

Module number 32b	Module title Study Option International HR Management (Studienschwerpunkt Internationales Personalmanagement)		
Code IPM	Semes- ters 7/8	Number of WSH 12	Module offered Every academic year
Module coordinator Prof. Dr. Nonnast	Tuition type Seminar-style tuition with exercises		Module duration 2 semesters
Lecturers Prof. Dr. Braun Prof. Dr. Nonnast Prof. Dr. Striepling Prof. Dr. Voußem Beringer Springs M.A.	Module courses 1) Human Resource Planning and Marketing 2) Human Resource and Organisational Development 3) Labour Law and Health Management		Access requirements Course segment 2
Learning outcomes of the module	Students gain proficiency in Human Resource Management techniques and an ability to resolve Human Resource Management problems.		
Module content	<ul style="list-style-type: none"> • Techniques of personnel planning • Methods of personnel recruitment • Approach to personnel release • Concepts of personnel and organisation development • Educational planning • Advanced labour law • Principles of ergonomic knowledge and health management • Topical HR management issues 		
Type of examination/ Requirements for the award of credit points	2 Written examinations Duration 90 minutes each 2 Written examinations Duration: 60 Minutes each		
ECTS Credits 15	Workload 450 hours Contact/attendance time: 180 h Additional work: 270 h		Weighting of the grade in the overall grade 15

Course number 32b 1	Course name Human Resource Planning and Marketing (Personalplanung und Personalmarketing)		
Code PPM	Semester 8	Number of WSH 4	Module offered Every academic year (summer semester)
Lecturer Prof. Dr. Braun	Tuition type Seminar-style tuition with exercises		Compulsory/Elective Compulsory
<p>Learning outcomes</p> <p>On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:</p> <p><u>Subject skills</u></p> <p>Students are able to plan HR requirements and HR deployment within a business context. They understand the relationships between planning domains and problems of method. Students can both recruit and release personnel in a target-oriented way and with a sense of responsibility both commercially and ethically.</p> <p><u>Social skills</u></p> <p>Students can conduct job application interviews and redundancy interviews in ways that are structured and responsible. They acquire skills in communicating planning decisions and outcomes.</p> <p><u>Method skills</u></p> <p>Students learn how to perform HR-related tasks responsibly and purposefully. They are able to correctly apply business-related, psychological and legal structures of thought, reasoning and action.</p> <p><u>Personal skills</u></p> <p>Students can evaluate the relative benefits and disadvantages of HR programmes which in turn enables them to take responsible decisions in matters of HR management. They have a well-grounded sense of self-confidence when it comes to dealing with other departments within the company on matters of HR management.</p>			
<p>Content</p> <ul style="list-style-type: none"> • HR planning and recruitment process • Tasks and methods within different areas of HR planning, specifically personnel requirements planning, planning staff numbers, HR deployment planning and personnel cost planning • Redundancy management - options and problems • Approaches to strategic HR marketing, including information sources and market analysis • Methods of HR recruitment, selection and integration 			
<p>Literature</p> <p><u>Required reading</u></p> <p>RKW-Handbuch der Personalplanung</p> <p><u>Recommended reading</u></p> <p>Bühner, Rolf, Personalmanagement</p>			

Scholz, Christian, Personalmanagement		
Latest edition		
Topical articles from HR management periodicals		
Teaching and learning methods		
Seminar-style tuition with group development of the material, intensive discussion and analysis of case studies		
Specialist input by the lecturer		
Type of examination/Requirements for the award of credit points	Written examination Duration: 90 minutes Preparation for written paper through appropriate exercises with guidance in class	
Other information	HR management practitioners as guest speakers where possible	
ECTS Credits 5	Workload 150 hours Contact/attendance time: 60 h Additional work: 90 h	Course language German

