
BUILDING POWERFUL RELATIONSHIPS

**Grado en Administración de Empresas / Bachelor in
Business Administration BBA SEP-2024 BUILn-NBA.1.M.A**

Area Human Resources and Organisational Behaviour

Number of sessions: 25

Academic year: 24-25

Degree course: FIRST

Number of credits: 4.0

Semester: 2º

Category: COMPULSORY

Language: English

Professor: **PALOMA MARTINEZ DE VELASCO HELAIN**

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Paloma combines her work in academia with a 19 years old professional activity improving people's competencies. She started her career as a legal counsel in L'Oréal and Grupo Santillana de Ediciones. In 2007, she made a radical career change creating Alcuadrado Desarrollo Personal where she assesses and accompanies professionals in their personal development, designing and facilitating interpersonal skills training programs. Passionate about theater she started applying theater techniques to develop people's communication skills. Devoted to people and organizations' development within complex and multicultural environments, she seeks to help people improve their performance always starting from encouraging the individual in their own professional evolution. She loves teaching!

Academic background

- Master in Law (University of Miami)
- Institut des Hautes Etudes Internationales (París – Assas)
- Diplôme Etudes Approfondies (Université Panthéon-Assas_Paris II)
- Law (Complutense University)

Teaching experience

- Adjunct professor IE University (Madrid & Segovia – Spain) – 2012-present
- Professor MrMarcel School (Madrid) 2018-2021
- Adjunct Professor ISTITUTO EUROPE DI DESIGN Master (Madrid) 2017-2019
- Adjunct Professor Master in Global Television Management_University Juan Carlos I (Madrid) 2017
- Adjunct professor University Antonio de Nebrija (Madrid – Spain) – 2014- 2015
- Lecturer Lycée Français de Madrid (Madrid – Spain) - 2013 – 2018
- Awarded as Best Professor by IE University 2014-2022

Working experience

- Corporate Coach, Founder Alcuadrado Desarrollo Personal (Madrid) 2006-present
- Facilitator, IE Executive Education (Madrid), 2022

- Facilitator, Headspring (Madrid) - 2020-present
- Facilitator, Deloitte (Madrid) – 2015
- Facilitator, Accenture (Madrid, Bilbao, Sevilla, Amsterdam) - 2009-2012
- Public Speaking Trainer, Expresarte (Madrid) 2004-2006
- Voiceovers, (Madrid) - 2002-2004
- Lawyer, Grupo Santillana de Ediciones (Madrid) 2000-2001
- Lawyer, L'Oréal (Paris) 1997-2000

Office Hours

Office hours will be on request. Please contact at:

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SUBJECT DESCRIPTION

Building powerful relationships helps students to discover all their potential, to make them more confident, to become great communicators and to develop their ability to work in teams, and build strong relationships.

Communicating effectively—as a professional, an organizational member, or a student—requires a clear sense of purpose, resourceful thinking, an ability to adapt ideas to others, and confidence to express those ideas. Good communication is good thinking—reasonable, well-informed, creative, and flexible. Addressing any audience is not easy (as suggested by the large number of people who dread speaking in public) and you cannot rely only on your improvisation skills. Preparation and rehearsal in advance is key.

Building powerful relationships, becoming a strong team leader is not easy. Students need to undergo a process in order to become this person. Who you will become will be the result of your work on self-awareness and self-assessment. You will undergo on a process where the essential part is to analyze deeply and develop a strong “yourself. This course is the first step into this process.

We wish to plant the seed to make you aware of attitudes, strengths, skills, abilities and competencies related to communication & team skills; and discover your ability to continue growing and developing individually and collectively. Communication & team skills are the tools we use every day to communicate and interact with other people, individually and in groups.

Our approach is holistic – as a whole - in the sense that it mixes practice and theory. In this program, we will reflect on the dynamics, abilities and attitudes that will help you to guide people (including yourself!). You will be asked to challenge your skills, your values, to get committed, to find your talent, to work in a diverse team, to manage your communication. You will learn to manage your time, handle meetings, solve conflicts; you will work hard while having fun. The more you get involved, the more you will be able to capture the essence necessary to learn and improve.

By the end of the course, students should be able to significantly reduce their fear when communicating through diverse means, to effectively communicate their ideas, to get your people to trust you, to use their ability to work in teams, to build theirs or others confidence, be sold on your vision and build strong relationships.

