

## Business Skills (F000551)

**Course size** *(nominal values; actual values may depend on programme)*

**Credits 4.0**

**Study time 120 h**

**Course offerings and teaching methods in academic year 2026-2027**

C (semester 2)

English

Gent

seminar

lecture

**Lecturers in academic year 2026-2027**

Audenaert, Mieke

EB23

lecturer-in-charge

**Offered in the following programmes in 2026-2027**

	<b>crdts</b>	<b>offering</b>
<a href="#">Bachelor of Science in Chemistry</a>	4	C
<a href="#">Bachelor of Science in Sociology</a>	4	C
<a href="#">Master of Science in Teaching in Science and Technology(main subject Chemistry)</a>	4	C
<a href="#">Master of Science in Teaching in Science and Technology(main subject Mathematics)</a>	4	C
<a href="#">Master of Science in Chemistry(main subject (Bio)Organic and Polymer Chemistry)</a>	4	C
<a href="#">Master of Science in Chemistry(main subject Analytical and Environmental Chemistry)</a>	4	C
<a href="#">Master of Science in Electrical Engineering (main subject Communication and Information Technology )</a>	4	C
<a href="#">Master of Science in Electromechanical Engineering(main subject Control Engineering and Automation)</a>	4	C
<a href="#">Master of Science in Electromechanical Engineering(main subject Electrical Power Engineering)</a>	4	C
<a href="#">Master of Science in Electrical Engineering (main subject Electronic Circuits and Systems)</a>	4	C
<a href="#">Master of Science in Industrial Engineering and Operations Research(main subject Manufacturing and Supply Chain Engineering)</a>	4	C
<a href="#">Master of Science in Operations Research Engineering(main subject Manufacturing and Supply Chain Engineering)</a>	4	C
<a href="#">Master of Science in Electromechanical Engineering(main subject Maritime Engineering)</a>	4	C
<a href="#">Master of Science in Chemistry(main subject Materials and Nano Chemistry)</a>	4	C
<a href="#">Master of Science in Electromechanical Engineering(main subject Mechanical Construction)</a>	4	C
<a href="#">Master of Science in Electromechanical Engineering(main subject Mechanical Energy Engineering)</a>	4	C
<a href="#">Master of Science in Industrial Engineering and Operations Research(main subject Transport and Mobility Engineering)</a>	4	C
<a href="#">Master of Science in Operations Research Engineering(main subject Transport and Mobility Engineering)</a>	4	C
<a href="#">Master of Science in Biochemistry and Biotechnology</a>	4	C
<a href="#">Master of Science in Chemical Engineering</a>	4	C
<a href="#">Master of Science in Chemical Engineering</a>	4	C
<a href="#">Master of Science in Civil Engineering</a>	4	C
<a href="#">Master of Science in Civil Engineering</a>	4	C
<a href="#">Master of Science in Computer Science</a>	4	C
<a href="#">Master of Science in Electromechanical Engineering</a>	4	C
<a href="#">Master of Science in Engineering Physics</a>	4	C

Master of Science in Engineering Physics	4	C
Master of Science in Fire Safety Engineering	4	C
Master of Science in Geology	4	C
Master of Science in Materials Engineering	4	C
Master of Science in Mathematics	4	C
Master of Science in Mechanical and Electrical Systems Engineering	4	C
Master of Science in Operations Research Engineering	4	C
Master of Science in Physics and Astronomy	4	C
Master of Science in Public Administration and Management	4	C
Master of Science in Sociology	4	C
Master of Science in Sustainable Materials Engineering	4	C
Exchange programme in Economics and Business Administration	4	C
Exchange Programme in Political and Social Sciences	4	C
Postgraduate Programme in Innovation and Entrepreneurship in Engineering – Advanced	4	C
Postgraduate Programme in Innovation and Entrepreneurship in Engineering – Foundations	4	C
Preparatory Course Master of Science in Business Engineering	4	C
Elective Set Business Economics	4	C
Elective Set Economics	4	C
Elective Set Public Administration and Management	4	C

### Teaching languages

English

### Keywords

Leadership skills, Theory about leadership and management, Evidence-based insights in leadership and management

### Position of the course

Regardless of the domain-specific specialization of the student or (future) manager, managing a team requires leadership skills. The success of their leadership will partly determine the success of the organization. That is why in practice more and more attention is being paid to these leadership skills and the understanding that these skills should be based on evidence-based management is also steadily growing. Starting from the human resource management cycle (HR cycle), this course covers business skills relevant to many academic specializations (such as engineers who will lead a laboratory or a department in the future). In the first phase of the HR cycle, the emphasis is on bringing the right people on board through job analysis and personnel selection. In the second phase of the HR cycle, employee performance management is central, in which the leader wants to inspire the employee and improve job performance by setting goals, providing feedback and conducting evaluation interviews. In the third phase of the HR cycle, it becomes crucial to support employees by investing in skills such as emotional intelligence, effective communication and feedforward conversations. In the fourth phase of the HR cycle, it becomes important to pursue innovation and sustainable careers through political skills, negotiation skills and conflict management skills.

### Contents

1. Introduction to Business Skills
2. Transactional Leadership: In which contexts is it relevant? Evidence-based mechanisms and outcomes. The role of fairness. STARR conversations.
3. Transformational Leadership: In which contexts is it relevant? Evidence-based mechanisms and outcomes. The role of work engagement. Vision communication.
4. Servant Leadership: In which contexts is it relevant? Evidence-based mechanisms and outcomes. The role of social exchange. Emotional intelligence and personality.
5. Coaching Leadership: In which contexts is it relevant? Evidence-based mechanisms and outcomes. The role of intrinsic motivation. Conflict management. Feedforward conversations.
6. Authentic Leadership: In which contexts is it relevant? Evidence-based mechanisms and outcomes. The role of trust. Paradoxical thinking and competing

values.

### **Initial competences**

No specific knowledge required.

### **Final competences**

1 Be aware of the importance of required business skills for (future) leaders in addition to economic, technological and other domain-specific competences

2

Knowledge of theory in the field of leadership skills

3

Knowledge of empirical research in the field of leadership skills

4

Being able to analyze required leadership skills based on challenges in the organizational context

### **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**

Seminar, Lecture

### **Extra information on the teaching methods**

- Ex cathedra classes
- Plenary exercises, cases
- Lesopnames onder voorbehoud

### **Study material**

Type: Handbook

Name: How to grow as a people manager

Indicative price: € 46

Optional: no

Language : English

Author : Mieke Audenaert

ISBN : 978-9-46393-335-3

Number of Pages : 286

Oldest Usable Edition : Edition 1

Online Available : No

Available in the Library : Yes

Available through Student Association : Yes

Usability and Lifetime within the Course Unit : intensive

Type: Slides

Name: na

Indicative price: Free or paid by faculty

Optional: no

Available on Ufora : Yes

Online Available : Yes

### **References**

### **Course content-related study coaching**

- Feedback during the lessons

### **Assessment moments**

end-of-term assessment

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

Written assessment with multiple-choice questions, Written assessment

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

Written assessment with multiple-choice questions, Written assessment

**Examination methods in case of permanent assessment**

**Possibilities of retake in case of permanent assessment**

not applicable

**Extra information on the examination methods**

Written exam that assesses the critical insights gained (amongst which possibly also insights about oneself)

**Calculation of the examination mark**

Exam (100%)