

Tárgytematika / Course Description

Managerial skills

KGNB_VKTA009

Tárgyfelelős neve /

Teacher's name: dr. Vasa László

Félév / Semester: 2022/23/2

Beszámolási forma /

Assesment: Folyamatos számonkérés

Tárgy heti óraszám /

Teaching hours(week): 0/2/0

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 subject serves to establish two themes - soft skills and management knowledge. Hard skills are related to the profession, while soft skills are related to human relationships and concept building, so they are closely related to managerial / managerial skills.

During the course, students will acquire the basic knowledge necessary to understand these topics. Due to the nature of continuous accountability, the course aims to develop and improve the students' own skills through practical examples, case studies, self-assessment tests, group work.

Professional background and justification of the subject:

The necessity and importance of the continuous development of skills ("hard and soft" skills) is becoming increasingly evident in our age. The necessity and importance of the continuous development of skills ("hard and soft" skills) become increasingly evident in our age. The topic and its complexity became to the focus of interest in management science from the 1980s and 1990s. The results of their international and national surveys can contribute to more efficient management. Mobility caused by the globalization has increased the role of the human factor in competitiveness. The rapid change in knowledge increasingly requires the development of skills.

Course features:

| | | |
|-------------------------------|-------------|----------------------|
| Number of semesters: 1 | | Credits: 4 |
| Suggested semester for learn: | Requirement | Semester |

| | | | | |
|-----------------------------------|--------------------|--------------------|--------------------------------|------|
| | exam | consultations/week | spring | both |
| Compulsory | | | | |
| Elective | | | | |
| Optional | | X | X | |
| Number of lessons/week | | | | |
| contact lessons/week ² | consultations/week | | individual student's work/week | |
| Prerequisites: | | | | |
| no | | | | |

TANTÁRGY TARTALMA / DESCRIPTION

Weekly course material

| Week | Material |
|------|--|
| 1st | Introduction. Managers and Management; A Brief History of Management's Roots Critical management skills and competencies. Management skill builder: Political skills – test and case applications |
| 2nd | The Management Environment (influencing factors: culture, organisational culture, trends, globalisation, digitalisation, Industry 4.0) Management skill builder: Intercultural skills - Understanding culture (test), Developing intercultural skills; Case applications |

| | |
|------|---|
| 3rd | Integrative Managerial Issues (Global organisations, ethical issues, diversity, CSR) Management skill builder: Business ethic – being ethical; Case applications |
| 4th | Planning Foundations of Decision Making; Management skill builder: Creativity and decision making. Being a creative decision maker; Creativity, design thinking, big data; Case applications |
| 5th | Foundations of Planning; Strategic thinking, benchmarking Management skill builder: Being a good goal setter ; Business Plan – Canvas system |
| 6th | Organizing ; Organizational Structure and Design Management skill builder: Increasing your power ; Case applications |
| 7th | Managing Human Resources; Being an effective interviewer; Case applications Career Module: Building Your Career |
| 8th | Managing Change and Innovation Leading Positive Change – practical aspects of change management Management skill builder: Controlling workplace stress |
| 9th | Leading Foundations of Individual Behaviour (generations, personality types, emotional intelligence) Management skill builder: Understanding employee emotions and personality ; Case applications |
| 10th | Understanding Groups and Managing Work Teams; Understanding how teams work Effective and assertive communication (Verbal and non-verbal channels; Persuasion, argumentation; Negotiation technics); Developing team-skills: Empowering and Delegating |
| 11th | Motivating and Rewarding Employees Self-motivation and motivating other people Management skill builder: Being a good motivator ; Case applications |
| 12th | Leadership and Trust; Leadership styles; Being a good leader Project presentations/1.* (Presentation skills: 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/2.* |
| 14th | Controlling Foundations of control Evaluation; Providing good feedback |

*The presentation skills are regularly practiced during the semester.

Furthermore, 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.

SZÁMONKÉRÉSI ÉS ÉRTÉKELÉSI RENDSZERE / ASSESMENT'S METHOD

Students activity expected

Work during the lessons (individual and work in team):

30 scores

Project work in teams during the semester. Presentation of the results

50 scores

It is divided into two tasks:

- (1) PP about a role model manager (25)
(2) Interview with managers – based on the given 6 questions – summarize the answers in groups (25)
Individual plan for the future (Dream montage) 20 score
Test based on the lectures' materials 20 scores

Plus scores are available with special tasks, such as conference and special trainings participation.
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

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

Marketing & Menedzsment, Harvard Business Review and other journals

All of the course materials are available on the szelearning.sze.hu website.