HS PF

MODULE HANDBOOK SPO2019

COURSE OF STUDY FOCUS

BW/
HUMAN RESOURCES MANAGEMENT
B.Sc.

Status: July 2023

TABLE OF CONTENTS

List of abbreviations

CR	Credits according to the ECTS system
PLH	Examination based on term paper
PLK	Examination based on written exam
PLL	Examination based on laboratory work
PLM	Examination based on oral exam
PLP	Examination based on project work
PLR	Examination based on presentation
PLS	Examination based on research project
PLT	Examination based on written thesis
PVL	Prerequisite examination
PVL-BVP	Prerequisite examination for bachelor interim overall exam
PVL-BP	Prerequisite examination for final bachelor graduation
PVL-MP	Prerequisite examination for final master graduation
PVL-PLT	Prerequisite examination for registration for bachelor thesis
SWS	Contact hours per week
UPL	Non-graded examination (pass/fail only)
WPF	elective subject

Alignment matrix for teaching the competence goals according to KMK – "Human Resource Management"

Module	Knowledge and Understanding			Knowledge Application and Generation Skills		Communication and Collaboration Skills	Academic Integrity and Professionalism
	Knowledge Broadening	Knowledge Deepening	Knowledge Comprehension	Application and Transfer	Scientific Innovation		
HRM1130	x	x	x	x			
HRM2120	x	x	x	x			
LAW2400	x	x		x			
HRM2220	x	x		x		x	x
HRM2230		x	x	x		x	
AQM2410		x	x	x	x	x	
HRM2610		x	x	x		x	
HRM3110	x	x		x		x	x
HRM3400			x	x	x	x	
HRM4020	x		x	x		x	

Second stage of study - modules specific to the course of study

HRM1130: FOUNDATIONS OF HUMAN RESOURCE MANAGEMENT

Foundations of Human Resource Management	
Module ID	HRM1120
Semester	2
Credits	5
SWS	4
Frequency	Every semester
Associated courses	• Human Resources Management: Framework and Structures (HRM1211) • Workforce Conrolling and HR Marketing (HRM1212)
Prerequisites	None
Assessment Methods and duration	PLK - 60 minutes
Requirements for granting of credits	Passing the examination performance
Significance for the Final Grade	The module is weighted with its credits in the Bachelor final grade.
Planned group size	max. 40 students
Language	German
Module Duration	1 semester
Module Coordinator	Eireiner, Cathrin
Lecturer(s)	Eireiner, Cathrin Schwaab, Markus-Oliver
Subject area / course of study	Personal
Pedagogical Approach	Lecture with exercises
Applicability in other programs	None
Objectives	HRM1211 The students acquire basic knowledge of HR management, know the framework conditions and the central tasks of HR management, which are important for an operative but also for a strategic orientation of HR work, can (exemplarily) assess the effects of HR policy decisions under economic, legal and ethical aspects, can assess how the anchoring of the HR area in a customer-oriented organizational form has an effect. They will also gain an overview of the various HR processes. HRM1212 The students are familiar with approaches to personnel controlling and have become acquainted with various key figures and their interpretation. They know the principles of strategic and operative personnel planning and the relevant methods. Furthermore you know about

