

## Tárgytematika / Course Description

### Soft skills and leadership essentials

KGNB\_VKTA006

Tárgyfelelős neve /

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

Félév / Semester: 2021/22/2

Beszámolási forma /

Assesment: Vizsga

Tárgy heti óraszám /

Teaching hours(week): 2/2/0

Tárgy féléves óraszám /

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

### OKTATÁS CÉLJA / AIM OF THE COURSE

#### The role of the subject in the programme's objective:

The primary purpose of the course is on the one hand to develop the skills of the participants, especially focusing on the working environment. On the other hand, studying the latest leadership theories, related to the managerial effectiveness and efficiency. Skills are developed in personal, interpersonal and group contexts. Individual and group works, self-knowledge tests, case studies and analysis help the students' personal development.

The subject includes both theory and knowledge. The subject serves to establish two themes - soft skills and leadership. Soft skills are related to human relationships and conceptualization, so they are closely related to leadership abilities. As part of their education, students will acquire knowledge of the skills needed at the organizational, group and individual levels to understand these topics' importance.

#### Professional background and justification of the subject:

The need for skills ("hard and soft" skills) and leadership science - from classical to modern theories - are evidenced by all ages. The skills become to the focus of interest in leadership and management from the 1980s and 1990s. Globalization and mobility have increased the role of the human factor in competitiveness.

### TANTÁRGY TARTALMA / DESCRIPTION

#### Weekly course material

Week	Lectures	Seminars
1st	Introduction. Managers and Management A Brief History of Management's Roots	Critical management skills and competencies. <b>Political skills</b> – test and case applications
2nd	The Management Environment (influencing factors: culture, organisational culture, trends, globalisation, digitalisation, Industry 4.0)	Management skill builder: <b>Understanding culture (test), Developing intercultural skills;</b> Case applications
3rd	Integrative Managerial Issues (Global organisations, ethical issues, diversity, CSR)	Management skill builder: <b>Being ethical;</b> Case applications
4th	<b>Planning</b> Foundations of Decision Making	Management skill builder: <b>Being a creative decision maker;</b> Creativity, design thinking, big data; Case applications

5th	Foundations of Planning; Strategic thinking, benchmarking	Management skill builder: <b>Being a good goal setter</b> ; Business Plan – Canvas system
6th	<b>Organizing</b> Organizational Structure and Design	<b>Negotiation technics, meetings</b> <b>Developing presentation skills *</b>
7th	Managing Human Resources	Management skill builder: <b>Increasing your power</b> ; Being an effective interviewer Career Module: Building Your Career
8th	Managing Change and Innovation	Leading Positive Change – practical aspects of change management Management skill builder: <b>Controlling workplace stress</b>
9th	<b>Leading</b> Foundations of Individual Behaviour (generations, personality types, emotional intelligence)	Management skill builder: <b>Understanding employee emotions and personality</b> ; Case applications
10th	Understanding Groups and Managing Work Teams	Understanding how teams work; <b>Developing team-skills: Empowering and Delegating Effective and assertive communication</b> (Verbal and non-verbal channels; Persuasion, argumentation; Negotiation technics);
11th	Motivating and Rewarding Employees	Self-motivation and motivating other people Management skill builder: <b>Being a good motivator</b> ; Case applications
12th	Leadership and Trust; Leadership styles; Being a good leader	Project presentations*: presentation technics, react to the critics, answering the questions, provide a good visualization – slides, video, pictures, ...
13th	Managing Communication and Information; Personal and technological communication; Networks and Wi-Fi	Project presentations (see as above)
14th	<b>Controlling</b> Foundations of control	Evaluation; <b>Providing good feedback</b>

\*The presentation skills are regularly practiced during the semester in the frame of seminars.

During the semester the students will work on projects in teams; they will prepare a presentation with various technics, such as poster-exhibition, PP, video, handout, and so on. Inviting the faculty leaders

---

## SZÁMONKÉRÉSI ÉS ÉRTÉKELÉSI RENDSZERE / ASSESSMENT'S METHOD

### Students activity expected

Work during the lessons (individual diagnostic surveys, work in team, presentations on lectures' topics, discuss the cases): **30 scores**

Project work in teams during the semester. Presentation of the results (PP, video, poster, exhibition, and so on) (Excellence in management) **30 scores**

Individual plan for the future (Dream montage) **10 scores**

Interview with managers – based on the given 6 questions – summarize the answers in groups **10**

Plus scores are available with special tasks, such as conference participations, attending to special lectures, trainings)  
Participation in lessons is obligatory (in special cases 3 missing are verifiable)

**Marks**

91 - 100 score	excellent
81 - 90 score	good
66 - 80 score	satisfactory
51 - 65 score	pass
0 - 50 score	fail

---

**KÖTELEZŐ IRODALOM / OBLIGATORY MATERIAL**

**Textbook**

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

<https://www.vitalsource.com/en-uk/referral?term=9781292146959>

**Selected bibliography**

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

Osterwalder, Alexander and Yves Pigneur (2010): Business model generation: A handbook for visionaries, game changers and challengers. John Wiley and Sons: Hoboken

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

Marketing & Management, Harvard Business Review and other journals