.0).

After exams and other assessments are graded by the professor (on either the ordinary or extraordinary call), students will have a possibility to attend a review session (whether it be a final exam, a final project, or the final overall grade in a given course). Please be available to attend the session in order to clarify any concerns you might have regarding your grade. Your professor will inform you about the time and place of the review session.

- Students failing more than 18 ECTS credits after the June/July re-sits will be asked to leave the Program. Please, make sure to prepare yourself well for the exams in order to pass your failed subjects.
- In case you decide to skip the opportunity to re-sit for an exam or evaluation during the June/July extraordinary call, you will need to enroll in that course again for the next Academic Year as a re-taker, and pay the corresponding tuition fees. As you know, students have a total of four (4) allowed calls to pass a given subject or course, in order to remain in the program.

#### **ACADEMIC INTEGRITY:**

Cheating and plagiarism will not be tolerated. Anyone found cheating or plagiarism will at a minimum receive a "0" on the affected assignment and an automatic lowering of your final course grade one full letter grade and will be referred to the University Judicial System for further action. Further penalties could include a note on your transcript, failing the class, or expulsion from the university.

#### **DISABLED STUDENTS:**

To request academic accommodations due to a disability contact IE University appropriate person. If you have a letter from DSS indicating that you have a disability that requires accommodation, please present the letter to your instructors promptly.

#### **STUDENT PRIVACY STATEMENT:**

At times, students may disclose personal information through class discussions. It is expected that the class will respect the privacy of their classmates. The information disclosed in the class will not be repeated or discussed with other students outside of the course.

## **PROFESSOR BIO**

Professor: **BRENDAN FINBARR ANGLIN**

E-mail: [banglin@faculty.ie.edu](mailto:banglin@faculty.ie.edu)

### **BRENDAN ANGLIN**

I have been doing this for a while now, 20+ years of lecturing at university, and I'm learning every year from you and your colleagues about how to improve and make the experience better for the next group of students. That journey has taken me from a BA in Economics and History (with a lot of psychology and sociology thrown in), a postgrad in Business Administration, an MA in International relations, and a phd (still on that particular journey) in Negotiations, Trust and Culture, to a few years in international finance, several more years in the consular division of the Irish Embassy in Madrid, my own company since 2012 in International Training, a few published books, over 10,000 students and 37 awards for teaching excellence at IE from 2016-2020, at undergraduate, masters and executive levels and finally I'm the academic director of a few programs in IE Executive and the coordinator of a couple more at IE and other universities. I really love what I do. I hope to share that feeling with you on this course.

## **OTHER INFORMATION**

Contact details: [banglin@faculty.ie.edu](mailto:banglin@faculty.ie.edu)



**Office hours:** Due to constant travel between Madrid and Segovia campuses, I will not have set office hours. If you would like to speak with me, we can arrange to meet before or after class or you can email me for an individual appointment. I like getting to know my students, so consider this an open invitation to chat about anything or nothing in particular, it is also an important part of how I can be a better professor! Furthermore, these meetings are a particularly useful time to discuss your work and my feedback on it. If you do not understand how you are being evaluated, it is your right and responsibility to come talk to me about it, so do not be shy.

### **CODE OF CONDUCT IN CLASS**

1. Be on time: Students arriving more than 5 minutes late will be marked as "Absent".

Only students that notify in advance in writing that they will be late for a specific session may be granted an exception (at the discretion of the professor).

2. If applicable, bring your name card and strictly follow the seating chart. It helps faculty members and fellow students learn your names.

3. Do not leave the room during the lecture: Students are not allowed to leave the room during lectures. If a student leaves the room during lectures, he/she will not be allowed to re-enter and, therefore, will be marked as "Absent".

Only students that notify that they have a special reason to leave the session early will be granted an exception (at the discretion of the professor).

4. Do not engage in side conversation. As a sign of respect toward the person presenting the lecture (the teacher as well as fellow students), side conversations are not allowed. If you have a question, raise your hand and ask it. If you do not want to ask it during the lecture, feel free to approach your teacher after class.

If a student is disrupting the flow of the lecture, he/she will be asked to leave the classroom and, consequently, will be marked as "Absent".

5. Use your laptop for course-related purposes only. The use of laptops during lectures must be authorized by the professor. The use of Social Media or accessing any type of content not related to the lecture is penalized. The student will be asked to leave the room and, consequently, will be marked as "Absent".

6. No cellular phones: IE University implements a "Phone-free Classroom" policy and, therefore, the use of phones, tablets, etc. is forbidden inside the classroom. Failing to abide by this rule entails expulsion from the room and will be counted as one absence.

7. Escalation policy: 1/3/5. Items 4, 5, and 6 above entail expulsion from the classroom and the consequent marking of the student as "Absent." IE University implements an "escalation policy": The first time a student is asked to leave the room for disciplinary reasons (as per items 4, 5, and 6 above), the student will incur one absence, the second time it will count as three absences, and from the third time onward, any expulsion from the classroom due to disciplinary issues will entail 5 absences.