	the framework and key tasks of HR marketing and are familiar with the cornerstones of internal and external HR marketing, and are also familiar with the methods used to source, integrate and retain employees." The module thus primarily serves to broaden and deepen knowledge.
Content	HRM1211 • Order schemes of human resource management, • Personnel management customers • Discussion of social megatrends and their significance for modern human resources management • Organization of HR work: HR business business partner Modell, HR competency model, service delivery model, HR business partner, agile HR management • Social security law (if necessary with an external lecturer) • Occupational health management: occupational safety, occupational integration management, health promotion, work life balance • Personnel strategy and personnel policy • Cooperation with the company co-determination • Overview HR processes HRM1212 • Basics of personnel controlling • Strategic and operational personnel planning • Key figure-supported personnel management • Classification of personnel marketing and definition of terms • Starting points of personnel marketing • Internal vs. external recruitment • Determinants of employer attractiveness • Internal personnel marketing, employee retention • External personnel marketing • Approaches to increase employer attractiveness among potential employees • Instruments for targeted personnel recruitment
Relation to other modules	The module is the basis for all other course-specific modules in the degree program.
Workload	HRM1211: 60 time hours workload, HRM1212: 60 time hours workload.
Literature	Latest edition in each case HRM1211 Bartscher, T./Stöckl, J./Träger, T.: Personalmanagement, Munich. Scholz, C. (ed.): Vahlens Großes Personallexikon, Munich. Scholz, C.: Grundzüge des Personalmanagements, Munich. HRM1212 Bartscher, T. & Nissen R.: Personalmanagement, Munich.

	Kanning, U.: Personalmarketing, Employer Branding und Mitarbeiterbindung, Wiesbaden. Scholz, C.: Grundzüge des Personalmanagements, Munich. Spengler, T., Metzger, O. & Volkmer, T.: Moderne Personalplanung, Wiesbaden. Trost, A.: Employer Branding, Cologne.
Additional Remarks	-
Keywords	Framework conditions, structures, human resources management, service delivery model, human resources controlling, human resources planning, human resources marketing, human resources recruitment, human resources integration
Last edited	July 2019

HRM2120: PERSONNEL SELECTION AND HR SERVICES

Personnel Selection and HR Services	
Module ID	HRM2120
Semester	3
Credits	6
SWS	4
Frequency	Every semester
Associated courses	• Selection of Personnel (HRM2121) • Personnel Administration and HR Services (HRM2122)
Prerequisites	None
Assessment Methods and duration	PLK - 60 minutes
Requirements for granting of credits	Passing the examination performance
Significance for the Final Grade	The module is weighted with its credits in the Bachelor final grade.
Planned group size	max. 40 students
Language	German or English
Module Duration	1 semester
Module Coordinator	Fischer, Stephan
Lecturer(s)	Fischer, Stephan Schwaab, Markus Oliver
Subject area / course of study	Personal
Pedagogical Approach	Lecture with exercises
Applicability in other programs	None
Objectives	HRM2121 Students are familiar with the various methods of personnel selection and can evaluate them in terms of effort and benefit for practical application. HRM2122 Students are familiar with the essential elements of employee support and management of employee resources. They can classify these in the overall HR process and are familiar with relevant core elements of modern HR management. They are also familiar with the HR services and IT solutions relevant in this context. The module thus primarily serves to broaden and deepen knowledge.
Content	HRM2121 • Current theoretical and methodological concepts from the fields of personnel selection and aptitude diagnostics

	• Personnel selection as an interdisciplinary topic
	• Relevance of personnel selection for operational practice
	• The process of personnel selection
	• Quality criteria of personnel selection
	• Selection criteria (ability - willingness)
	• Requirement profiles as the basis for personnel selection
	• Methods of personnel selection
	• Biography-oriented methods of personnel selection
	• Interview process
	• Assessment Center Procedure
	• Tests in personnel selection
	• The work sample
	• Recent trends in personnel selection: From Recrutainment to Big Data
	• Expert opinion and feedback
	• External partners in personnel selection
	
	HRM2122:
	• Overall process of employee care
	• Personnel management customers
	• Working conditions at a glance
	• Integration of new employees
	• Employee Resource Management:
	  • Staff scheduling
	  • Functional resource management
	  • Working time arrangements
	  • Workplace design
	  • Flexibilization models
	• Health Management
	• End of employment and release of personnel
	• Digital support and control systems
	• Payroll

