



COMPETENCE DEVELOPMENT

General data

Course code:	B19GMC04E
ECTS credits:	3
Type of the course:	general elective
Semester:	Spring, Semester 4 and 6
Course restrictions:	
Course leader (with availabilities):	<i>Edit Bányai, PhD</i> <i>banyai.edit@tkk.pte.hu</i> <i>+36 72 501 599/63373</i>
Further lecturer(s) (with availabilities):	

1. Description and aims

Module aims:

- to provide students with basic knowledge, skills and ethical and responsible attitudes to succeed in the future professional working environment
- to teach a set of skills grounded in behavioural science theory and research that are essential for a successful career in management.
- to develop students' soft skills for workplace success; personal and interpersonal skills, emotional intelligence, networking, teamwork, cooperation, decision-making, communication, and time management will help them become effective employees and managers.

2. Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, students should be able to:

1. distinguish the typical managerial skills, and understand the importance of their development (PILO 1)
2. learn and apply the theories of group dynamics; contribute positively to group (team) working (PILO 1)
3. define and contrast concerns and misunderstandings associated with emotional intelligence (EI), emotional-social intelligence (ESI); how emotions work to influence thought and behaviour; and how EI and ESI is learned and developed (PILO 1, 5, 6, 7, 8)
4. distinguished the different types of interpersonal conflict and apply the type-appropriate conflict resolution practices (PILO 6, 7, 8)
5. communicate intentionally and strategically in daily interactions to align their goals to outcomes and tailor messages to various audiences to maximize impact (PILO 6, 7, 8)
6. examine their influence through relationship building, understand the ethical aspect of behaviour (PILO 5,6,7,8)
7. engage in self-recognition regarding their personality type (PILO 7)



(The remarks in brackets express each CILO's connection to the Program Intended Learning Outcomes (PILOs).)

3. Content, schedule

1. The basic managerial skills (Core learning material: Preface)
2. Self-assessment based on the identified skills (Core learning material: Coursebook: Chapter 1: Developing Self-Awareness)
3. Developing Self-Awareness (Core learning material: Coursebook: Chapter 1: Developing Self-Awareness)
4. Developing Emotional Intelligence (Core learning material: Chapter 1: Developing Self-Awareness)
5. Interpersonal skills (Core learning material: Chapter 9: Building Effective Teams and Teamwork)
6. Building Relationships by Communicating Supportively – Communications Styles (Core learning material: Chapter 4: Building Relationships by Communicating Supportively)
7. Building Relationships by Communicating Supportively - Delivering Positive and Negative Feedback, Avoid Defensiveness and Disconfirmation in Interpersonal Communication (Core learning material: Chapter 4: Building Relationships by Communicating Supportively)
8. Managing Conflict (Core learning material: Chapter 7: Managing Conflict)
9. Gaining Power and Influence (Core learning material: Chapter 5: Gaining Power and Influence)
10. Motivating Others (Core learning material: Chapter 6: Motivating Others)
11. Managing Stress and Well-Being (Core learning material: Chapter 2: Managing Personal Stress)
12. Summary of what has been learned

4. Learning and teaching strategy, methodology

The teaching method focuses on experimental and practical experience, including classroom discussion, simulation, and training exercises. The course follows a skill-building approach, which helps students comprehend and apply effective study, communication and work skills through class discussion and encourage high student involvement (see CILO 1-7).

5. Assessment

Formative assessment elements:

A high emphasis is placed on participation in simulation exercises with subsequent coaching and feedback by both the teacher and classmates.



Each exercise consists of an activity designed to get students thinking about, practising, and discussing skills essential for career and personal success – soft skills.

Summative assessment elements:

Individual Assessment	70 %	Group Assessment	30 %
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Name of the element	Weight	Type	Details	Retake opportunity	Req.*	Related CILOs
Progress report	40%	written course and homework	Students have to fill in the Progress Report (word doc) developed for each Module.	no	No	7
Development plan	10 %	written homework	Students have to fill in the Development Plan (word doc) developed for each Module.			1,6,7
Written essay about a selected managerial skill	20%	written homework	Students have to select a managerial skill; competence analyze it based on these aspects: <ul style="list-style-type: none"> – How important are they among the managerial competencies? – In which business situations are they critical? – How they can be developed (tools, methods)? Use scholarly sources, books and journal articles (minimum number of sources: 10). Projects must be carried out according to the rules of scientific work; students must follow appropriate scientific conduct at all times. Be careful and avoid plagiarism. Formal requirements: <ul style="list-style-type: none"> – Number of pages: 7-15 – Font size: 12 – Line spacing: 1.5 	There is one resit opportunity	no	1,
Class activities: Participation in trainings, simulations	5 %	oral course work	Classroom discussion, simulation and training exercises. Self and peer evaluation.	no	no	1, 2, 3, 4, 5, 6, 7
Class activities: Participation in discussions	25%	oral course work	Classroom discussion, simulation and training exercises. Self and peer evaluation.	no	no	1,2, 3, 4, 5, 6, 7

* Req.: Completion of the element is required to pass the course, irrespective of the performance in other elements.

Students must pass all of these elements to have passed the Module, and they have to achieve a minimum of 51% of each component to pass it.



6. Learning materials

Essential

- D, A. Whetten, K. S. Cameron (2016): Developing Management Skills, 9th Edition, Pearson, ISBN-13: 9780133128116

Recommended

- Tom Rath (2007): StrengthsFinder 2.0 , Gallup Press; 1 edition (February 1, 2007), ISBN-13: 978-1595620156
- Dr Wesley E. Donahue (2018): Building Leadership Competence: A Competency-Based Approach to Building Leadership Ability ISBN-13: 978-1980818830
- Stephen R. Covey (2013): The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change
- Charles Duhigg (2014): The Power of Habit: Why We Do What We Do in Life and Business
- David Allen (2002): Getting Things Done: The Art of Stress-Free Productivity
- Fleming (2015): The Leader's Guide to Emotional Agility (Emotional Intelligence): How to Use Soft Skills to Get Hard Results FT Press, SBN-13: 9781292083049
- Nelson, Low (2011): Emotional Intelligence: Achieving Academic and Career Excellence in College and in Life, 2nd Edition, ISBN-13: 9780132782722
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7. Further information

International aspects embedded with the course
Theoretical models
Ethics, Responsibility & Sustainability (ERS) aspects embedded with the course
The module aims to provide students with the ethical and responsible attitudes to succeed in the future professional working environment, to be a skilled manager
Connections to the world of practice of the course
Traditional case studies, Use of own consulting / work experience