Dear Students!

My name is Veronika Seitler-Käfer, and I will be your lecturer for the Management Skills course in the upcoming term. I studied Business and Pedagogics at the University of Cologne and later pursued a postgraduate degree in Marketing in the UK. My professional path has taken me through both academic and industry settings – from teaching at an Academy for Communication to gaining hands-on experience in marketing and sales at an international real estate company. My teaching philosophy is centered on building a strong bridge between theory and real-world practice – always within a safe, respectful, and motivating learning environment where everyone feels comfortable to grow.

I currently live with my family in Bonn and look forward to getting to know you throughout the course.

The course: Management Skills

In today's competitive and volatile world, management is a crucial issue.

Leading individuals and groups effectively are the key to organizational excellence. But it is a myth that there is only one best way to manage. It is important to realize that each of the cultures/ concepts or ways is good for something. No concept or mix of concepts is bad or wrong itself, only inappropriate to its circumstances.

To meet the challenges of a manager and to develop some critical leadership skills the course stands on the following 4 pillars:

I. The manager as a person and management as profession
II. Principles of effective management and management styles
III. Overview of several communication models and their application in order to increase the success of communication processes.
(S.C.I.L. Performance Strategy, Transactional Analysis, Four Sides to React, Nonviolent Communication)
IV. Manager's Toolkit: (different topics available)

Course organization and assessment

Lectures will be interactive requiring participants to undertake some work before, during and after the course which have to be handed in partly in written form and which will be presented verbally during the course:

Evaluation: Paper Work: 45 %/ Presentation 55 %

Assessment Sheet

Points Groupwork:	**Points Homework:**
Content (16 P.) _____ Form (4 P.) _____ Creativity of content (6 P.) _____ Literature (2 P.) _____ **TOTAL Groupwork (28 P.) _____**	Content (16 P.) _____ Form (4 P.) _____ Creativity of content (6 P.) _____ Literature (2 P.) …… …_____ **TOTAL Homework (28 P.)_ _____**
Elevator Pitch (4 P.): _____	
Total Written Part (60 P.): _____	
Points Presentation: Content (14 P.) _____ Visualization/ use of media: (14 P.) _____ Language/ Body Language (14 P.) _____ Enthusiasm & Interaction with audience (14 P.) _____ **TOTAL Presentation (56 P.) _____**	
Elevator Pitch presented (4P.): _____	
Total Oral Part: (60 P.) _____	
Total Written Part (60 P.) x 0,45_____ **Total Oral Part (60 P.) x 0,55 _____** **TOTAL _____**	

GRADE	**1.0**	**1,3**	**1,7**	**2,0**	**2,3**	**2,7**	**3,0**	**3,3**	**3,7**	**4,0**
POINTS	**57 P.**	**54 P.**	**51 P.**	**48 P.**	**45 P.**	**42 P.**	**39 P.**	**36 P.**	**33 P.**	**30 P.**

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(1) Before the course

1.1 Preparation Work:

In order to design the course for you in the most appropriate way I would appreciate to obtain some information about you as a person and your individual expectations about the course. Therefore, please prepare a short “Elevator Pitch” with the following items:

- personal data
- main subjects of your studies
- knowledge about management skills
- experiences with presentations (stage fright)
- learning expectations

Please send your Elevator Pitch – in any form - to my email account as soon as possible but latest three weeks before the course starts to:

vseitlerkafer@gmail.com

1.2. Manager’s Toolkit Groupwork:

To excel in nowadays business world, you need a wide range of skills.

At that point **student interaction** is required. You are going to select the contents you are most interested in. The topics will be prepared by the students in groupwork before the course and then presented and discussed during the course.

Please give me feedback about your first, second, and third preferred topic as quick as possible, but latest 3 weeks before the course starts. As soon as I have **all** your preferences, I will organize the formation of the groups and will inform you latest two weeks before the course starts about your groups and topics. I will try to consider your predilections doing the formation of the groups. If ever you wish to work together with a friend within the group, please also tell me and make sure that you and your friend have chosen the same topics!!!

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Available topics:

- The Future Ready Company
- Change-Management
- Communication – how to build trust, be heard and communicate with confidence
- Conflict Management
- Creative Confidence and creative intelligence
- The Digital Future of Management:
  Managing People, Teams and Organizations
- Emotional Intelligence
- The Resilient Learning Organization
- Leadership Styles
- The Impact of the Digital Transformation on Management
- Time Management
- COVID 19 – Implications for Business

The course will be divided into 4 – 5 groups.

The groupworks will be about 4 to 5 pages per person and need to be handed in as a complete written work about 15 – 20 pages (depending on the size of the group) via email to: **vseitlerkafer@gmail.com** one day before the group presents their work. I will inform you about your group work topic, the group composition and the exact date as soon as I have all the topic preferences from you but latest 2 weeks before the course starts.

In addition, each student has to prepare and give a 15-minute presentation in the course. The slides should be produced by the presenting student, but this does not mean that the overall presentation may be coordinated. The PP Presentation has to be handed in after the course to be loaded up on ILIAS.
As learning takes best place when being interactive, the presentation should be interactive. Therefore, the audience need to be included even during or after the presentation in the form of games, questions, short discussions or case studies.

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Feel free to create something special for your audience – you will be rewarded by your audience's full attention. All in all, the interaction part should cover round about 15 minutes.

As soon as I have received all the student's preferences, I am organizing the course and you are going to be informed via email about your groupwork topic, the groupwork members, presentation dates and times.

(2) During the course

Personal Learning Portfolio (PLP):

To become a manager is not done within 4 days. It is a lifelong learning process. Therefore, it will be helpful to create a personal learning portfolio during the course which supports you in various ways.

The PLP comes in many forms:

- A PLP is the starting point for establishing a pathway and identity as a lifelong learner.
- Serve as a dynamic planning tool, archive profile and showcase of an individual lifelong learning experiences, goals and achievements.
- It provides you with the responsibility for your learning process and shows you your personal development.

During the course, you are expected to draw up your learning experiences in a learning journal. This learning journal is not necessarily a formal piece of work; it is a personal record of your own learning process. It is unique to you and cannot be "right" or "wrong", but bridges the course contents with the real-world activities. The PLP is shown to the lecturer within a short face to face feedback during the course.

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(3) After the course

Homework:

After the course, you are asked to apply some of your knowledge to a realistic situation which occurred already in your professional life or which could occur in the future.

1. **Description:** Please describe such a critical situation (real or imaginary)
2. **Application:** How could you improve the situation by using two models/ concepts taught within the course?
3. **Discussion:** Discuss critically the possibility of application and where and why you probably see possible limits for the implementation of the chosen concepts.

The homework is expected to consist of 4 - 5 pages and need to be handed within four weeks after the course to my email account: **vseitlerkafer@gmail.com**.

The exact submission date will be given at the end of the course.

I am looking forward to meet you all in the next term.

Best regards

Veronika Seitler-Käfer

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