

# Managerial Effectiveness

## Courses of the Module

Management Communication (Saturday and Sunday)  
Business Negotiations and Conflict Management (Monday and Tuesday)  
Cross-cultural Management (Wednesday and Thursday)

Contact Hours: 48 hours  
6 ECTS

## Module Objectives

The goal of GGS's MBA programme is to provide knowledge and skills from different academic disciplines so that students are equipped to manage businesses in a global environment successfully and in a socially responsible way. The current module serves the goal of the MBA programme by developing students' capabilities in three areas of managerial competencies: **Management communication, business negotiations and conflict management, and cross-cultural management.**

The module consists of three courses. Topics in the **management communication** course focus on how managers and organizations communicate internally with employees and externally with stakeholders. Topics in the course on **business negotiations and conflict management** focus on the understanding, development and use of negotiation to effectively resolve conflicts in the workplace. Topics in the **cross-cultural management** course examine cross-cultural and inter-cultural processes, and showcase methods for dealing with cultural barriers, inter-cultural conflicts and inefficient inter-cultural communication.

## Learning Goals Contributing to MBA Qualification

Upon completion of this module, students will have the following competencies and skills:

### Knowledge and Understanding

Students will have demonstrated knowledge and understanding of three related content domains: management communications, negotiation and conflict management, and cross-cultural management.

### Application Skills

Building on their knowledge of management communications, negotiation and conflict management, and cross-cultural management, students will be able to function effectively in leadership roles which require them to communicate, negotiate, and interface with people from different cultural backgrounds.

### Systems Skills

Students will be able to integrate disparate knowledge and complex information about management communications, negotiation and conflict management, and cross-cultural management. Students will be able to formulate judgements with incomplete or limited information and to reflect on the social and ethical implications of the applications of their knowledge and judgements. In addition, students will be able to autonomously acquire new knowledge and skills, and independently perform research-oriented or application-oriented projects relating to communication, negotiation, conflict management and cross-cultural interaction.

## **Communication and Social Skills**

Students will be able to clearly communicate their conclusions about issues involving management communications, negotiation and conflict management, and cross-cultural management, and the underlying knowledge and rationales to specialist and non-specialist audiences. In team contexts, students will function effectively in leadership as well as in supporting roles.

## **Module Content**

### **Topics to be covered in the Management Communication course**

- Management and communication theories
- Communication and collaboration technologies to support distributed, global work teams
- Effective internal communication for junior and senior levels; gender issues
- External communication channels
- Individual and collaborative writing
- Verbal and written presentation approaches and strategies
- The importance of listening and managing your communication during difficult conversations

### **Topics to be covered in the Business Negotiations and Conflict Management course**

- Introduction to the Study of Negotiation
- The Bargaining Zone
- BATNA, Reservation Price, and the Bargaining Zone
- Psychological Aspects and the Bargaining Zone
- Integrative Bargaining
- Power, Persuasion and Ethics
- Social Norms of Division
- The Negotiator's Dilemma
- Conflict Styles
- The Principal-Agent Relationship
- Multilateral Negotiations
- Cross-cultural Negotiations

### **Topics to be covered in the Cross-Cultural Management course**

- The meaning of culture
- Key cultural dimensions (Individualism vs. Collectivism, Equality vs. Hierarchy, Task vs. Relationship Orientation, Low Context vs. High Context, Short-term vs. Long-term orientation, etc.)
- The impact of culture on international business and management
- Approaches and strategies for managing cultural differences
- Cross-cultural communication (verbal and nonverbal communication)
- Cross-cultural negotiations in an international context
- Managing expatriate assignments
- Culture shock and Cultural Intelligence (CQ)