Relation to other modules	The module builds on the module HRM 1130. The module is the basis for all other course-specific modules in the degree program.
Workload	2x 90 time hours Workload.
Literature	Latest edition in each case HRM2121 **Basic literature** Nerdinger, F., Blickle, G., Schaper, N.: Arbeits- und Organisationspsychologie, Springer. **Further literature (excerpt)** • Hossiep, R., Mühlhaus, O.: Personnel selection and development with personality tests, Hogrefe-Verlag. • Konrad, U., Sarges, W.: E-Recruitment und E-Assessment: Rekrutierung, Auswahl und Beurteilung von Personal im Inter- und Intranet, Hogrefe-Verlag. • Lau, V.: Grundlagen der Eignungsdiagnostik, Steinbeis Edition. • Sarges, W.: Management-Diagnostik, Hogrefe-Verlag; • Schuler, H.: Psychological Personnel Selection: Einführung in die Berufseignungsdiagnostik, Verlag für Angewandte Psychologie. • Schuler, H.: Das Einstellungsinterview, Hogrefe-Verlag.

	• Schuler, H., Kanning, U.P.: Lehrbuch der Personalpsychologie, Hogrefe-Verlag. • Simon, W.: Personality models and personality tests: 15 personality models for personnel selection, personality development, training and coaching, Gabal. • Westhoff, K., et al.: Grundwissen für die berufsbezogene Eignungsbeurteilung nach DIN 33430, Pabst Science Publishers. HRM2122 Students will be given selected texts to read, especially for preparation and follow-up, and also with a view to the final exam. The following books are recommended for in-depth reading: • Bartscher, T., Nissen, R: Personalmanagement. Munich: Pearson. • Scholz, C.: Basic principles of personnel management. Munich: Vahlen. • Zölch, M., Oertig, M. & Calabrò V.: Flexible Workforce - Fit for the Challenges of the Modern World of Work? Bern: Haupt
Additional Remarks	The module constitutes a prerequisite examination for the thesis module THE4999.
Keywords	Assessment center, interview, multimodal interview, biographical interview, test procedure, online assessment, reliability, validity, objectivity, multimodality, competence and potential analysis, assessment center, interview, multimodal interview, biographical interview, test procedure, online assessment, reliability, validity, objectivity, multimodality, competence and potential analysis, working conditions, employee integration, personnel deployment planning, working time organization, working place organization, flexibilization, personnel release, personnel reduction, personnel administration
Last edited	November 2019

LAW2400: FOUNDATIONS OF LABOR LAW

Foundations of Labor Law	
Module ID	LAW2400
Semester	3
Credits	6
SWS	4
Frequency	Every semester
Associated courses	Foundations of Labor Law (LAW2401)
Prerequisites	None
Assessment Methods and duration	PLK – 90 minutes
Requirements for granting of credits	Passing the examination performance
Significance for the Final Grade	The module is weighted with ist credits in the Bachelor final grade.
Planned group size	max. 40
Language	German
Module Duration	1 semester
Module Coordinator	Lorinser, Barbara Thäle Brigitte
Lecturer(s)	Professors from the Business Law program
Subject area / course of study	Law
Applicability in other programs	None
Pedagogical Approach	Lecture with exercises
Objectives	Students have knowledge of European and German labor law; they are also able to apply the law in practice in order to deal with fundamental issues in the HR department. The focus is on individual labor law. Students will be able to apply analytical skills constructively and critically to problems. The module thus primarily serves to broaden and deepen knowledge as well as to acquire instrumental competence.
Content	Labor law aspects with regard to: • Planning of the employment relationship • Recruitment • Implementation of the employment relationship • Staff Release
Relation to other modules	Builds on the law courses taught in the first semester.

Literature	- Wörlen, R./Kokemoor, A.: Labor Law - Küfner-Schmitt, I.: Labor Law - Lorinser, B. Labor Law Practice - Senne, P.: Labor law - Dütz, W.: Labor law - Kolb, M. Human Resources Management - In each case in the most current edition -
Workload	180 hours, of which 60 hours are contact time and 120 hours are preparation and follow-up (self-study).
Additional Remarks	The module constitutes a prerequisite examination for the thesis module THE4999.
Keywords	Labor law, employment contract, employment relationship
Last edited	July 2019

