



# **COMINN**

## **COMpetences for INNovation in the metal sector**

### **DEFINITION OF LEARNING OUTCOMES**





# Competences for Innovation in the Metal Sector

## DEFINITION OF LEARNING OUTCOMES

Country:

Lithuania

Institution:

VMU (Vytautas Magnus University)

Qualification:

Developers and mobilizers of innovation within the working groups in metal SMEs

EQF Level:

5-6

Learning outcome:

**Work collaboratively (generation of ad hoc teams)**

Definition of L.O.:

The learning outcome defines knowledge, skills and competences needed for middle managers for a group formation (as hoc teams), group dynamics and leadership and managing group performance in metal sector companies.

Units of L.O.:

1. Group formation
2. Group dynamics and leadership
3. Group performance management





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|---------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| UNITS of Learning Outcome                                           | Knowledge                                                                                                                                                                                                                                                                                                                                                                                                                          | Skills                                                                                                                                                                                                                                                                                                                                                              | Competences                                                                                                                                                                                        |           |
| 1. <u>Group formation:</u><br>Strategic management and HRM approach | <p>Identify generic and specific competences needed for accomplishment of the set tasks for the group</p> <p>Define organizational development (understanding various organizational structures, roles, positions)</p> <p>Identify psychological and personality types, the roles in the team as well as their values</p> <p>Identify what kind of problems may be solved in groups (ad hoc groups) and which problems may not</p> | <p>Distinguish specific and generic competences needed for the accomplishment of the set tasks</p> <p>Classify employees in the organization having specific and generic competences, as well as to recruit professionals from outside</p> <p>Interpret personal psychological characteristics, behaviour in order to anticipate possible limits of competences</p> | <p>Take institutional and personal responsibility for group formation</p> <p>Make decision in unpredictable and complex environment, perceiving and understanding ad hoc character of the task</p> | 5-6       |

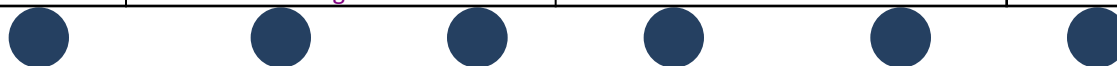




# Competences for Innovation in the Metal Sector

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|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| UNITS of Learning Outcome                                                                                                  | Knowledge                                                                                                                                                                                                                                                                                                    | Skills                                                                                                                                                                                                                                                                                                                                                             | Competences                                                                                                                                                                                         |           |
| <u>2. Group dynamics and leadership:</u><br><br>Relationship-oriented approach<br><br>Human-resources development approach | Identify group dynamics and problem which arise during various stages<br><br>Define projects cycles<br><br>Identify leadership and teambuilding theories<br><br>Identify implicit and explicit knowledge nature<br><br>Identify of HRM & HRD principles<br><br>Understand the role of internal communication | Analyze conflicts management and prevention measures<br><br>Distinguish motivation measures<br><br>Priorize leadership to different types of personalities in different cycles of projects<br><br>Classify knowledge transfer techniques<br><br>Distinguish internal communication strategies, tools<br><br>Tolerate diversity<br><br>Give teambuilding activities | Manage quality of the teamwork through interactive supervision<br><br>Motivate the group<br><br>Use the conflict manage<br><br>Apply knowledge into the group work<br>Use a clarified communication | 5-6       |





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|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-----------|
| UNITS of Learning Outcome                                                      | Knowledge                                                                                                                                                                                                              | Skills                                                                                                                                                               | Competences                                                                                                      |           |
| <u>3. Group performance management:</u><br><br><b>Result-oriented approach</b> | Describe the principles of risk management<br><br>Describe the principles of quality management<br><br>Describe the principles of project management                                                                   | Risk management skills<br><br>Creates environments for reflections, knowledge, experience sharing<br><br>Priorize, classify, motivate, analyze the work of the group | Manage group performance accepting the conditions<br><br>Organize group performance, result-oriented management. | 5-6       |

