

The TUM School of Management organizes several soft skills seminars each year. The seminars aim to ensure that you are qualified in your specialist technical field and have a range of relevant skills for different disciplines. We are offering the following seminars this semester:

- Presentation and Moderation / Präsentation und Moderation (WI000252)
- Conflict Management and Conduct of Negotiation / Konfliktmanagement und Verhandlungsführung (WI000253)

Seminar	Lang.	Trainer	Date	Time & room	Exam
Presentation and Moderation (WI000252, German)	DE	Schwarzack	07./08.11.25	9:00-17:00, room 2566	Oral Exam 19.11.25
Conflict Management and Conduct of Negotiation (WI000253, German) - Group 1 (Online)	DE	Strohmeyer	24./25.10.25	9:00-18:00, online	Report
Conflict Management and Conduct of Negotiation (WI000253, German) - Group 2 (Online)	DE	Strohmeyer	07./08.11.25	9:00-18:00, online	Report
Conflict Management and Conduct of Negotiation (WI000253, German) - Group 3	DE	Strohmeyer	23./24.01.26	9:00-18:00, room 2544	Report
Conflict Management and Conduct of Negotiation (WI000253, German) - Group 4	DE	Hörtlackner	14./15.11.25	9:00-18:00, room 2566	Report
Conflict Management and Conduct of Negotiation (WI000253, German) - Group 5	DE	Hörtlackner	21./22.11.25	9:00-18:00, room 2566	Report
Conflict Management and Conduct of Negotiation (WI000253, English) - Group 1	EN	Palacios	20./21.11.25	9:00-18:00, room 2418	Oral Exam 15.01.26

Conflict Management and Conduct of Negotiation (WI000253, English) - Group 2	EN	Palacios	27./28.11.25	9:00-18:00, room 2418	Oral Exam 16.01.26
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Conditions:

- Credits: Please note, that only students who are in TUM BWL Bachelor's programs can have the soft skills seminars recognized as the Communication Skills part for their International Experience & Communication Skills component.
- Attendance is compulsory during the entire seminar period.

Application/Registration:

1. Please make sure to register for these courses in TUMonline

Please note that there is a **minimum number of participants of 4 persons** and a **maximum number of participants of 12**.

- **Confirmed place:** You are assigned to a fixed seat
- **Check Requirements:** You are on the waiting list.

The registration will be opened from 08.09.2025 - 28.09.2025 in TUMonline.

2. You must register for the respective exam via TUMonline, even if your exam is homework in the form of a report.

Your registration is binding. Should you be prevented from attending for essential reasons, please inform us immediately so we can pass on the place. Please note: The faculty incurs additional costs for the external trainers, and non-participation prevents other students from attending.

If you have any questions, feel free to contact us at softskills@mgt.tum.de.

Presentation and Moderation / Präsentation und Moderation

How do I come across in meetings or when making presentations? Can I change this myself? And if so, how can I make a specific impression on my audience – and win them over to my ideas or products?

In the seminar, we will address these and other questions. The focus will be on you as a participant and on practical exercises. Working in small groups, you will receive personal feedback on your presentation skills, give a short talk, and try different moderating techniques.

In the presentation section, we will ask questions such as: What should I do with my hands while speaking? Can I move around? How can I deal with nerves?

During the section on facilitating, you will learn to be aware of the impact of different question techniques. You will also learn to keep discussions on track but relaxed and discover classic moderating techniques.

Want to work on how you come across? Then this is the seminar for you.

Contents:

- Mastering presentation skills
 - Good vs. bad presentations: What's the difference?
 - Feedback: How do I come across?
 - Using your hands: What should I do with them?
 - Using body language consciously: How to convince?
- Facilitating with confidence
 - Discussions: How can I lead without appearing to do so?
 - Facilitating meetings: What makes a good facilitator?
 - Conversation techniques: How can I subtly influence conversations?

Coaches:

- Steffi Schwarzack: (<http://www.schwarzack.de>)
- Monika Maria Palacios: (<https://www.creativedialogue.de>)

Exam/grading:

A short presentation (approx. ten min.) will occur on the examination date. Further information is given in the seminar. Grading consists of *passing or not passing*. Students must bring a printed-out version or send a digital version of their presentation to the coach until the exam day.

Conflict Management and Conduct of Negotiation / Konfliktmanagement und Verhandlungsführung

Whenever people work closely together, situations perceived as difficult, stressful, or unproductive may arise. Differences in people's interests, behaviors, and attitudes frequently give rise to conflict. This can make it hard for those involved to complete the job and achieve the desired aims and objectives. But conflicts also offer opportunities and create potential for change. The seminar aims to enable participants to spot conflict situations early on and take a constructive approach. Participants will learn how to maintain some distance when they are involved in conflicts. They will also develop a feeling for conducting negotiations where they can act as a neutral third party, arbitrating between the two sides. The seminar will also teach strategies and conversation techniques that participants can use to de-escalate conflicts and effectively manage the post-conflict process.

Contents:

- Recognizing and analyzing conflict situations
 - Types of conflict
 - What causes conflicts and how they arise
 - Preventing conflicts by spotting them early on
 - Systematic conflict analysis (e.g., Glasl's stages of conflict escalation)
- Understanding your attitude toward conflicts and other people
 - Conflict as an opportunity
 - Recognizing your conflict-solving pattern and that of others
 - Factors influencing willingness to communicate and compromise
- Dealing with conflict and conducting negotiations
 - Strategies for dealing with conflict and possibilities for intervention
 - Effectively de-escalating conflicts
 - Managing conversations in conflict situations
 - Concepts in conducting negotiations and dealing with conflict
 - Practicing constructive criticism
- Conducting negotiations: -
 - Advantages and disadvantages of different negotiation strategies –
 - Negotiation tactics and dirty tricks –
 - Negotiation ethics
 - The phases of a negotiation
 - The Harvard basic principles for successful negotiation
 - Communicative skills in negotiations
 - Analysis of concrete, practical cases

The individual lecturers differ in the respective focal points!

Coaches:

- Ute Strohmeyer (www.personalentwicklung-strohmeyer.de)
- Richard Hörtlackner (www.hoertlackner.com)
- Monika Maria Palacios (www.creativedialogue.de)

Exam/grading: (each group has a different method)

Participants are required to write a short reflection report on the topics learned. This will usually be handed after the seminar and sent directly to the coach.

Or

Participants must take an oral exam after the seminar.

Further information will be given in the seminar. **Grading will be pass or fail.**