

## **MODULE HANDBOOK**

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### **MAJORS**

### **BUSINESS STUDIES / HUMAN RESOURCE MANAGEMENT**

Last updated: September 2016

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## List of Abbreviations

CR	Credits according to ECTS
PLH	<i>Prüfungsleistung Hausarbeit</i> (Assessment: coursework)
PLK	<i>Prüfungsleistung Klausur</i> (Assessment: exam)
PLL	<i>Prüfungsleistung Laborarbeit</i> (Assessment: lab)
PLM	<i>Prüfungsleistung mündliche Prüfung</i> (Assessment: oral exam)
PLP	<i>Prüfungsleistung Projektarbeit</i> (Assessment: project work)
PLR	<i>Prüfungsleistung Referat</i> (Assessment: presentation)
PLS	<i>Prüfungsleistung Studienarbeit</i> (Assessment: group work)
PLT	<i>Prüfungsleistung Thesis</i> (Assessment: thesis/dissertation)
PVL	<i>Prüfungsvorleistung</i> (Prerequisite for entry to assessment)
PVL-BVP	<i>Prüfungsvorleistung für die Bachelorvorprüfung</i> (Prerequisite for the preliminary Bachelor exams)
PVL-BP	<i>Prüfungsvorleistung für die Bachelorprüfung</i> (Prerequisite for the final Bachelor exams)
PVL-MP	<i>Prüfungsvorleistung für die Masterprüfung</i> (Prerequisite for the Masters exams)
PVL-PLT	<i>Prüfungsvorleistung für die Thesis</i> (Prerequisite for thesis)
UPL	<i>Unbenotete Prüfungsleistung</i> (Assessment:formative (ungraded))

## Alignment Matrix –Human Resources Management Majors

Module	Extending knowledge	Deepening knowledge	Skill application	Methodical ability	Communicative ability
HRM1110	X	X			
HRM2110	X	X			
LAW2400	X	X	X		
HRM2210	X	X	X		X
HRM2310		X	X		X
AQM2310		X	X		X
HRM3110	X	X	X		
HRM3210		X	X	X	X
HRM3220			X	X	X
HRM4020			X	X	X

## Degree-specific Modules

### HRM1110: Foundations of Human Resource Management

<b>Foundations of Human Resource Management</b>	
Module Number	HRM1110
Semester	2
Level	Entry
Credits	5
Weekly Contact Units	4
Frequency	Every semester
Related Modules	<ul style="list-style-type: none"> <li>• The Scope and Structure of Human Resource Management (HRM1111)</li> <li>• HR Policies and Marketing (HRM1121)</li> </ul>
Prerequisites	None
Assessment	PLK - 60 Minutes
Requirements for the awarding of credits	Successful completion of assessment tasks
Contribution towards Final Grade	The credits gained from this module contribute towards the final grade
Planned Group Size	Max. 40 Students
Language of Instruction	German
Module Length	1 Semester
Coordinator	Eireiner, Cathrin
Lecturer/s	Eireiner, Cathrin Schwaab, Markus-Oliver
Subject Area	Human Resources
Mode/s of teaching	Lectures and exercises
Applicability to other modules/ courses	None
Module Aims	<p>HRM1111:</p> <p>By the end of this module, students should have gained foundational knowledge of Human Resource Management, should know the parameters and core tasks in Human Resource Management and their significance to a strategic and operative focus within HRM, should be able to evaluate the economic, legal and ethical aspects of examples of HR policy decisions, and can consider how the personnel departments could be anchored within a customer-orientated organisation.</p> <p>HRM1121:</p> <p>By the end of this module, students...</p> <ul style="list-style-type: none"> <li>• should know the significance of the HR policy of an organi-</li> </ul>

	<p>sation on its employer branding</p> <ul style="list-style-type: none"> <li>• should know the foundations of recruitment, be able to work through current topics from relevant areas independently, and be able to critically discuss trending topics (with classmates)</li> <li>• should know the parameters and core tasks in employer branding and their significance for both operative and strategic tasks in the personnel department. They should be able to consider how the personnel departments could be anchored within a customer-orientated organisation</li> <li>• should know the pillars of internal and external employer branding and are au fait with the various methods used in recruitment and staff retention.</li> </ul> <p>The purpose of this module is primarily to extend and deepen students' knowledge.</p>
Content	<p>HRM1111:</p> <ul style="list-style-type: none"> <li>• The Pforzheim 3 Pillar Model of Human Resource Management</li> <li>• Customers in Human Resource Management</li> <li>• Increasing flexibility in hiring practices: temping agencies, piece work, outsourcing, offshoring etc.</li> <li>• Discussion of the social effects of atypical ('precarious' ) employer/ employee relations</li> <li>• Diversity management</li> <li>• Internationalisation: outsourcing; mergers &amp; acquisitions; compliance</li> <li>• Organising personnel: specialists in HR, HR skills model, service delivery model, HR business partners</li> <li>• German social security laws (when using external trainers)</li> <li>• Corporate health management: health and safety, phased (return to) work, promoting good health.</li> </ul> <p>HRM1121:</p> <ul style="list-style-type: none"> <li>• HR policies as the basis of employer branding</li> <li>• Positioning and definition of terms</li> <li>• Basis of employer branding</li> <li>• Internal versus external recruitment</li> <li>• Determinants of employer attractiveness</li> <li>• Internal marketing, staff retention</li> <li>• External marketing</li> <li>• Approaches to increase employer attractiveness for potential employees</li> <li>• Instruments for targeted recruitment</li> </ul>
Relation to other Modules	<p>This is a foundational module for all further degree-specific modules, especially for the modules <i>Personalarbeit</i> (HR management) and <i>Mitarbeiterbetreuung und Personalentwicklung</i> (Personnel Administration and Staff Development)/ Organizational Behavior</p>
Workload	<p>HRM1111: 60 units workload, HRM1121: 90 units workload.</p>
Reading List	<p>Latest editions</p>

