

Module 5: Management of Resources				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	6	180	3rd	56 hrs plus exam	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course 5a: Change and Project Management			28	62	15
Course 5b: Human Resource Management			28	62	15
Module Learning Outcomes:					
<p>First, students work on the possibilities and barriers of managing organizational change. They identify triggers and forms of change and recognize that project management plays a central role. The participants will gain a deep understanding of the concepts and instruments of project management. Secondly, participants are provided with a deep understanding of the operative and strategic processes a HR department has to carry out. They will learn about the role of managers in selecting, recruiting, appraising and developing employees in companies.</p>					
Intended Learning Outcomes:					
Course 5a: Change and Project Management					
<p>After the attendance of this course, students will be able to</p> <ul style="list-style-type: none"> - identify triggers for change in organizations. - discuss the concept of organizations as systems operating in multi-dimensional environments and the implications for understanding the causes of organizational change. - analyze change situations in terms of the different types of change experienced. - explain limitations to the everyday approach to managing change arising from cultural, political and leadership influences. - understand and discuss the role of leadership for organizational change. - consider project management as a key approach to change management. - understand and evaluate the phases of initiating, planning, executing and closing projects. - consider important milestones, essential success factors as well as possible obstacles in the scope of project management. 					
Recommended Literature					
<p>Kozak-Holland, Mark; Procter, Chris: Managing Transformation Projects: Tracing Lessons from the Industrial to the Digital Revolution, Palgrave Macmillan 2020 Senior, Barbara; Swailes, Stephen: Organizational Change, 5th Edition, Pearson 2016</p>					
Course 5b: Human Resource Management					

Course 5b: Human Resource Management

After the attendance of this course, students are able

- to explain strategies and to assess instruments of human resource planning;
- to understand different types of job analysis and its use for organizations;
- to differentiate channels of recruiting employees;
- to assess and apply instruments for the selection of employees;
- to explain performance management and to discuss different aspects of appraising employees;
- to critically assess and apply different methods of feedback;
- to explain the model and the phases of human resource development;
- to evaluate the success of the different areas of human resource management;
- to work with case studies and scientific manuscripts to transfer knowledge to the practice;
- to reflect the content of the course in order to create a self-awareness regarding their current job as well as possible ways for future self-development.

Recommended Literature

Gary Dessler (2019): Human Resources Management, Global Edition. 16th Edition, Pearson Studium. ISBN: 978-1-2923-0912-5

Description / Contents:

Course 5a: Change and Project Management

1. Organizations and their changing environments
2. The nature of organizational change
3. Organizational culture and change
4. Leadership styles and leading change
5. Strategies for managing change projects

Course 5b: Human Resource Management

1. Job analysis
2. Recruitment and selection
3. Performance management and appraisal
4. Feedback
5. Human resource development

Current research on human resource management

Language:

Courses are taught in English.

Teaching methods:

Lecture, group work, self-study.

Module applicability:

MBA „General Management“ – english

Pre-requisites/Requirements:
Admission to the MBA programme "General Management" - english
Examination Types:
Course: written exam (180 min) or assignement
Requirement for award of ECTS-points:
Successful participation in the exam.
Course availability:
Annually
Assessment:
The exam of this module counts for 9,09 per cent of the final examination
Modul convenor and main lecturer:
Prof. Dr. Eva-Ellen Weiß, PD. Dr. Sascha Ruhle
Further information:
Material for the courses will be provided online.
Module Version:
2020-11 V1