

## Business Skills (F000551)

Due to Covid 19, the education and evaluation methods may vary from the information displayed in the schedules and course details. Any changes will be communicated on Ufora.

<b>Course size</b>	<i>(nominal values; actual values may depend on programme)</i>		
<b>Credits</b> 4.0	<b>Study time</b> 120 h	<b>Contact hrs</b>	30.0 h

### Course offerings and teaching methods in academic year 2020-2021

A (semester 2)	Dutch, English	Gent	seminar: coached exercises	5.0 h
			lecture	25.0 h
			online lecture	0.0 h
B (semester 2)			seminar: coached exercises	5.0 h
			online seminar: coached exercises	0.0 h
			lecture	25.0 h
			online lecture	0.0 h
E (semester 2)			lecture	25.0 h
			seminar: coached exercises	5.0 h
			online lecture	0.0 h

### Lecturers in academic year 2020-2021

Audenaert, Mieke	EB23	lecturer-in-charge
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### Offered in the following programmes in 2020-2021

	crdts	offering
Bachelor of Arts in Oriental Languages and Cultures (main subject Arabic and Islamic Studies)	4	A
Bachelor of Arts in Oriental Languages and Cultures (main subject China (China Track))	4	A
Bachelor of Arts in Oriental Languages and Cultures (main subject China (UGent Track))	4	A
Bachelor of Arts in Oriental Languages and Cultures (main subject India)	4	A
Bachelor of Arts in Oriental Languages and Cultures (main subject Japan)	4	A
Bachelor of Arts in African Languages and Cultures	4	A
Bachelor of Arts in Art History, Musicology and Theatre Studies	4	A
Bachelor of Science in Chemistry	4	A
Bachelor of Science in Business Engineering	4	B
Bachelor of Science in Business Economics	4	B
Bachelor of Science in Sociology	4	A
Master of Science in Teaching in Science and Technology (main subject Chemistry)	4	A
Bridging Programme Master of Science in Industrial Engineering and Operations Research	4	A
Bridging Programme Master of Science in Industrial Engineering and Operations Research	4	A
Master of Science in Chemistry (main subject (Bio)Organic and Polymer Chemistry)	4	A
Master of Science in Chemistry (main subject Analytical and Environmental Chemistry)	4	A
Master of Arts in Oriental Languages and Cultures (main subject China)	4	A
Master of Science in Electrical Engineering (main subject Communication and Information Technology)	4	A
Master of Science in Electromechanical Engineering (main subject Control Engineering and Automation)	4	A
Master of Science in Electromechanical Engineering (main subject Electrical Power Engineering)	4	A
Master of Science in Electrical Engineering (main subject Electronic Circuits and Systems)	4	A
Master of Arts in Oriental Languages and Cultures (main subject India)	4	A
Master of Arts in Oriental Languages and Cultures (main subject Japan)	4	A
Master of Science in Electromechanical Engineering (main subject Maritime Engineering)	4	A

Master of Science in Chemistry (main subject Materials and Nano Chemistry)	4	A
Master of Science in Electromechanical Engineering (main subject Mechanical Construction)	4	A
Master of Science in Electromechanical Engineering (main subject Mechanical Energy Engineering)	4	A
Master of Arts in Oriental Languages and Cultures (main subject Middle East Studies)	4	A
Master of Science in Biochemistry and Biotechnology	4	A
Master of Science in Biology	4	A
Master of Science in Chemistry	4	A
Master of Science in Physics and Astronomy	4	A
Master of Science in Geography	4	A
Master of Science in Geology	4	A
Master of Science in Geomatics and Surveying	4	A
Master of Science in Computer Science	4	A
Master of Science in Mathematics	4	A
Master of Science in Nursing and Midwifery	4	A
Master of Science in Industrial Engineering and Operations Research	4	A
Master of Science in Civil Engineering	4	A
Master of Science in Chemical Engineering	4	A
Master of Science in Civil Engineering	4	A
Master of Science in Computer Science Engineering	4	A
Master of Science in Computer Science Engineering	4	A
Master of Science in Fire Safety Engineering	4	A
Master of Science in Industrial Engineering and Operations Research	4	A
Master of Science in Sustainable Materials Engineering	4	A
Master of Science in Engineering Physics	4	A
Master of Science in Chemical Engineering	4	A
Master of Science in Engineering Physics	4	A
Master of Science in Sociology	4	E
Exchange programme in Economics and Business Administration	4	E
Postgraduate programme in Innovation and Entrepreneurship in Engineering	4	A
Postgraduate programme in Innovation and Entrepreneurship in Engineering	4	A
Preparatory Course Master of Science in Business Engineering	4	A, E