	<p>HRM1111:  Kolb, M.: Personalmanagement: Grundlagen und Praxis des Human Resources Management, Wiesbaden.  Bartscher, T./Stöckl, J./Träger, T.: Personalmanagement, München.  Scholz, C. (Hrsg.): Vahlens Großes Personalexikon, München.  Scholz, C.: Grundzüge des Personalmanagements, München.</p> <p>HRM1121:  Beck, C. (Hrsg.): Personalmarketing 2.0: Vom Employer Branding zum Recruiting, Köln.  Brücker, H. u.a. (Hrsg.): Handbuch Arbeitsmarkt 2013, Bielefeld.  Kolb, M.: Personalmanagement – Grundlagen und Praxis des Human Resources Management, Wiesbaden.  Scholz, C.: Grundzüge des Personalmanagements, München.  Trost, A.: Employer Branding, Köln.</p>
Further Details	-
Keywords	Rahmenbedingungen, Strukturen, Human Resources Management, Service Delivery Model, Personalpolitik, Personalmarketing, Personalbeschaffung, Personalrekrutierung, Mitarbeiterintegration
Last Updated	September 2016

## HRM2110: Personnel Administration and the Employment Relationship

<b>Personnel Administration and Staff Welfare</b>	
Module Number	HRM2110
Semester	3
Level	Entry
Credits	6
Weekly Contact Units	4
Frequency	Every semester
Related Modules	<ul style="list-style-type: none"> <li>• <i>Personalauswahl</i> (Recruitment &amp; Selection)(HRM2111)</li> <li>• <i>Mitarbeiterbetreuung</i> (The Employment Relationship) (HRM2112)</li> </ul>
Prerequisites	At least 38 credits from entry modules
Assessment	PVL and PLK - 60 minutes
Requirements for the awarding of credits	Successful completion of summative and formative assessment tasks
Contribution towards Final Grade	The credits gained from this module contribute towards the final grade
Planned Group Size	Max. 40 students
Language of Instruction	German
Module Length	1 Semester
Coordinator	Fischer, Stephan
Lecturer/s	Fischer, Stephan Schwaab, Markus Oliver
Subject Area	Human Resources
Mode/s of teaching	Lectures and exercises
Applicability to other modules/ courses	None
Aims	<p>By the end of this module, students should know the various methods available in recruitment and selection and be able to assess the costs and benefits of using these in practice.</p> <p>Participants should know the various aspects of the employment relationship and how this fits into HR as a whole as well as well as in the description of individual core elements of modern personnel administration.</p> <p>The purpose of this module is primarily to extend and deepen students' knowledge.</p>
Content	<p>HRM2111:</p> <ul style="list-style-type: none"> <li>• Current theory and method concepts from the areas of recruitment and aptitude testing</li> <li>• Recruitment as an interdisciplinary issue</li> </ul>

	<ul style="list-style-type: none"> <li>• The relevance of recruitment to corporate practice</li> <li>• The recruitment process</li> <li>• Quality criteria in recruitment</li> <li>• Selection criteria (ability – desire)</li> <li>• Job descriptions as the basis of staff selection</li> <li>• Recruitment methods</li> <li>• Biography-orientated staff selection</li> <li>• The interview process</li> <li>• Assessment days in recruitment</li> <li>• Tests in recruitment</li> <li>• Work trials</li> <li>• Recent trends in recruitment: from Recruitment to Big Data</li> <li>• Assessment and feedback</li> <li>• Using external partners in recruitment</li> <li>•</li> </ul> <p>HRM2112:</p> <ul style="list-style-type: none"> <li>•</li> <li>• Overview of the Employment Relationship</li> <li>• Personnel Monitoring</li> <li>• Personnel Planning (quantitative/qualitative)</li> <li>• Integrating new staff</li> <li>• Personnel Deployment</li> <li>• Compensation</li> <li>• Sabbaticals / unpaid leave</li> </ul>
Relation to other Modules	This module builds upon module HRM 1120. This module is a foundation for all further degree-specific modules.
Workload	2 x 90 units workload.
Reading List	<p>Latest editions HRM2111</p> <p><b>Key Literature</b> Nerdinger, F., <a href="#">Blickle</a>, G., Schaper, N.,: Arbeits- und Organisationspsychologie, Springer.</p> <p><b>Further Reading List(Excerpt)</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Hossiep</a>, R., Mühlhaus, O.,: Personalauswahl und -entwicklung mit Persönlichkeitstests, Hogrefe-Verlag.</li> <li>• Konrad, U., Sarges, W.,: E-Recruitment und E-Assessment: Rekrutierung, Auswahl und Beurteilung von Human Resources im Inter- und Intranet, Hogrefe-Verlag.</li> <li>• Lau, V.,: Grundlagen der Eignungsdiagnostik, Steinbeis Edition.</li> <li>• <a href="#">Sarges</a>, W.,: Management-Diagnostik, Hogrefe-Verlag;</li> <li>• Schuler, H.,: Psychologische Personalauswahl: Einführung in die Berufseignungsdiagnostik, Verlag für Angewandte Psychologie.</li> <li>• Schuler, H.: Das Einstellungsinterview, Hogrefe-Verlag.</li> <li>• Schuler, H.: Lehrbuch der Personalpsychologie, Hogrefe-Verlag.</li> <li>• Simon, W.: Persönlichkeitsmodelle und Persönlichkeitstests: 15 Persönlichkeitsmodelle für Personalauswahl, Persönlichkeitsentwicklung, Training und Coaching, Gabal.</li> <li>• Westhoff, K., et al.: Grundwissen für die berufsbezogene Eignungsbeurteilung nach DIN 33430, Pabst Science Publishers.</li> </ul> <p>HRM2112 Students will receive a selection of texts for reading before and after lectures and to prepare for the final exam. The following</p>