LEARNING OBJECTIVES

2.1. Conceptual objectives

- Gain awareness about your strengths, needs for development and teamwork abilities while facing presentations and team work
- Practice the most important competencies on communication and teamwork
- Learn the theoretical concepts and get an opportunity to put them into practice in a control environment.
- Transform yourself into a confident and assertive professional by developing the most important skills & competencies related with interpersonal communication

2.2. Skills & Competencies

- Communicating
- Nonverbal communication
- Verbal communication
- Energy & Attitude
- Presence
- Asking questions
- Managing information
- Stress Management
- Impactful informative, persuasive and entertaining presentations
- Organizing contents
- Critical thinking
- Creativity
- Storytelling
- Handling with questions
- Managing difficult audiences
- Organizing other's work
- Role distribution
- Creating trust
- Influence others
- Making a follow up of the work
- Managing diversity
- Teambuilding
- Collaborating with others
- Making decisions in teams
- Managing conflicts
- Giving feedback
- Managing emotions

2.3. Learning outcomes

After completion of the course, the student will be able to:

- Feel more confident while presenting
- Have a strong presence on a stage, improve posture, movement, gestures, voice and diction

- Use assertive nonverbal and verbal communication
- Create visually appealing & compelling presentations
- Manage challenging situations
- Practice & show team competencies in order to enhance team performance in different situations
- Commit to further developing his/her existing skills & talents, and build upon his/her strengths
- Develop powerful relationships

TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	25.0 %	25.0 hours
Discussions	15.0 %	15.0 hours
Exercises in class, Asynchronous sessions, Field Work	15.0 %	15.0 hours
Group work	30.0 %	30.0 hours
Individual studying	15.0 %	15.0 hours
TOTAL	100.0 %	100.0 hours

AI POLICY

Specific use cases of GenAI are encouraged

Generative artificial intelligence (GenAI) tools may be used in this course for the ideation and generating an outline for the presentations, grammar check, image or video generation with appropriate acknowledgement. GenAI may not be used for ideation and creation of slides, slides text, and any further that professor will explain in session 1. If a student is found to have used AI-generated content inappropriately, it will be considered academic misconduct, and the student might fail the respective assignment or the course.

If you are in doubt as to whether you are using GenAI tools appropriately in this course, I encourage you to discuss your situation with me.

PROGRAM

It is important to remember that you the student are the center of this course, and because this course is created through your experiences, your participation and your needs; we will adapt the course where necessary and when necessary, to reflect these needs. The objective of this flexibility is to ensure that the journey we embark on is most relevant to you and that you do not follow a preset map that may not match your individual goals.

Disclaimer: The following description of the material covered is tentative. An attempt will be made to cover all listed topics. However, the pace in the class depends on the group performance and each professor will tailor the contents.

The course is divided in 3 units

- UNIT 1: Leading my communication (sessions 1-10)
- UNIT 2: Leading my team (sessions 11- 21)
- UNIT 3: Final Project Presentations & Agora Fest Contest (sessions 22-25)

Learning Objectives:

- Establish the key elements for an effective communication.
- Establish the process to make a good presentation.
- Practice the most important communication abilities.

PROGRAM INTRODUCTION

UNIT I: LEAD MY COMMUNICATION: SESSIONS 1-10

SESSIONS 1 - 2 (LIVE IN-PERSON)

Session 1: Building Powerful Relationships - Introduction:

- Objectives.
- Content (what is public speaking & what is teamwork).
- Evaluation criteria.
- Rules, etc.

Session 2: Communication - Introduction:

- Identifying the competencies of a good communicator.
- Elements for an effective communication.
- Preparing a one minute presentation

SESSIONS 3 - 4 (LIVE IN-PERSON)

Participants will have their first experience preparing and making a presentation.

They will get feedback, to establish a starting point about their communication skills.

Participants will proceed following the instructions sent by their professor.

SESSIONS 5 - 6 (LIVE IN-PERSON)

Session 5: Communication: Preparation I: audiences:

- Importance of the audience.
- General purposes of a presentation.
- Types of presentations.

Session 6: Communication: Preparation II: Structure:

- Show structure: Tell them what you'll tell them.
- Communicate: Tell them.
- Resume: Tell them what you have told them.
- Starting and Closing a presentation in an effective way.

SESSIONS 7 - 8 (LIVE IN-PERSON)

Session 7: Communication Delivery: Non verbal: Visual aspects of your communication:

- Eye contact.

- Body:

- Posture.
- Gestures.
- Movement.

Session 8: Communication Delivery: Non verbal: Vocal aspects of your communication:

- Projecting the voice.
- Volume.
- Tone.
- Articulation.
- Pauses.
- Fillers.

SESSIONS 9 - 10 (LIVE IN-PERSON)

Session 9: Communication Delivery: Managing Stress:

- The importance of perception, self-image and public image.
- How to manage stress in presentations.

