

Tárgytematika / Course Description Management Competencies

KGLM_VKTA005

Tárgyfelelős neve /

Teacher's name: dr. Konczosné dr. Szombathelyi Márta

Félév / Semester: 2024/25/1

Beszámolási forma /

Assesment: Folyamatos számonkérés

Tárgy heti óraszám /

Teaching hours(week): 0/0/0

Tárgy féléves óraszám /

Teaching hours(sem.): 15/0/0

OKTATÁS CÉLJA / AIM OF THE COURSE

Aim of the subject is improving the managerial effectiveness. During the lectures and seminars the students learn about the theories and practice of management roles, tasks. The lectures consist of the basic and scientifically up-to-date theories, models, methods and empirical results regarding the topics of management, the basic theories of management by - approaches, the fundamental management approaches.

The accompanying seminars for practical exercises in management activities focus on the development of precise operative and practical knowledge of value based management as well as the development of social and managerial skills of the attendants.

TANTÁRGY TARTALMA / DESCRIPTION

Week	Lectures	Seminars
1.	Management and competencies: definitions, concepts and theories; Significance of the competencies	Tasks and expectations of the semester: examples and learning materials; Individual and group exercises, Project
I. Personal skills		
2.	Developing Self-Awareness (tolerance, EQ, ethic)	Special skill: Conducting Interviews Diagnostic Survey and key Completing managerial matrix table
3.	Managing Personal Stress; Well-being	Reports on managerial interviews – What does it make to be an effective manager?
4.	Solving Problems Analytically and Creatively	Creative technics
II. Interpersonal skills		
5.	Building Relationships by Communicating Supportively	Skills for effective communication. E. g. Negotiation technics; Managing Meetings; write reports
6.	Gaining Power and Influence	Special communication technics: Making Oral and Written Presentations
7.	Motivation theories and technics; Motivating Other People	Work in team: applying Maslow-model in critical situation
8.	Managing Conflicts and Crises	Conflict handling: case studies; Thomas-Killmann test;
III. Group skills		
9.	Empowering and Delegating Building Effective Teams and Teamwork	<i>Excellence in management: examples from Hungarian or from international countries (Presentations/1.)</i>
10.	Leading Positive Change	<i>Excellence in management: examples from Hungarian or from international countries (Presentations/2.)</i>
11.	Intercultural competences: knowledge and	Working in multicultural teams; Diversity; Expatriates

SZÁMONKÉRÉSI ÉS ÉRTÉKELÉSI RENDSZERE / ASSESSMENT'S METHOD

Individual essay: Self-competency analysis and development plan 60 points

Excellence in management (presentation) 40 points

100-91 5

90-81 4

80-66 3

65-51 2

50-0 1

Plus scores are available with special tasks, such as conference participations, visiting lectures, trainings)

KÖTELEZŐ IRODALOM / OBLIGATORY MATERIAL

Textbook

Whetten, David A. – Cameron Kim S. (2016): Developing Management Skills, Global Edition, 9/E, Pearson

AJÁNLOTT IRODALOM / RECOMMENDED MATERIAL

Selected bibliography

Adekola, Abel – Sergi, Bruno, 2008. Global business management. Aldershot: Ashgate Publishing

Cappelli, Peter (2008): Talent on demand: Managing talent in an age of uncertainty. Harvard Business Press: Boston

Blanchard, K. H. et al. (2001), Management of Organisational Behaviour: Leading Human Resources, Prentice Hall, Upper Saddle River, N.J.

Coombs, Timothy, W. (2014): Ongoing Crisis Communication. Planning, Managing, and Responding (Fourth Edition) SAGE Publications, Inc

Fukuyama, Francis (2007): Bizalom. Európa Kiadó, Budapest

Girard, Bernard (2010): A menedzsment forradalma: a Google-modell. Typotex, Budapest

Goleman, D. – Boyatzis, R. – Mcleee, A. (2003): A természetes vezető. Az érzelmi intelligencia hatalma. Vince Kiadó, Budapest

Hofstede, Gert – Hofstede, Jan (2010): Cultures and Organizations: Software of the Mind, Third Edition. The Mc Grow Hill Co.

Osterwalder, Alexander (2010): Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. John Wiley and Sons Inc., Hoboken, New Jersey;

Robbins, Stephen P. – DeCenzo, David A. – Coulter, Mary (2015): Fundamentals of Management (Essentials Concepts and Applications). 9th edition; PEARSON. Global Edition

Schwenker, Burkhard - Spremann Klaus, 2009. Management between strategy and finance: The four seasons of business. SPRINGER: Berlin

Wilcox, Denis L. – Cameron, Glen T. (2006): Public Relations. Strategic and tactics. Pearson Inc.

Tench, Ralph – Yeomans, Liz (2009). Exploring public relations. Harlow: Financial Times Prentice Hall, 2nd ed.

Marketing & Menedzsment, Harvard Business Review and other journals