	<p>books are recommended to gain a deeper understanding of the topics covered in lectures:</p> <ul style="list-style-type: none"> <li>• Bartscher, T., Stöckl, J. &amp; Träger, T.: Personalmanagement. München: Pearson.</li> <li>• Kolb, M.: Personalmanagement. Wiesbaden: Gabler.</li> <li>• Scholz, C.: Grundzüge des Personalmanagements. München: Vahlen.</li> </ul>
Further Details	
Keywords	<p>Assessment Center, Interview, Multimodales Interview, Biographisches Interview, Testverfahren, online Assessment, Reliabilität, Validität, Objektivität, Multimodalität, Kompetenz- und Potenzialanalyse, Qualitative und quantitative Personalplanung, Personalcontrolling, Aus- und Eintritte, Personaleinsatz, Urlaubsmanagement, Vergütungssysteme, Personalfreisetzung</p>
Last Updated	September 2016

## LAW2400: Foundations of Labour Law

Foundations of Labour Law	
Module Number	LAW2400
Semester	3
Level	Advanced
Credits	6
Weekly Contact Units	4
Frequency	Every semester
Related Modules	Foundations of Labour Law (LAW2401)
Prerequisites	At least 33 credits from entry modules
Assessment	PLK – 90 minutes
Requirements for the awarding of credits	Successful completion of assessment tasks
Contribution towards Final Grade	The credits gained from this module contribute towards the final grade
Planned Group Size	Max. 40
Language of Instruction	German
Module Length	1 semester
Coordinator	Lorinser, Barbara/Thäle, Brigitte
Lecturer/s	Lecturers from the economic law degree course
Subject Area	Law
Applicability to other modules/ courses	None
Mode/s of teaching	Lectures and exercises
Aims	<p><b><u>Subject Knowledge</u></b> By the end of this module, students should have gained knowledge of both European and German labour law, as well as being able to apply this in practice so that they are able to deal with fundamental issues in the HR department. This course focuses on labour law for the individual.</p> <p><b><u>Critical thinking and analytical skills</u></b> Students should be able to constructively and critically apply analytical skills to problems.</p> <p>The purpose of this module is primarily to extend and deepen knowledge as well as learning to apply skills. .</p>
Content	<p>Aspects of labour law in relation to:</p> <ul style="list-style-type: none"> <li>• Planning the employer/employee relationship</li> <li>• Recruitment</li> <li>• Conducting the employer/employee relationship</li> <li>• Letting staff go</li> </ul>
Relation to other Modules	This module builds upon the law modules offered in earlier se-

	mesters.
Reading List	<ul style="list-style-type: none"> <li>– Wörlen, R./Kokemoor, A.: Arbeitsrecht</li> <li>– Küfner-Schmitt, I.: Arbeitsrecht</li> <li>– Lorinser, B. Arbeitsrechtliche Praxis</li> <li>– Senne, P.: Arbeitsrecht</li> <li>– Dütz, W.: Arbeitsrecht</li> <li>– Kolb, M. Personalmanagement</li> </ul> <p style="text-align: center;">- Latest editions -</p>
Workload	180 units, comprising 60 units contact time and 120 units self study
Further Details	
Keywords	Arbeitsrecht, Arbeitsvertrag, Arbeitsverhältnis
Last Updated	August 2016

## HRM2210: Staff Development / Organizational Behavior

Personalentwicklung / Organizational Behavior	
Module Number	HRM2210
Semester	4
Level	Advanced
Credits	8
Weekly Contact Units	6
Frequency	Every semester
Related Modules	<ul style="list-style-type: none"> <li>• Staff Development / Vocational Training (HRM2211)</li> <li>• Organizational Behavior (HRM2212)</li> </ul>
Prerequisites	At least 50 credits from entry modules
Assessment	PLR/PLH + PVL
Requirements for the awarding of credits	Successful completion of pre-assessment (certificate) and assessment tasks (Seminar work and presentation) as well as regular attendance
Contribution towards Final Grade	The credits gained from this module contribute towards the final grade
Planned Group Size	Max. 40 students
Language of Instruction	German
Module Length	1 semester
Coordinator	Gairing, Fritz
Lecturer/s	Gairing, Fritz Schmitz, Anja
Subject Area	Human Resources
Applicability to other modules/ courses	None
Mode/s of teaching	Seminars
Aims	<p><u>HRM2211:</u></p> <ul style="list-style-type: none"> <li>• By the end of this module, students should be able to understand the basics of the dual vocational training system and are able to apply these principles in practice.</li> <li>• Students should have an overview of the basic theory underpinning the learning process.</li> <li>• Students should have broad knowledge of staff development and corporate training, including methods and tools pertaining to these.</li> <li>• Students should be able to systematically and critically assess the application of the above in staff development practice.</li> </ul> <p><u>HRM2212:</u> Students...</p> <ul style="list-style-type: none"> <li>• are able to recognise the fields and disciplines involved in the area of organizational behavior, as well as understanding their significance in practice.</li> <li>• are able to describe the characteristics of and differences</li> </ul>