HRM2220: LEADERSHIP AND ORGANIZATIONAL BEHAVIOR

Leadership and Organizational Behavior	
Module ID	HRM2220
Semester	4
Credits	6
SWS	4
Frequency	Every semester
Associated courses	- Organizational Behavior (HRM2222) - Leadership (HRM2221)
Prerequisites	-
Assessment Methods and duration	PLK- 90 minutes
Requirements for granting of credits	Passing the Exam Performance.
Significance for the Final Grade	The module is weighted with its credits in the Bachelor final grade.
Planned group size	max. 40 students
Language	English
Module Duration	1 semester
Module Coordinator	Schmitz, Anja
Lecturer(s)	Schmitz, Anja Eireiner, Cathrin
Subject area / course of study	Personal
Applicability in other programs	None
Pedagogical Approach	Lecture with exercise
Objectives	HRM2221 Students acquire basic knowledge of the tasks of managers and the process of leadership and, in preparation for the internship semester, basic knowledge of self-leadership and the role and responsibility of the person being led. They gain a broad knowledge of classic and current leadership theories and gain in-depth knowledge of specific leadership topics. You will practice and reflect on selected tasks in the field of leadership and reflect on leadership in analog and virtual contexts. In addition you will critically reflect on different leadership perspectives in national and international contexts. HRM2222 The students know the subject areas of Organizational Behavior, the scientific disciplines involved and the significance for practice. They will be able to describe and differentiate between the characteristics of essential approaches in organizational theory and will be familiar with different forms of organizational design. The students know the central "psychological schools" and their connection with organizational theoretical

	approaches and know central approaches of personality and their application in the context of management and HRM. They understand the process of perception and (digital) communication and their consequences in organizational practice. They know attitudes towards conflicts, can describe their emergence and possible escalation as well as possible solutions. Furthermore, the students know different types of groups and teams and their development process and can understand the work psychological background and the developments of the introduction of group work in industrial production. Students will be familiar with the concept of national culture and organizational culture and understand its relevance to business practice and know what micropolitics is and how it is expressed in organizations. The module serves to broaden and deepen knowledge, to acquire instrumental competence as well as communicative skills.
Content	HRM2221 • Self-lead • Tasks of the manager • Interplay between leadership and HR • Collaboration with managers/leaders • Classical leadership theories • Current leadership theories • Intercultural aspects of leadership • Leadership in a virtual context • Special topics: Diversity, Ethical leadership, … HRM2222 • Current theoretical and methodological concepts from the fields of personnel and industrial psychology • OB as a scientific discipline • Relevance of OB for operational practice • Human behavior and its importance in organizations • Organizational Theories • Organizational design, agile organization • Basics of personality psychology and the consequences for HRM • Basics of group psychology • Communication • Organization as a social system; organizational culture and micropolitics. • Diversity management
Relation to other modules	The module is the basis for all other course-specific modules in the degree program.
Literature	Latest edition in each case: HRM2221 **Basic literature** • Northouse, P. (2019). Leadership (8th ed.). Sage: Los Angeles. • Yukl, G. A. (2013). Leadership in organizations (8. ed., global ed.) Boston: Pearson. **Further reading** • DuBrin, A. J. (2016). Leadership. Research findings, practice, and skills (Eighth edition): Cengage Learning.

	- Nahavandi, A. (2015). The art and science of leadership (Always learning, Seventh Edition, Global Edition). Harlow, Essex, England: Pearson Education Limited. - Schein, E. H. & Schein, P. (2017). Organizational culture and leadership (5th edition). - In-depth literature and case studies will be provided as part of the lecture. HRM2222 **Basic literature** Robbins, S. P., Judge, T. & Campbell, T. T. (2017). Organizational behaviour (Second edition). Harlow, United Kingdom: FT Publishing International. **Further literature (excerpt)** - Kauffeld, S.: Industrial, organizational, and personnel psychology for undergraduates. - Nerdinger, F. W.: Grundlagen des Verhaltens in Organisationen, Stuttgart. - Neuberger, O.: Micropolitics and Morality in Organizations. The Challenge of Order, Stuttgart. - Scheyögg, J.: Organization. Grundlagen moderner Organisationsgestaltung, Frankfurt. - Vahs, D.: Organisation, Stuttgart.
Workload	HRM2221: 90 hours Workload HRM2222: 90 hours Workload
Additional Remarks	The module constitutes a prerequisite examination for the thesis module THE4999.
Keywords	Personnel psychology, industrial psychology, leadership, organizational theories, group psychology, employee management, leadership, leadership instruments
Last edited	July 2019

