

21 OER Aeres University of Applied Sciences COMPETENCES

Competency 1: To show leadership capabilities

The student coaches the development of employees and shows exemplary behaviour; retains overview in complex situations, takes initiative at key strategic moments to administer processes of change and applies an appropriate leadership style.

Competency 2: To cooperate

The student creates a good atmosphere, handles the interests of others with care, is able to conquer resistance and conflict and utilizes the qualities of all individual team members to collectively reach the predetermined goals.

Competency 3: To present

The student is able to communicate messages about complex topics in an understandable and persuasive manner to a critical target audience, whereby consciously choosing the most effective form of communication.

Competency 4: To research

The student identifies and describes a problem or a development, formulates a practice-based research question and answers this using a suitable research method.

Competency 5: To innovate

The student uses creativity to develop new products, services and applications that are of use in practice.

Competency 6: To organise

The student plans and executes activities, brings both employees and resources effectively into action, supervises progress, adjusts when necessary and achieves the desired results.

Competency 7: To introspect

The student has a clear understanding of one's own behaviour and directs one's own development with the purpose of matching one's functioning with one's work environment.

Competency 8: To enterprise

The student recognizes chances and opportunities and turns these into desired results at one's own risk.

Competency 9: To endorse sustainable behaviour

The student justifies one's actions while showing respect for values and with a focus on a balanced use of available resources.

Competency 10: To appreciate the global perspective

The student considers the world one's playing field and functions well in an international environment.

Depending on the stage of the course, a number of these competences will be tested in a professional situation that is as authentic as possible (aptitude test). The chart below illustrates which competences are central at which the aptitude tests and at what the different evaluation criteria per level are.

	1	2	3	4	5	6	7	8	9	10
Competencies →	Management	Cooperation	Presentation	Research	Innovation	Organisation	Selfmanagement	Entrepreneurship	Sustainable behaviour	Globalisation
Growth indicators ↓										
1 Roles		x								
2 Responsibility	x					x	x		x	
3 Independence	x	x		x			x	x		
4 Public	x		x							x
5 Time limit		x			x	x		x	x	
6 Work						x				
7 Procedures				x						
8 Knowledge and insight			x	x	x					
9 Insecurity							x	x		x
10 Change	x				x		x			x
11 Scope			x			x		x	x	

	Level 1 (Year 1)	Level 2 (Main phase)	Level 3 (BSc)
1 Roles	skilled worker manager	specialist operational manager	researcher adviser strategic manager
2 Responsibility	small business entrepreneur delegated responsible	entrepreneur co-responsible	innovative manager final responsible
3 Independence	external control	own risk and initiative	own risk, own initiative
4 Public	familiar colleagues and contacts within the own field of work	new target group within the own sector	unfamiliar or expert target groups domestic or abroad
5 Time limit	1 year	1-5 years	5-10 years
6 Work	singular task	several tasks	combined tasks
7 Procedures	adjust and improve	develop	continuous innovation
8 Knowledge + insight	facts, methods, principles	background, explanation	integration and discussion
9 Insecurity	situations with unknown factors	situations with unpredictable	continuously changing circumstances
10 Change	introduce, initiate, direct	control, direct, form	pro-active behaviour, innovate, design
11 Scope	transfer within the sector	transfer within adjoining sectors	transfer across sectors

