



UNIVERSITÀ  
DEGLI STUDI DI MILANO-BICOCCA

## COURSE SYLLABUS

### Communication Skills and Interpersonal Relation Management

2425-2-F7502Q027

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#### Aims

Effective communication and interpersonal skills are essential whether we communicate face-to-face or from behind a screen. This course aims to expand students' communication skillset by providing both theoretical knowledge and practical strategies for managing interpersonal relationships and communication in the workplace. By doing so, it promotes a healthy work environment and equips students with the tools necessary for effective information sharing, idea exchange, and conflict management.

#### Contents

This unit provides students with a comprehensive understanding of the theoretical underpinnings and practical strategies necessary for effective workplace communication and relationship management. It covers the psychological mechanisms involved in interpersonal relationships and offers skills for providing and receiving feedback, managing conflicts, and aligning communication styles with situational goals. Students will reflect on their personal communication styles and learn to manage challenging conversations effectively.

#### Detailed program

The following topics will be covered:

1. Group and Teamwork:
  - Group definition, structure, types, roles, and group dynamics
  - Moreno sociogram; principles of group dynamics and clinical psychology applied to group interactions
  - Social control mechanisms, sensemaking, cohesiveness, group interaction
  - Stages of team growth and development; teamwork principles

2. Leadership:
  - Blanchard's situational leadership model
3. Emotion:
  - Models of emotions and emotion regulation principles
  - Dialectical Behavior Therapy (DBT) skills for emotion regulation in group dynamics
  - Mindfulness techniques
4. Theoretical Foundations of Communication:
  - Basic elements of communication
  - Watzlawick's five axioms of communication
  - Paul Grice's conversational maxims
5. Practical Communication Strategies:
  - Recognizing relevant elements for communication within a working group
  - General strategies for effective communication
6. Feedback Mechanisms:
  - How to provide and receive feedback: effective and ineffective practices
  - Fostering a positive feedback culture: the Johari Window and the MACRO YES model
7. Conflict Management:
  - Managing challenging conversations with positive outcomes
  - Theory and practical tips for conflict resolution
8. Psychological Mechanisms in Interpersonal Relationships:
  - Virtuous and vicious mechanisms in relationships
  - Interpersonal motivational system model; personality and individual differences
9. Empathy and Emotional Intelligence:
  - Theory of Mind, empathy, and emotional intelligence
  - Understanding and managing emotions
10. Stress, Burnout, and Resilience:
  - Psychology of personal growth
  - Coping strategies for stress and burnout
11. Heuristics and Biases in Communication:
  - Understanding cognitive biases and their impact on communication

## **Prerequisites**

none

## **Teaching form**

Frontal lessons  
Supervised small-group activities  
Team-based learning  
Role-play  
Case simulations

## **Textbook and teaching resource**

A selection of scientific journal articles will be provided; ppt slides and other relevant material will be uploaded on

the e-learning website

## **Semester**

first term

## **Assessment method**

A short essay or case study: Students will analyse real-life scenarios, identifying and interconnecting various elements/variables using the knowledge acquired during the course.

## **Office hours**

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## **Sustainable Development Goals**

GOOD HEALTH AND WELL-BEING | QUALITY EDUCATION | GENDER EQUALITY

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