	<p>between major organisational theory approaches, k and know different types of organisational design.</p> <ul style="list-style-type: none"> <li>• know the main „schools of psychology“ and how they relate to organisational theory approaches.</li> <li>• know the main concepts of personality and their application in the context of management and HRM</li> <li>• understand the processes of awareness and communication and the consequences of these in organisational practice.</li> <li>• know attitudes to conflict and can describe how conflict comes about, could escalate and possible resolutions.</li> <li>• know different types of groups and teams and how these develop.</li> <li>• know the work-related psychology and developments behind introducing group work into industrial production.</li> <li>• know the main theories of motivation and can explain individual elements in detail and reflect on their significance for practical organisational procedures.</li> <li>• know the concept of organisational culture and understand the significance of this for business practice.</li> <li>• know what micropolicies are and how these make themselves known in organisations.</li> </ul> <p>The purpose of this module is to extend and deepen knowledge, as well as for students to grow in methodical and communicative ability.</p>
Content	<p><u>HRM2211:</u></p> <ul style="list-style-type: none"> <li>• Vocational training as a dual system</li> <li>• The legal framework; tasks and structure in corporate training</li> <li>• Teaching and learning methods in vocational training: project-orientated learning; creating study islands</li> <li>• Foray: How and when do staff learn? Theoretical foundations of learning processes?</li> <li>• Models of staff development, needs analysis for staff development</li> <li>• Skills Management</li> <li>• Management Development; talent management</li> <li>• Training on-the-job / - off-the-job</li> <li>• Methods and instruments in staff development (from E-learning to coaching and team development)</li> <li>• International staff development</li> <li>• Management Control Systems and evaluation in staff development</li> <li>• Staff development and quality management.</li> </ul> <p><u>HRM2212:</u></p> <ul style="list-style-type: none"> <li>• Current theory and methods from the fields of employee and work psychology</li> <li>• OB as a scientific discipline</li> <li>• The relevance of OB for business practice</li> <li>• Human behaviour and its significance in organisations</li> <li>• Organisational theories</li> <li>• Types of organisational design</li> <li>• Foundations of personality psychology and the consequences for HRM</li> <li>• Foundations of group psychology</li> <li>• Motivation and theories of motivation</li> <li>• Organisation as a social system; Organisational culture and micro politics.</li> </ul>

Relation to other Modules	This module builds on the foundation laid by modules HRM1120 and HRM2110.
Reading List	<p>Latest editions: HRM2211:</p> <ul style="list-style-type: none"> <li>• Becker, M.: Lexikon der Personalentwicklung, Stuttgart.</li> <li>• Becker, M.: Personalentwicklung, Stuttgart.</li> <li>• Ebner, C.: Erfolgreich in den Arbeitsmarkt?: Die duale Berufsausbildung im internationalen Vergleich. Frankfurt am Main [u.a.]: Campus-Verl.</li> <li>• Kauffeld, S.: Nachhaltige Personalentwicklung und Weiterbildung: Betriebliche Seminare und Trainings entwickeln, Erfolge messen, Transfer sichern. Berlin, Heidelberg: Springer.</li> <li>• North, K./Reinhardt, K.: Kompetenzmanagement in der Praxis, Wiesbaden.</li> <li>• Rebmann, K., Tenfelde, W. &amp; Uhe, E.: Berufs- und Wirtschaftspädagogik: Eine Einführung in Strukturkonzepte. Berlin, Heidelberg: Springer.</li> <li>• Wegerich, C. (Hrsg.): Strategische Personalentwicklung in der Praxis, Weinheim.</li> </ul> <p>HRM2212 <b>Key Literature</b> Robbins, Stephen: Organisation der Unternehmung, München (Originalfassung: Organizational Behavior, New Jersey).</p> <p><b>Further Reading (excerpt)</b></p> <ul style="list-style-type: none"> <li>• Kauffeld, S.: Arbeits-, Organisations- und Personalpsychologie für Bachelor.</li> <li>• Nerdinger, F. W.: Grundlagen des Verhaltens in Organisationen, Stuttgart.</li> <li>• Neuberger, O.: Mikropolitik und Moral in Organisationen. Herausforderung der Ordnung, Stuttgart.</li> <li>• Scheyögg, J.: Organisation. Grundlagen moderner Organisationsgestaltung, Frankfurt.</li> <li>• Vahs, D.: Organisation, Stuttgart.</li> </ul>
Workload	HRM2211: 150 units workload HRM2212: 90 units workload
Further Details	This topic area covers many of the requirements of the Train the Trainer qualification (De: <i>Ausbildung der Ausbilder</i> )
Keywords	Berufsausbildung, Duales System, Personalentwicklung, Weiterbildung, Training, Evaluation, Management Development, Kompetenzmanagement, Talent Management, Evaluation, Personalpsychologie, Arbeitspsychologie, Führung, Organisations-theorien, Gruppenpsychologie
Last Updated	September 2016

## HRM2310: Methods and Instruments in Human Resource Management

Methods and Instruments in Human Resource Management	
Module Number	HRM2310
Semester	4
Level	Advanced
Credits	5
Weekly Contact Units	4
Frequency	Every semester
Related Modules	<ul style="list-style-type: none"> <li>- Information Systems in Human Resource Management (3 credits) (HRM2051)</li> <li>- HRM Workshops(2 credits, split between two of the workshop options) (HRM2315-HRM2324)</li> </ul>
Prerequisites	At least 50 credits from entry modules
Assessment	<ul style="list-style-type: none"> <li>- Information Systems in Human Resource Management: PLR</li> <li>- HRM Workshops: UPL</li> </ul>
Requirements for the awarding of credits	For each: Successful completion of assessment tasks
Contribution towards Final Grade	Credits gained from this module (3) contribute towards the final grade.
Planned Group Size	Information Systems in Human Resource Management: Max 50 HRM Workshops: Max. 12-50
Language of Instruction	German
Module Length	1 semester
Coordinator	Eireiner, Cathrin
Lecturer/s	Eireiner, Cathrin Gairing, Fritz  Fischer, Stephan
Subject Area	Human Resource Management
Applicability to other modules/ courses	None
Mode/s of teaching	Lectures with exercises, specifically seminars for behavioural tasks
Ziele	<p>Information Systems in Human Resource Management (HRM2051): By the end of this module, students should be able to navigate the SAP ERP programme, working on case studies and methods independently.</p> <p>Workshop: Running staff dialogues (HRM2322): By the end of this module, students should have the skills to systematically carry out the most common type of staff interviews, and should know the major types of management interview. These shall be practised and analysed in various constellations.</p>

