

Module code:	4524
Description:	Management Skills
Related modules:	...
Responsible Lecturers:	Yvonne Terhorst, Manon Bouwmann
Quarter:	4.4
Degree Course:	BAM students, fourth year
ECTS:	
Prerequisites:	no specific

1. Relationship with the professional field

To be successful in business today, managers need to have a good mix of management skills and they need to keep adding to them. In the past, a general business understanding and functional expertise might have been enough to move your career forward. But today, you need to know and do more. This course offers students a look into the skills and qualities required for successful management.

Through all these years people have thought differently about the most effective way of managing people. In the early 1900s Taylor for example believed in a “scientific management approach”. In his opinion managers would be most effective whenever tasks would be clearly divided, whenever managers did all the thinking and employees the working and whenever a clear hierarchy would exist. Later, opponents of this management approach introduced a new management model. They believed that the most effective managers would be those who would really listen to their subordinates, who would involve their employees in decision making processes and who would show empathy. Nowadays, we still do not agree upon what makes managers really effective. For this reason many questions about management and leadership still remain unanswered. Such as:

- Are great leaders born or made?
- Which management style should you use in which situation?
- What makes certain managers more effective than others?
- Should a manager that works in a technical environment also have a technical background?
- Is “management” the same as “leadership”?

Although no one really knows what the key to success is for a manager, almost everyone agrees upon the essential skills that every manager should have. In the end management is mainly about: “*getting things done through people*”. So whatever kind of manager you are, you will have to be able to:

- Listen carefully
- Give effective feedback
- Deal with conflicts

- Motivate people
- Understand group dynamics
- Organize/Plan your work
- Supervise and delegate
- Communicate clearly and effectively

But most of all, in order to become a manager, you should know more about yourself. You have to know what effect you have on others, your strengths and weaknesses, your competencies and your drawbacks.

This is exactly what we will focus on during this course in “management skills”. During the course you will learn more about your own management competencies. The course will consist of 6 workshops of 4 hours, all dealing with a central management “theme”. These workshops require active participation. The course will be fun and might be confronting at times. It is meant to be a good learning experience. We hope you will enjoy it!

2. Objectives

At the end of the workshops, students should have acquired the following competencies:

- Students have an understanding of the basic skills required to become a manager
- Students have a good knowledge of the theory about management skills
- Students have a good insight in their own management skills
- Students have strengthened their interpersonal and communication skills
- Students have improved their basic management skills such as: supervision, decision making, leadership, communicating, effective listening, time- and stress management, conflict management.

3. Indicative content

The course will focus on general management skills such as:

- Communication
- Decision making
- Conflict Management
- Creativity
- Supervision, decision making and Leadership
- Effective feedback
- Time-and stress management

4. Assessments and grading

Since “Management” is an applied science, this course consists of workshops that focus on the development of “skills”. Attendance is required for all 6 workshops.

The final mark for this subject is based on two sub assignments:

A mark for a group report (50%)

A mark for a group presentation (50%)

Both grades should be sufficient in order to pass (sufficient mark=5.5 or higher)

The final mark for the course will be the average of both marks.

5. Class activities

See timetable

6. Core literature (recommended)

- Robbins, Stephen P., Hunsaker, Phillip L, *Training in interpersonal skills*, fifth edition, Pearson International Edition
- Robbins, H, Robbins, S. & Coulter, C., *Management* (book used in “Management & Organisation”), 2003, Pearson Education
- Hand-outs

7. Schedule

Week	Subjects	In class	Homework:
1	<p>Introduction</p> <ul style="list-style-type: none"> • Introduction lecturers and students • Instructions assignments (report and presentation) • Introduction and explanation of the module • Information about external lectures, how to prepare • “Manager” or “Leader” (drawings and presentation) • Photo Gallery and “Managerial Grid” • Learning Goals (individual) • Case for next week about Mission Statements 		
2	<p>Mission Statement / Strategy</p> <ul style="list-style-type: none"> • Presentations on Business Mission Statements (10 min. each group) • Slides “Mission Statement” • DVD “giving away leadership” • Assignments and discussion • Change management • External lecturer Mr. Bob Meulmeester (De Stoutgroep) 		
3	<p>Conflict Management</p> <ul style="list-style-type: none"> • Guest lecturer: Ad Borggreve • case “Quarania”, discussion of case and theory (“Harvard-method”) • self-assessment students (what is your style of problem-solving?) • real-life case 'Oil pipeline through Lithuania', students will negotiate 		
4	<p>Creativity</p> <ul style="list-style-type: none"> • Presentation Skills (Theory) • Theory and techniques with regard to “Creativity” • Creativity-assignments and case • External lecturer Mr. Marcel Mulder (Markeys) 		

5	<p>Interpersonal Communication Skills and Corporate Communication</p> <ul style="list-style-type: none"> • What is communication? • The process of communication • Skills for interpersonal communication • (effective listening, feedback, bad-news conversation) • External Lecturer Corporate Communication 		
6	<p>Group presentations</p> <ul style="list-style-type: none"> • Topic: Doing business in your home country • Special management topic for your country • The Do's and Don'ts of doing business • Target audience: students and managers 		