MBA Module:	Organizational Behaviour
Key words:	Human Resources Management, Interpersonal Skills, Leadership & Business Ethics, Teamwork
Module number:	
Target group(s):	1st and 2nd semester MBA students (ca. September – June)
ECTS credits:	8
Language of instruction:	English
Responsible:	Prof. Dr. Dr. h.c. Helmut Kohlert

Extent of work (hours)

Workload	Contact hours	Self study	Exam preparation
240	120	65	55

Prerequisites:	Participants should be able to prepare presentations using MS-PowerPoint.
Objectives:	This module is designed to give the student capability how to relate in an environment of diversity within a company. It discusses ethical behavior and the benefits for the company with a competitive environment and shows that this is no contradiction. The student is capable to use the knowledge including international aspects by using tools and methods to face the human side of enterprise.
Module content:	The module covers the following four courses: • Human Resources Management • Interpersonal Skills • Leadership & Business Ethics • Teamwork
Applicability:	This module is linked to the module "International Management" where foci lay on the human side of enterprise.
Requirements for credits:	Human Resources Management: written exam (60 minutes) Interpersonal Skills: oral exam (30 minutes) Leadership & Business Ethics: presentation (30 minutes) Teamwork: study assignment All exams must be passed in order to receive the ECTS for the whole module.

Submodules and assessment

Submodule 1 of 4	International Human Resource Management (IHRM)
Exam number:	1202004
Lecturer:	Martin Hilche
ECTS credits:	2
Type of assessment:	Written exam (60 minutes)
Learning objectives:	The IHRM course is aimed at introducing students to the complexity and major topics of managing human resources in the context of the global business environment. Upon the successful completion of the course, students will be able: • To understand the nature of IHRM and understand how and why has become so critical to companies' competitiveness and social well-being • To identify and understand issues and practices pertaining to the major HRM functions within the context of a multinational environment • To assess the impact of the environmental, strategic and organisational variables on IHRM • To understand the concepts of international human resource and its relevance to organizational goals
Methods:	Student participation, assigned readings, case studies, group discussions, presentations of group projects. Before each class, students are asked to familiarize themselves with the day´s topic by analysing a case study.
Literature:	• Dowling, P.J., D.E. Welch, R.S. Schuler: International Human Resource Management, Cengage • Stahl G.K., M.E. Mendenhall, G.R. Oddou: Readings and Cases in International Human Resource Management, Routledge
Contents:	This introductory course provides insights to the critical issues facing organizations in simultaneously managing their human resources at home and abroad. It focuses on the connection between HRM and international business strategies and structure as well as discussing international aspects of the core HRM topics: • Recruitment and selection • Compensation and reward • Training and development • Performance management • Expatriation/repatriation management • Labour relations

Workload 60	Contact hours 30	Self study 15	Exam preparation 15

Submodule 2 of 4	Interpersonal Skills
Exam number:	1201013
Lecturer:	Dieter Wiesner, Dipl.-Ing.
ECTS credits:	2
Type of assessment:	Oral Exam
Learning objectives:	- Students learn to take initiative and make things happen - Students learn to become a more powerful communicator - Students learn to improve their personal efficiency - Students learn to produce usable ideas - Students learn to sell and negotiate effectively - Students learn to manage with fewer conflicts - Students have active listening skills and know the power of questioning - Students learn to minimize conflict and build team environment - Students learn to ensure that message sent is received (verbal & writing)
Methods:	Presentations, student interactive participation, F&Q, practical exercises, cases from the international business circuit. Knowledge gained can be implemented in group and project work during the MBA studies.
Literature:	- Soft Skills Pocket Guide (2005) (ISBN 3-00-015867-7) Additional: - Blanchard, K., S.J. Spencer The One Minute Manager, Harpercollins UK - Bolles, R.N.: What Color Is Your Parachute, Ten Speed Press - Dumaine, D.: Write To The Top: Writing for Corporate Success, Random House - Fisher, R.: Getting To Yes: Negotiating an agreement without giving in – The Secret of Success Negotiations, Random House - Hamlin, S.: How To Talk So People Listen: Connecting in Today's Workplace, Harper Business - Nykiel, R.A.: You Can't Lose If The Customer Wins: Ten Steps to Service Success, Longmeadow Press - Stone, D., B. Patton, Sh. Heen, R. Fisher: Difficult Conversations: How to Discuss What Matters Most, Penguin Books - Ziglar, Z.: Top Performance: How to Develop Excellence in Yourself and Others, Revell - Ziglar, Z.: See You At The Top, Butterworth-Heinemann Ltd
Contents:	Today, more than ever, managerial success depends on how well you relate to your team. What you say is often not as important as how you say it. Influencing others and ensuring the message you sent was received as intended is vitally important. A newly diverse workforce, productivity, conflict, motivation, and loyalty are just some of the challenges you will soon face as a manager, supervisor or team leader. - International Communication Skills - Selling - Negotiation - Conflict Management - Management Tools