	<p>Workshop: How to run a workshop (HRM2323): Students are able to efficiently chair meetings and workshops on work processes. They know relevant fundamental theory for their topic areas and have mastered the foundations of chairing in work situations.</p> <p>Workshop: Diagnostic Tests (HRM2315) Students know various diagnostic methods and how they are applied, for example within assessment centre testing. They are aware of important, basic methods for practically applying diagnostic tools in HR practice.</p> <p>Workshop: The Theory and Practice of Company Culture (HRM2324) Students are able to define the term <i>Company Culture</i> through various models and know various methods of measuring and changing a company culture.</p>
Content	<p>HRM2051:</p> <ul style="list-style-type: none"> <li>• Introduction to SAP ERP</li> <li>• Navigating the System</li> <li>• Human Capital Management Organisation Structures <ul style="list-style-type: none"> <li>○ HCM Basic Processes</li> <li>○ HCM Talent Management</li> <li>○ Strategic &amp; Analytical Reporting</li> <li>○ HCM Operational Excellence</li> </ul> </li> </ul> <p>HRM2322:</p> <ul style="list-style-type: none"> <li>• Foundations of interviewing <small>[L] [SEP]</small></li> <li>• Employee interviews <ul style="list-style-type: none"> <li>○ Selection Interview <small>[L] [SEP]</small></li> <li>○ Termination Interview <small>[L] [SEP]</small></li> <li>○ Resolving Conflict <small>[L] [SEP]</small></li> <li>○ Back to Work Interview <small>[L] [SEP]</small></li> </ul> </li> <li>• Management Interviews <ul style="list-style-type: none"> <li>○ Delegation and Goal Setting <small>[L] [SEP]</small></li> <li>○ Assessment <small>[L] [SEP]</small></li> <li>○ Criticism <small>[L] [SEP]</small></li> <li>○ Motivation <small>[L] [SEP]</small></li> <li>○ Giving feedback to superiors</li> </ul> </li> </ul> <p>HRM2323:</p> <ul style="list-style-type: none"> <li>• Recognising and guiding group processes</li> <li>• Dealing with Resistance</li> <li>• Methods for handling conflict</li> <li>• Types of intervention</li> <li>• Leading Dialogue</li> <li>• Visualisation Techniques</li> <li>• Methodical design of workshops and process-orientated meetings.</li> <li>• The role of the presenter and his understanding thereof</li> </ul> <p>HRM2315:</p> <p>This workshop introduces participants current diagnostic methods and how they are used in the context of e.g. assessment center testing. The focus of the workshop is firstly to introduce important foundational methods for the use of diagnostic tools in HR practice. Secondly, students shall have the opportunity to try</p>



	<p>out and critically reflect on the methods, making this workshop excellent preparation for their own participation in assessment centers.</p> <ul style="list-style-type: none"> <li>• Planning, carrying out and evaluating diagnostic selection tests in the context of assessment center testing.</li> <li>• Observing and evaluating diagnostic testing methods, assessing observations with the help of standardised documents.</li> <li>• Introduction to various diagnostic test methods: <ul style="list-style-type: none"> <li>○ Diagnostic testing: intelligence, creativity, personality and motivation</li> <li>○ Tasks for large and small groups</li> <li>○ Teamwork</li> <li>○ Computer aided strategy games</li> <li>○ Potential Analysis</li> </ul> </li> </ul> <p>HRM2324  „Culture Eats Strategy for Breakfast“ (Peter F. Drucker). A company’s culture is more important than its strategy, as this has a significant effect on whether or not strategy can be carried out successfully. However, what is company culture? How can you describe and define this term that it benefits practice? This course will look at the basic models used for defining, measuring and changing company culture, including the role played by intercultural issues and their effect on corporate culture. Against this backdrop, specific tools for measuring and changing culture will be tried out and evaluated for their practicability. It is planned to put the spotlight on the corporate cultures of various companies which you have experienced in the practical stages of your courses, as well as on Pforzheim University itself.</p>
Relation to other Modules	<p>“Informationssysteme in der Personalwirtschaft“ builds upon the module „Einführung in die Wirtschaftsinformatik“ (BIS1010).</p>
Reading List	<p>Latest editions:</p> <p>HRM2051:  Vorlesungs-Skript  Edinger, J.; Krämer, Ch.; Lübke,Ch.; Ringling, S. (2008): Personalwirtschaft mit SAP ERP HCM, Bonn: Galileo Press, ISBN 978-3-89842-865-1.  Edinger, J.; Junold, A.;Renneberg, K.-P. (2009): Praxishandbuch SAP-Personalwirtschaft, 2. aktualisierte und erweiterte Auflage, Bonn: Galileo Press, ISBN 978-3-8362-1312-7.</p> <p>HRM2322:  Mentzel, W.: Mitarbeitergespräche, Freiburg.</p> <p>HRM2323:  Hartmann, M./Rieger, M./Luoma, M.: Zielgerichtet moderieren. Weinheim.  Lipp,U./Will,H.: Das große Workshop-Buch. Weinheim.  Neuland, M/ Neuland,G.: Neuland-Moderation. Bonn.</p> <p>HRM2315:  Nerdinger, F., Blickle, G., Schaper, N.: Arbeits- und Organisationspsychologie, Springer: Berlin, Heidelberg.</p> <p>HRM2324  Cameron, K. S., Quinn, R. E.: Diagnosing and changing organizational culture, Jossey-Bass: San Francisco.  Schein, E. H.: Führung und Veränderungsmanagement, EHP:</p>

