

## Tárgytematika / Course Description Management Competencies

**KGNM\_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):** 2/2/0

**Tárgy féléves óraszám /**

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

### 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 and tasks, as well. 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, and 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.

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, study the latest leadership theories, related to the effectiveness and efficiency. The subject serves foundation of two topics: soft skills and leadership competencies.

Skills are developed in personal, interpersonal and group contexts. Individual and group works, self-knowledge tests, case studies and analysis, and other tasks help their development. During the semester, students will also prepare a project work, which will be presented at the end of the semester.

### TANTÁRGY TARTALMA / DESCRIPTION

Week	Lectures	Seminars
1.	Management and competencies: definitions, concepts and theories; Significance of the competencies	Tasks and requirements of the semester: examples and learning materials; Individual and group exercises, Project
<b>I. Personal skills</b>		

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
<b>II. Interpersonal skills</b>		
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;
<b>III. Group skills</b>		
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 skills	Working in multicultural teams; Diversity; Expatriates, Multicultural work-environment

12.	Time management	<i>Report on individual essays</i>
13.	Personal attributes and their role in the managerial success	<i>Project presentations/1.</i>
14.	Talent management; Generations – age management	<i>Project presentations/2.</i>  Semester assessment

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

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

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## SZÁMONKÉRÉSI ÉS ÉRTÉKELÉSI RENDSZERE / ASSESMENT'S METHOD

### Students activity expected

Individual essay: Self-competency analysis and development plan 30 pont

Exelence in management (presentation; work in team) 20 pont

Written exam based on the learning materials or working in a project during the semester 30 pont

Work during the lessons 20 points

### Marks

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)

Participation in lessons is obligatory (in special cases 2-3 missing are verifiable)

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## **KÖTELEZŐ IRODALOM / OBLIGATORY MATERIAL**

### **Text book**

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

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## **AJÁNLOTT IRODALOM / RECOMMENDED MATERIAL**

### **Suggested readings**

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. – Mclee, 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;

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.

Harvard Business Review and other journals