Session 10: Communication Delivery: Difficult situations:

- How to manage difficult situations in presentations: difficult questions, difficult audiences, black-outs, etc.

How to sell your ideas in an effective way: convince, persuade and fascinate.

Learning Objectives:

- Establish the elements that a group of people (abilities, organization, attitudes and leadership style) need to become a team.
- Analyse different aspects to enhance your ability to develop strong relationships with your teammates.
- Practice team competencies and become aware of circumstances to increase team's performance.

UNIT II: LEAD MY TEAM: SESSIONS 11-21

Different teachers facilitate this Program; each professor is free in their approach to teamwork to focus and dedicate more or less time on the topics they choose.

SESSIONS 11 - 12 (LIVE IN-PERSON)

Sessions 11-12: Teamwork Introduction: Teamwork skills:

Teamwork Introduction & Initiation Stage I:

- High performance teams Vs groups of people.
- Identifying team competencies.
- Our framework to make the Journey.
- Getting commitment. What make us commit?

SESSIONS 13 - 14 (LIVE IN-PERSON)

Sessions 13 & 14: Initiation Stage II:

- Organizing our team:

- Mission.
- Vision.
- Rules.
- Objectives.
- Values and environment.
- Roles.

Team presentations.

SESSIONS 15 - 16 (LIVE IN-PERSON)

Sessions 15 & 16: Adaptation Stage:

- How to build trust in teams.
- Team Diversity and personalities.
- Diversity in IE university.

Team presentations.

SESSIONS 17 - 18 (LIVE IN-PERSON)

Sessions 17&18: Progress Stage I:

- Assertiveness.
- Collaborating... it's not so easy! Activity
- Managing conflicts.

Team presentations.

SESSIONS 19 - 20 (LIVE IN-PERSON)

Sessions 19&20: Progress Stage II:

- Class debate: special focus on virtual teams and meetings.
- Making decisions in teams.

High Performance Stage:

- Creativity in teams.
- Feedback in teams.
- Final comments about teamwork.

Team presentations.

Homework for session 21: teams to prepare their final Agora presentations.

SESSION 21 (LIVE IN-PERSON)

Session 21: Students Presentation

Students will have the opportunity to make a new individual presentation. Further details given by professor in session 1

Each professor will explain his or her personal requirements for this project.

Learning Objectives:

- To learn how to deliver a persuasive and compelling 10 minutes presentation.
- To use their creativity and talent.
- To practice your presentation and team skills.
- To experience team challenges and issues while having fun.

UNIT III: FINAL PROJECT SESSIONS 22-25

SESSIONS 22 - 23 (LIVE IN-PERSON)

Final Presentations: Preparation

SESSIONS 24 - 25 (LIVE IN-PERSON)

Final Presentations: Agora Fest:

All teams final presentations.

Class to select the best presentation.

Final messages.

EVALUATION CRITERIA

6.1. GENERAL OBSERVATIONS

Attendance at all scheduled classes is mandatory and essential for success in the course. Missing more than 20% 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 your professor 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.

We 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 nonrelated topics, not leaving the room to go to the toilets, not being attentive when connected online, 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 to be informed about the requisites to pass the course.

6.2. EVALUATION AND WEIGHTING CRITERIA

Each professor will explain in detail evaluation criteria in session one.

Evaluation will involve the following weights (indicative: each professor will explain this in detail in the first session):

criteria	percentage	Learning Objectives	Comments
Class Participation	20 %		
Group Presentation	30 %		
Individual Work or individual presentation	20 %		
Final Agora Presentation	30 %		

RE-SIT / RE-TAKE POLICY

CLASS PARTICIPATION

Students should prepare each class and be an active participant in class discussion. Each student is required to attend each of sessions (if you are unable to attend a session, 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 DOES NOT COUNT AS PARTICIPATION. All the students are accountable for the outcome of this course.

Each professor is free to use their own criteria to evaluate participation. However, used as a common basis, our 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. 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: Your professor will discuss in the first session about the need to be connected to Zoom during hybrid sessions. Students that exceptionally attend online MUST have their cameras on all the time.

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 that, 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.

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 80% 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.

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.

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.

BIBLIOGRAPHY**Recommended**

- Anderson, C.. *The Official TED Guide to Public Speaking*. First Mariner Books. ISBN 9780544809710 (Digital)
- Duarte, Nancy. *Persuasive Presentations*. Harvard Business Review Press. ISBN 0978151136697 (Digital)
- Lencioni P.. *The Five Dysfunctions of a Team: A Leadership Fable*. John Wiley & Sons. ISBN 0978078796075 (Digital)

BEHAVIOR RULES

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

ATTENDANCE POLICY

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

ETHICAL POLICY

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.