	Bergisch Gladbach.
Workload	Information Systems in Human Resource Management: 90 units workload.  Two workshops comprising 30 units apiece.
Sonstiges	The list of workshops offered is not definitive: Further or alternative topics may be offered.  Students need to successfully complete two workshops.
Keywords	Personalinformationssysteme, SAP ERP, SAP HCM, Gesprächsführung, Mitarbeitergespräche, Moderation, Workshop, Eignungsdiagnostik, Unternehmenskultur, Führung.
Last Updated	September 2016

## AQM2410: Research Methods in Human Resource Management

Research Methods in Human Resource Management	
Module Number	AQM2410
Semester	4
Level	Advanced
Credits	6
WEEKLY CONTACT UNITS	4
Frequency	Every semester
Related Modules	Quantitative Research Methods(AQM 2411) Qualitative Research Methods(HRM 2412)
Prerequisites	At least 50 credits from entry modules
Assessment type and length	PLR + PVL
Requirements for the awarding of credits	Successful completion of assessment and pre-assessment tasks
Contribution towards Final Grade	The credits gained from this module contribute towards the final grade
Planned Group Size	Max. 40 Students
Language of Instruction	German
Module Length	1 Semester
Coordinator	Fischer, Stephan
Lecturer/s	Kuhlenkasper, Torben Fischer, Stephan
Subject Area	Human Resources and Quantitative Methods
Applicability to other modules/ courses	None
Mode/s of teaching	Seminars
Ziele	<p><u>AQM2411:</u> By the end of this module, students</p> <ol style="list-style-type: none"> <li>1. are able to apply both basic and advanced statistical methods within HR Management;</li> <li>2. are able to choose and apply the most appropriate method from the variety on offer for a specific problem;</li> <li>3. understand possible application of and assumptions pertaining to various statistical methods;</li> <li>4. are able to relate a method to other qualitative research methods used alongside it;</li> <li>5. are able to confidently use the methods in SPSS software;</li> <li>6. are able to select and data from self-written surveys and evaluate these in context.</li> </ol> <p><u>HRM2412</u> <b>Students...</b></p> <ol style="list-style-type: none"> <li>1. have an understanding of empirical research</li> <li>2. are able to choose and correctly apply the most appropriate method from the variety on offer</li> <li>3. understand the potential applications and restrictions of various qualitative methods</li> </ol>

	<ol style="list-style-type: none"> <li>4. are able to evaluate and interpret selected data with an appropriate tool</li> <li>5. are able to relate a method to other quantitative research methods used alongside it</li> <li>6. are able to conduct a complete qualitative research project, using the methods necessary</li> </ol> <p>The purpose of this module is to deepen knowledge and to grow in methodical and communicative ability.</p>
Content	<p><u>AQM2411:</u></p> <ul style="list-style-type: none"> <li>• Introduction to empirical research</li> <li>• Basic terms and measures in statistical testing</li> <li>• Surveys as a data collection method</li> <li>• Introduction to SPSS with descriptive statistics</li> <li>• Sampling problems: nonparametric tests</li> <li>• Problems in paired two-sample t-tests</li> <li>• Problems in unpaired two-sample t-tests</li> <li>• Problems in unpaired c-sample tests</li> </ul> <p><u>HRM2412:</u>  <u>Introduction to empirical social research</u></p> <ul style="list-style-type: none"> <li>• <u>Theories in the Social Sciences</u></li> <li>• <u>Questions in the Social Sciences</u></li> <li>• <u>What is science?</u></li> <li>• <u>What are social sciences?</u></li> <li>• <u>Defining key terms</u></li> <li>• <u>Empirical scientific methods</u></li> <li>• <u>Methods in the Social Sciences</u></li> <li>• <u>Empirical tasks</u></li> </ul> <p><u>Qualitative Social Research</u></p> <ul style="list-style-type: none"> <li>• <u>Research Design</u></li> <li>• <u>Investigative Design</u></li> <li>• <u>Selection Methods in Qualitative Analysis</u></li> <li>• <u>Processing Methods</u></li> <li>• <u>Evaluation Methods</u></li> <li>• <u>MAXQDA</u></li> </ul> <p><u>Good Criteria in Qualitative Social Research</u></p> <ul style="list-style-type: none"> <li>•</li> </ul>
Relation to other Modules	<p>This module builds upon the modules Quantitative Methods I und II (AQM1100 bzw. AQM2100).</p>
Reading List	<p>Latest editions:  AQM2411:  <b>Key Literature:</b>  Handl, A. und Kuhlenkasper, T.: Schätzen und Testen.  Handl, A. und Kuhlenkasper, T.: Einführung in die Statistik mit R.  <b>Secondary Literature:</b>  Sedlmeir, P. und Renkewitz, F.: Research methods und Statistik in der Psychologie, Pearson Verlag.  Bortz, J und Schuster, C.: Statistik für Human- und Sozialwissenschaftler, Springer Verlag.  Bühner, M. und Ziegler, M.: Statistik für Psychologen und Sozialwissenschaftler, Pearson Verlag.  Backhaus et al.: Multivariate Analysemethoden, Springer Verlag.  Bühl, A.: SPSS 22 – Einführung in die moderne Datenanalyse, Pearson Verlag.</p>