Course number 32b 2	Course name Human Resource and Organisational Development (Personal- und Organisationsentwicklung)		
Code POE	Semester 7	Number of WSH 4	Module offered Every academic year (winter semester)
Lecturers Prof. Dr. Nonnast Beringer	Tuition type Seminar-style tuition with exercises		Compulsory/Elective Compulsory
<p>Learning outcomes</p> <p>On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:</p> <p><u>Subject skills</u></p> <p>Students understand the central and strategic importance of personnel development und organisational development for the development of a company as a whole, especially where change processes are involved. They understand the methodical approaches, system components and processes of personnel and organisational development, and are able to deploy them purposefully. They learn how to use and apply the practical tools of personnel development and organisational development.</p> <p><u>Social skills</u></p> <p>Students acquire team skills, discussion skills and critical abilities, developing common solutions and presenting their findings and results in a whole-group context.</p> <p><u>Method skills</u></p> <p>Students are able to handle tasks in the fields of personnel and organisational development purposefully and responsibly. They are able to correctly apply business-related, psychological and legal structures of thought, reasoning and action.</p> <p><u>Personal skills</u></p> <p>Students understand the processes of personnel and organisational development so are capable of taking responsible decisions in these fields. They are able to advise the company, its departments as well as individual employees in their choice of appropriate development programmes for employees and/or organisations.</p>			
<p>Content</p> <ul style="list-style-type: none"> • The place of personnel development/organisational development in the HR management system • The basic concepts, principles and target groups of personnel development • Education and skills management • Promotion, especially succession and career planning, structured personnel interview • Process and concept of HR and organisational development, specifically HR development planning, team development, change management and motivational management 			
<p>Literature</p> <p><u>Required reading</u></p> <p>Lecture notes</p>			

<u>Recommended reading</u>		
Becker, Manfred: Personalentwicklung, Schäffer Poeschel Meifert (Publ.), strategische Personalentwicklung, Springer, Berlin Latest edition		
Teaching and learning methods		
Seminar-style tuition with practical exercises, e.g. designing and holding a training course (partly possible in block form)		
Type of examination/Requirements for the award of credit points		Written examination Duration: 90 minutes
Other information		-
ECTS Credits 5	Workload 150 hours Contact/attendance time: 60 h Additional work: 90 h	Course language German

Course number 32b 3.1	Course name Labour Law (Arbeitsrecht)		
Code ARP	Semester 8	Number of WSH 2	Module offered Every academic year (summer semester)
Lecturer RA Weinmann	Tuition type Seminar-style tuition with exercises		Compulsory/Elective Compulsory
<p>Learning outcomes</p> <p>On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:</p> <p><u>Subject skills</u></p> <p>Students acquire an in-depth knowledge of individual labour law and collective employment law. Specifically, when they design contracts of employment they will be able to apply legal instruments in ways that meet the needs and interests of both employees and business. Students have an in-depth knowledge of labour law as it relates to business administration, especially in relation to tools used for designing industrial relations in a collective bargaining context (employment contracts, works agreements, pay agreements). With the support of a manager, they are able to find appropriate solutions to relatively complex disputes between employer and employees and their representatives, and to communicate effectively with works councils, arbitration services, employer federations, trade unions, employment lawyers and industrial tribunals.</p> <p><u>Social skills</u></p> <p>Students acquire team skills, discussion skills and critical abilities. They are able to take labour-law situations and analyse them from a variety of perspectives (employer/employee). Through their encounters with practitioners they acquire basic experience in dealing with the different interest groups they are likely to encounter in labour-law environments.</p> <p><u>Method skills</u></p> <p>Students become versed in the correct application of the structures of legal thought, reasoning and action.</p> <p><u>Personal skills</u></p> <p>Students are aware of the implications of action taken within a labour-law framework and can take account of these when selecting appropriate legal solutions while at the same time giving consideration to the personal interests of the employee and the business aims of the company.</p>			
<p>Content</p> <p>This course familiarises students with the specific requirements of employment laws and social insurance legislation for HR managers in a corporate context.</p> <ul style="list-style-type: none"> • Advanced individual labour law <ul style="list-style-type: none"> ○ Employment contract law ○ Rights and obligations of employers and employees ○ Employment termination ○ Selected protection laws • Collective labour law <ul style="list-style-type: none"> ○ Industrial relations law 			

<ul style="list-style-type: none"> ○ Collective agreement law and industrial disputes ○ Co-determination at company level ● Conflict management with legal instruments <ul style="list-style-type: none"> ○ Main features of the industrial tribunal process ○ Mediation in labour law 		
<p>Literature</p> <p><u>Required reading</u></p> <p>Arbeitsgesetze, Beck-Texte im dtv Senne, Arbeitsrecht, München Hromadka/Maschmann, Arbeitsrecht Band 2, Berlin</p> <p><u>Recommended reading</u></p> <p>Hromadka/Maschmann, Arbeitsrecht Band 1, Berlin Löwisch/Caspers/Klumpp, Arbeitsrecht, München Marschollek, Arbeitsrecht, Münster Marschollek, Kollektives Arbeitsrecht, Münster Schaub, Arbeitsrechts-Handbuch, München Latest edition</p>		
<p>Teaching and learning methods</p> <p>Seminar tuition Lectures Case examples Exercises</p>		
<p>Type of examination/Requirements for the award of credit points</p>		<p>Written examination Duration: 60 minutes</p>
<p>Other information</p>		-
<p>ECTS Credits</p> <p>2.5</p>	<p>Workload</p> <p>75 hours Contact/attendance time: 30 h Additional work: 45 h</p>	<p>Course language</p> <p>German</p>