### Teaching languages

Dutch, English

### Keywords

Increase commitment, foster continuity, foster performance, foster adaptability, leadership skills

### Position of the course

Leader's business skills are important components of various business program curricula, regardless of the emphasis on the student's specific functional management area (finance, accounting, engineering, communication, etcetera). Sooner or later business students will be placed in situations where their domain-specific knowledge and insights are not sufficient for being successful. Their success will also be dependent on their insights into people management skills. The relevance of these skills are acknowledged by business schools worldwide in 'principles for responsible management education' which is aligned with principle values of the United Nations (Woo, 2009).

### Contents

- 1 Introduction in Business Skills
- 2 Labour market challenges and implications 21st century competencies
- 3 Transactional skills such as clear communication in order to establish and sustain stability and continuity

- 4 Transformational skills in order to improve productivity and increasing profitability
- 5 Servant skills in order to create and sustain commitment and cohesion
- 6 Coaching skills in order to promote change and encourage adaptability
- 7 Authentic skills in order to foster sustainability

### Initial competences

No specific knowledge required.

### Final competences

- 1 Being aware of the necessity of business skills such as communication, leadership and HRM skills for (future) leaders in addition to economic, technological and other domain-specific competencies
- 2 Knowledge of theory and empirical research in the field of leadership styles (transactional, transformational, servant, coaching, authentic), motivational mechanisms and leadership skills
- 3 Being able to analyze / recognize / link suitable business skills based on (current) challenges in the organizational context and on principles of 'behavioral & cognitive complexity'
- 4 Being able to perform in a team starting from an individual contribution
- 5 Insight into situational requirements, strengths and weaknesses, and positive and negative zones of leadership skills (which in the future will allow you to reflect on your own level of leadership from multiple perspectives)

### Conditions for credit contract

Access to this course unit via a credit contract is unrestricted: the student takes into consideration the conditions mentioned in 'Starting Competences'

### Conditions for exam contract

Access to this course unit via an exam contract is unrestricted

### Teaching methods

Lecture, seminar: coached exercises, online lecture, online seminar: coached exercises

### Extra information on the teaching methods

- Session A and E: in English
- Ex cathedra classes
  - Plenary exercises, cases, role plays, self-assessments
  - Group work: in English (with an individual contribution)
- Session B: TEW and HIR: in Dutch
- Ex cathedra classes, guest lectures
  - Plenary exercises, cases, role plays, self-assessments: in English
  - Teamwork performance: linked to independent, individual portfolio

### Learning materials and price

Session B:

- Audenaert, M. (2019/2020) Leiders doen Groeien. OWL Press. Isbn = 9789089319456

Session A and E:

- The study material is to be determined (will be in English): information is provided in the first class

Session A, E and B: In addition to the above learning material, also the following learning material is used:

- Slides
- Guest lectures

Indication of costs: 40-50 EUR

### References

### Course content-related study coaching

- Feedback during the lessons
  - Interactive support via Ufora
- (Session B: feedback in Dutch; Session A and E: feedback in English)

### Evaluation methods

end-of-term evaluation and continuous assessment

### Examination methods in case of periodic evaluation during the first examination period

Written examination with multiple choice questions

**Examination methods in case of periodic evaluation during the second examination period**

Written examination with multiple choice questions

**Examination methods in case of permanent evaluation**

Assignment, peer assessment

**Possibilities of retake in case of permanent evaluation**

examination during the second examination period is possible

**Extra information on the examination methods**

Next to a paper a written examination (MC) will be organised.

Session B:

Deadlines: The assignment has multiple deadlines

Session A, B and E:

The assignment is assessed on criteria related to the pursued competences of the course, such as (a) insights into the consistency of business skills that are important for leaders; (b) insights into contextual differences (labor market differences and differences in organizational context) that require situation-specific skills; (c) insights into how a person's business skills fit into a team context by analyzing the positive and negative zones of the team as a whole.

If a student does not contribute to the group work of his group, the student will receive a zero for the group work.

**Calculation of the examination mark**

End-of-term evaluation (multiple choice exam: 65 %) and permanent evaluation (assignment: 35%)

Consequences of not passing for part of the evaluation: The student must pass in both parts in order to succeed. When the student only passes one of the parts of the evaluation, the final score is brought back to 9/20 in case the final score would be more than 10/20.

Consequences of not respecting deadlines: Failure to respect the deadlines of the group work leads to a zero for the group work.