	<p>HRM2412:</p> <p>Flick, U., von Kardorff, E. &amp; Steinke, I. (Hg.). <i>Qualitative Forschung. Ein Handbuch</i>. Rowohlt Taschenbuchverlag, Reinbek bei Hamburg.</p> <p>Lamnek, S. <i>Qualitative Sozialforschung</i>. Weinheim: Beltz Verlag.</p> <p>Mayring, P. <i>Qualitative Contentsanalyse Forum Qualitative Sozialforschung / Forum: Qualitative Social Research</i>, 1(2), Art. 20, <a href="http://nbn-resolving.de/urn:nbn:de:0114-fqs0002204">http://nbn-resolving.de/urn:nbn:de:0114-fqs0002204</a> [Zugriff: 02. Februar 2011].</p> <p>Mayring, P. <i>Einführung in die qualitative Sozialforschung</i>. Weinheim: Beltz Verlag.</p> <p>Mayring, P. <i>Qualitative Contentsanalyse: Grundlagen und Techniken</i>. Weinheim: Beltz Verlag.</p> <p>Krippendorff, K. Models of messages: three prototypes. In G. Gerbner, O.R. Holsti, K. Krippendorff, G.J. Paisly &amp; Ph.J. Stone (Hrsg.), <i>The analysis of communication content</i>. New York: Wiley.</p> <p>Przyborski, A. &amp; Wohlrab-Sahr, M. <i>Qualitative Sozialforschung. Ein Arbeitsbuch</i>. Oldenbourg Wissenschaftsverlag, München.</p>
Workload	2 x 90 units workload
Sonstiges	The subjects „Quantitative Research Methods“ und „Qualitative Research Methods“ form one assessment unit and are awarded a shared grade. Assessment consists of both a presentation and a research report to be handed in, and both cover content from both subject areas. Assessment tasks are to be done in groups.
Keywords	<p>Empirische Forschung im Überblick, Untersuchungsplan, Begriffsdefinition und Operationalisierung, Skalenniveau, Fragebogen, Variablen und Variablenkonstruktion, Stichprobe, statistische Auswertung und Interpretation, SPSS.</p> <p>Problemzentriertes Interview, Narratives Interview, Gruppendiskussion, teilnehmende Beobachtung, Transkription, Protokoll, gegenstandsbezogene Theoriebildung, phänomenologische Analyse, qualitative Contentsanalyse.</p>
Last Updated	September 2016

## HRM3110: Human Resource Management Electives

Human Resource Management Electives	
Module Number	HRM3110
Semester	6
Level	Vocational degree module
Credits	6
WEEKLY CONTACT UNITS	4
Frequency	Every semester
Related Modules	<p>Students needs to choose elective courses to the value of 6 credits. The University shall offer at least three such courses an, such as:</p> <ul style="list-style-type: none"> <li>• Leadership (3 Credits, in English) (HRM3101)</li> <li>• Industrial Constitution Law (3 Credits) (LAW3511)</li> <li>• Project Management Methods (3 Credits) (BIS2042)</li> <li>• International Human Resource Management (3 Credits, in English) (IBU3101)</li> <li>• Project Management Organization (3 Credits, in English) (BREM3117)</li> </ul> <p>(alternative courses may be offered)</p>
Prerequisites	At least 50 credits from entry modules
Assessment	<p>For each PLP / PLR / PLH / PLK – 60 Minutes  <u>Industrial Constitution Law</u>  <u>PLH/PLR/PLK – 60 minutes</u></p>
Requirements for the awarding of credits	<p>For each: Successful completion of assessment            6 credits need to be gained from elective courses.</p>
Contribution towards Final Grade	The credits gained from this module contribute towards the final grade
Planned Group Size	Max. 80 students
Language of Instruction	<p>German            Leadership und International Human Resource Management:            English</p>
Module Length	1 semester
Coordinator	Dean of Studies
Lecturer/s	Lecturers from various degree courses/ subject areas
Subject Area	Human Resources
Application to other degree courses	Some electives may also be taken by students from other degree courses.
Mode/s of teaching	Lectures with exercises
Aims	Elective modules are intended to enable students to focus on individual, degree-specific topics. The individual aims differ from elective to elective. (see current, relevant syllabus for further details)

	The purpose of this module is primarily to deepen and extend knowledge as well as to provide instrumental skills.
Content	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Industrial Constitution Law</li> <li>• Methods in Project Management</li> <li>• International Human Resource Management</li> <li>• alternative content possible</li> </ul>
Relation to other Modules	-
Reading List	Depends on elective chosen
Workload	<p>2 x 90 units workload</p> <p><u>Industrial Constitution Law</u> 150 units, comprising 60 units face to face contact and 90 units self study. ,</p>
Further Details	<p>This module or part thereof may can be taken as part of a semester abroad programme. The recognition of modules and classes depend on the focus of the degree course</p> <p>English-language teaching within this module is offered as part of the international study program. Credits gained are calculated according to the module's 18 credit system.</p>
Keywords	Mitarbeiterführung, Leadership, Führungsinstrumente, International HRM, Auslandsentsendung, kulturelle Unterschiede, Reintegration, Projektmanagement, Industrial Constitution Law.
Last Updated	September 2016

## HRM3210: Company Project

Company Project	
Module Number	HRM3210
Semester	6
Level	Vocational degree module
Credits	5
Weekly Contact Units	2
Frequency	Every semester
Related Modules	Firmenprojekt (HRM3211)
Prerequisites	At least 50 credits from entry modules
Assessment type and length	PLP/(PLH + PLR)
Requirements for the awarding of credits	Successful completion of assessment
Contribution towards Final Grade	The credits gained from this module contribute towards the final grade
Planned Group Size	Max. 30 Students
Language of Instruction	German
Module Length	1 Semester
Coordinator	Gairing, Fritz
Lecturer/s	Eireiner, Cathrin, Fischer, Stephan, Gairing, Fritz, , Schmitz, Anja, Schwaab, Markus-Oliver
Subject Area	Human Resources
Applicability to other modules/courses	None
Mode/s of teaching	Project work
Aims	<p>By the end of this module, students will have gained experience in devising, running and evaluating demanding projects in the HRM arena and have gained written and oral English language practice, including using HR terms.</p> <p>The purpose of this module is to deepen knowledge, but above all to enable students to gain in practical, methodic and communicative skills.</p>
Content	Independently taking on and carrying out a project in corporate HRM in close cooperating with a company; documenting the project in writing and presenting it.
Relation to other modules	This module builds upon the HRM modules offered in earlier semesters
Reading List	<p>Latest editions:</p> <p>Litke, H.-D./Kunow, I./Schulz-Wimmer, H.: Projektmanagement –</p>