Course number 32b 3.2	Course name Health Management (Gesundheitsmanagement)		
Code GEM	Semester 8	Number of WSH 2	Module offered Every academic year (summer semester)
Lecturer Springs M.A.	Tuition type Seminar-style tuition with exercises		Compulsory/Elective Compulsory
<p>Learning outcomes</p> <p>On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:</p> <p><u>Subject skills</u></p> <p>Students know the different views, positions and tasks of the various stakeholders in occupational health and safety, and are made aware of the established instruments, measures and management systems used in occupational health management. They have a fundamental understanding of ergonomics and the health sciences. They are familiar with the necessary steps of the work processes and can implement them within businesses that promote a healthy environment. Students also acquire a solid grounding in the method skills used in workplace health promotion, and are aware of the different responsibilities and tasks of the various stakeholders.</p> <p><u>Social skills</u></p> <p>Students are able to put forward reasoned and professional arguments in the planning and decision-making processes involved in health issues at the different levels within a business. They can fully engage with the different interest groups and incorporate the viewpoints of those groups into the business processes. They can recognize health hazards at the workplace and initiate appropriate response strategies.</p> <p><u>Method skills</u></p> <p>Students can incorporate a health strategy for the business with a process model. They acquire the ability to prepare a balanced scorecard for occupational health management. They are also familiar with the structure of project management in a corporate context, and can implement it within a health strategy framework.</p> <p><u>Personal skills</u></p> <p>Students learn to recognize the health hazards which modern working life can present, and develop a comprehensive health awareness both in their own conduct and in their interaction with co-workers. They are aware of the effects which pressure of work can have, and appreciate the desirability of a work/life balance which promotes health. They are able to recognize health problems in co-workers and raise awareness with the appropriate departments.</p>			
<p>Content</p> <p>The course is designed to provide a grounding in the fundamental legal, medical and ergonomic knowledge of modern health management. The focus ultimately is on the practical implementation of a health strategy whose costs and benefits can be evaluated using performance indicators. The health hazards which exist in selected businesses and sectors are analysed using individual scientific fields.</p> <ul style="list-style-type: none"> • The importance of health policies in business • Man: Aspects of physical and mental performance as a function of sex and age • Salutogenesis and the man/machine model 			

- Stakeholders in occupational health and safety management, and their legal basis
- Planning, instruments, measures and evaluation of corporate health promotion
- Best Practice in German businesses
- Occupational integration management in practice
- Changes at the modern workplace and their health implications: Demographic change, globalisation or networking in the context of increasing forms of mental and stress-related disorders
- Sensitive health issues at the workplace: Alcohol, drugs, burnout and bullying
- Future trends in corporate health management

Literature

Required reading

Bengel, J., Strittmatter, R., Willmann, H. (2001). Was erhält Menschen gesund? Antonovskys Modell der Salutogenese - Diskussionsstand und Stellenwert ; eine Expertise, Bd. 6. Köln: BZgA Bundeszentrale für Gesundheitliche Aufklärung (Hrsg.)

Schambortski, H (Hrsg.) 2008. Mitarbeitergesundheit und Arbeitsschutz: Gesundheitsförderung als Führungsaufgabe, München, Urban & Fischer Verlag

Faller, G. (2010). Lehrbuch Betriebliche Gesundheitsförderung. Bern: Huber

Recommended reading

Litzcke, S., Schuh, H. (2005). Stress, Mobbing und Burn-out am Arbeitsplatz. Schwierige Situationen im Beruf meistern, Umgang mit Leistungs- und Zeitdruck, Praxisorientierte Hilfestellungen; Springer, 3. Auflage

Badura, B., Schröder, H., Vetter, C. (2009): Fehlzeiten-Report 2008. Betriebliches Gesundheitsmanagement: Kosten und Nutzen Zahlen, Daten, Analysen aus allen Branchen der Wirtschaft. Berlin, Heidelberg: Springer-Verlag Berlin Heidelberg

Latest edition

Teaching and learning methods

Seminar tuition

Lectures

Case examples

Exercises

Type of examination/Requirements for the award of credit points

Written examination
Duration: 60 minutes

Other information

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ECTS Credits

2.5

Workload

75 hours

Contact/attendance time: 30 h

Additional work: 45 h

Course language

German