Workload 60	Contact hours 30	Self study 15	Exam preparation 15

Submodule 3 of 4	Leadership & Business Ethics
Exam number:	1202005
Lecturer:	Joachim Schuster
ECTS credits:	2
Type of assessment:	Presentation
Learning objectives:	- Students understand the importance of values for personal and corporate success - Students increase awareness of ethical issues and how they arise - Students understand the nature of moral values and their role in guiding conduct - Students learn a framework for analysis of ethical dilemmas - Students become familiar with core principles of making tough ethical decisions - Students learn how to apply basic ethics principles to real cases
Methods:	Lectures, case studies, discussions, exchange of experience, group work, participant presentations. Through role-plays, typical situations are simulated to analyse certain leadership issues.
Literature:	- Kidder, R.M.: How Good People Make Tough Choices - Resolving the Dilemmas of Ethical Living, Harper Perennial - Kidder, R.M.: Moral Courage, William Morrow Paperbacks Additional: - Fraedrich, J., O.C. Ferrell.: Business Ethics - Ethical Decision Making and Cases, Cengage Learning - Ley Toffler, B.: Managers Talk Ethics: Making Tough Choices in a Competitive Business World, Wiley - Solomon, R.C.: A Better Way to Think about Business: How Personal Integrity Leads to Corporate Success, Oxford University Press - Shelton, K.: Integrity at Work, Executive Excellence Publishing
Contents:	Ethical dilemmas are waiting for us in business life as well as in private life. It is critical to be prepared when they arise and know what types of actions to take to resolve the dilemmas. Participants learn to identify the difference between legal and ethical issues, and understand ethical values and their role. They will learn resolution approaches and how to apply them. - Ethical or moral values - Trust, relationship and values - Personal values vs. corporate values - Ethical behaviour and corporate success - The role of values in leadership - Codes of ethics/conduct - How issues of ethics arise - The difference between "legal" and "ethical" "Right versus Wrong" dilemmas "Right versus Right" dilemmas - Resolving ethical dilemmas

Workload 60	Contact hours 30	Self study 20	Exam preparation 10

Submodule 4 of 4	Teamwork
Exam number:	1201012
Lecturer:	Jürgen Heugel, M.A.
ECTS credits:	2
Type of assessment:	Study assignment
Learning objectives:	• Students learn how to profit from diversity: identifying, promoting and using different life experiences, talents and know-how to produce high performance • Students learn how to gain effective international team building tools and techniques • Student learn to understand the role of personality, culture, job roles and management types • Students learn how to diagnose complex team dynamics and how to deal with critical situations as a team-leader • Students acquire essential communication skills to lead multicultural teams and minimize conflict situations.
Methods:	Dynamic modern Socratic method including lecturer's presentations and lively discussions with students, exchange of experience, practical case studies, group work and role plays; use of empathy and humor to create an encouraging and fun learning atmosphere. "Hands-on" role plays are carried out to develop methods and techniques which can be directly applied to the group or project work in other classes. Team building, team management, the individual's role within the team, communication and problem solving can be put into practiced. In the study assignment, a certain model has to be analyzed and concluded.
Literature:	• Parker, G.M.: Team Players and Teamwork: New Strategies for Developing Successful Collaboration, Jossey-Bass • Tuckman, B.W.: Developmental sequences in small groups, in: Psychological Bulletin, 63/1965, S. 348-399 • Rosenber, M.B.: Nonviolent Communication: A Language of Life, Puddledancer Press Additional: • Mackin, D.: The Team-Building Tool Kit: Tips and Tactics for Effective Workplace Teams, Harpercollins Leadership • Dyer, W.G.: Team Building: Proven Strategies for Improving Team Performance, Jossey-Bass
Contents:	• The team development process to a high-performance team • The Cultural Cocktail: exploring personality, job roles and culture • Understand the key-role of communication • Building and managing successful international teams • Achieving effective teamwork • Understanding and dealing with conflict • 'Agile Principles' - New form of efficient collaboration

Workload 60	Contact hours 30	Self study 10	Exam preparation 20