	Best of, Freiburg. Content depends on the specific topics covered.
Workload	150 units workload.
Sonstiges	
Keywords	Personalmanagement, Projektmanagement, Reflexion, Controlling, Firmenprojekt, Praxissemester.
Last Updated	September 2016

## HRM3220: Strategic Human Resource Management

Strategic Human Resources Management	
Module Number	HRM3220
Semester	6
Level	Vocational degree module
Credits	6
Weekly Contact Units	4
Frequency	Every semester
Related Modules	<i>Projektseminar zum strategischen Personalmanagement</i> (strategic HRM project)(HRM3221)
Prerequisites	At least 50 credits from entry modules
Assessment type and length	PLP/(PLH + PLR)
Requirements for the awarding of credits	Successful completion of assessment
Contribution towards Final Grade	The credits gained from this module contribute towards the final grade
Planned Group Size	Max. 30 students
Language of Instruction	German
Module Length	1 Semester
Coordinator	Eireiner, Cathrin
Lecturer/s	Eireiner, Cathrin, Gairing, Fritz
Subject Area	Human Resources
Applicability to other modules/courses	None
Mode/s of teaching	Project work
Aims	<p>Participants are able to apply knowledge and skills from their Human Resource Management degree course to challenging issues in corporate practice in the form of a project.</p> <p>Students are aware of examples of good practice of how modern Human Resource Management can be set up to deal with important corporate challenges. They are able to analyse and evaluate the nuances of appropriate examples from business practice. They understand how to develop their own, nuanced approach to solving complex corporate issues.</p> <p>The purpose of this module is primarily to gain and refine practical, methodical and communicative skills.</p>
Content	Students shall work on current issues in Human Resource Management during these practical and theoretical seminars. Real life solutions applied by various companies will be analysed for their suitability and compared with another (e.g. through benchmarking). The focus is on being able to independently work

	<p>through problems and devise practical measures and tools</p> <p>The final presentation of the results of the project serves to act as a further platform to practise and increase presenting skills. At the same time, it enables a final, shared evaluation of the project work</p>
Relation to other modules	This module builds upon the HRM modules offered in earlier semesters
Reading List	<p>Litke, H.-D./Kunow, I./Schulz-Wimmer, H.: Projektmanagement – Best of, Freiburg.</p> <p>Content depends on the specific topics covered.</p>
Workload	180 units workload
Further Details	
Keywords	Strategisches Personalmanagement, Praxisprojekt, Projektmanagement.
Last Updated	September 2016

## HRM4020: Change Management / Organisational Development

Change Management / Organisation Development	
Module Number	HRM4020
Semester	7
Level	Vocational degree module
Credits	7
Weekly Contact Units	3
Frequency	Every semester
Related Modules	<i>Projektseminar: Change Management / Organisationsentwicklung</i> (Change Management/ Organisational Development)(HRM4021)
Prerequisites	Successful completion of entry modules
Assessment	PLP/(PLH + PLR)
Requirements for the awarding of credits	Successful completion of assessment
Contribution towards Final Grade	The credits gained from this module contribute towards the final grade
Planned Group Size	Max. 40 Students
Language of Instruction	German
Module Length	1 semester
Coordinator	Gairing, Fritz
Lecturer/s	Gairing, Fritz Schmitz, Anja
Subject Area	Human Resources
Applicability to other modules/ courses	None
Mode/s of teaching	Project work
Aims	<p>By the end of this module, students will have an overview of the foundational theory, current concepts and methods and tools of change management and organisational development. They will have gained a basic understanding of the principle of employee involvement and the sociopsychological dynamics of change processes. Students will be aware of the role of the personnel department in change processes and critically reflect on this. They will be able to comprehend the substance of the main consulting approaches used in change processes and be able to critically evaluate these.</p> <p>The purpose of this module is primarily to gain and refine practical, methodical and communicative skills.</p>
Content	Current theory and methods from the fields of change management and organisational development; analysing an organisation and formulating hypotheses; defining the scope of a consulting

	contract; the stages and form of a change process; methods of setting up employee involvement in change processes; sociopsychological dynamics in change management (CM)/ organisational development (OD): resistance, fear, energy; internal company culture in CM/OD ; Intervention options when designing holistic CM/OD processes; parties and their roles; skills required by OD/CM consultants .
Relation to other Modules	This module builds upon the HRM modules offered in earlier semesters.
Reading List	<p>Latest editions:</p> <p>Gairing, F.: Organisationsentwicklung als Lernprozess von Menschen und Systemen, Weinheim</p> <p>Andler, N.: Tools für Projektmanagement, Workshops und Consulting, Erlangen</p> <p>Doppler, K./Lauterburg, Ch.: Change Management. Frankfurt/New York</p> <p>Glatz, H./Graf-Götz, F.: Handbuch Organisation gestalten, Weinheim</p>
Workload	210 units workload.
Further Details	This module is offered in semester 7 within the first 6 or 7 weeks of lectures.
Keywords	Organisationsentwicklung, Change Management, Veränderungsprozesse, Organisationsberatung,
Last Updated	September 2016