HRM2230: PERSONNEL DEVELOPMENT & MOTIVATION, COMPENSATION & INCENTIVES

Personnel Development & Motivation, Compensation & Incentives	
Module ID	HRM2230
Semester	4
Credits	6
SWS	4
Frequency	Every semester
Associated courses	• Human Resources Development / Vocational Training (HRM2211) • Compensation, Incentives and Motivation (HRM2231)
Prerequisites	None
Assessment Methods and duration	PLK - 90 minutes
Requirements for granting of credits	Passing the Exam Performance.
Significance for the Final Grade	The module is weighted with its credits in the Bachelor final grade.
Planned group size	max. 40 students
Language	German
Module Duration	1 semester
Module Coordinator	Fischer, Stephan
Lecturer(s)	Schmitz, Anja Fischer, Stephan
Subject area / course of study	Personal
Applicability in other programs	None
Pedagogical Approach	Lecture with exercises
Objectives	HRM2211 Students know the basics of the dual system of vocational education and can implement its principles in practice. They have an overview of the theoretical foundations of learning processes. They have a broad knowledge of personnel development including its methods and instruments (digital & analog). They can systematically and critically assess applications in PE practice. HRM2231 Students have a thorough knowledge of classical as well as modern motivation theories and the constructs of intrinsic and extrinsic motivation. They know the connection between motivation theories and company incentive and compensation systems. They have knowledge of classical and modern forms of compensation and the further development of existing compensation systems up to new pay approaches.

Content	**HRM2211** • Vocational training in the dual system • Legal framework; tasks and structures of in-company training • teaching/learning processes in vocational training; project learning; learning island concepts • Theoretical foundations of learning processes? • Models of personnel development; PE needs analysis • Competence management • Management Development; Talent Management • Training on-the-job / - off-the-job • Methods and instruments of personnel development (from e-learning to coaching and team development) • International personnel development • PE controlling and evaluation • PE and quality management. **HRM2231** • Motivation as the basis for incentive systems • classical and modern scientific motivation theories • Material and immaterial incentives • Benefit Management • Structure of compensation systems • Job evaluation systems as a basis for compensation • Wage forms at a glance: Time wages, piecework and premium wages, fringe benefits (company social benefits). • Compensation systems: ERA – „Entgeltrahmentrahmentarif", task- and target-oriented compensation, cafeteria systems and deferred compensation • performance-based compensation, strategy-based compensation and equity participation, compensation and flexible working time models, total compensation • Introduction of new compensation systems: principles for the design of compensation systems, as-is analysis, redesign and transitional arrangements • New Pay as a trend in the context of New Work
Relation to other modules	The module is the basis for all other course-specific modules in the degree program. The HRM1120 and HRM2120 modules form the basis for this module.
	Latest edition in each case **HRM2211** • Becker, M.: Lexikon der Personalentwicklung, Stuttgart. • Becker, M.: Personalentwicklung, Stuttgart. • Ebner, C.: Successful in the Labor Market?: Dual vocational training in international comparison. Frankfurt am Main [u.a.]: Campus-Verl. • Kauffeld, S.: Sustainable Personnel Development and Continuing Education: Developing company seminars and trainings, measuring success, ensuring transfer. Berlin, Heidelberg: Springer. • North, K./Reinhardt, K.: Kompetenzmanagement in der Praxis, Wiesbaden. • Rebmann, K., Tenfelde, W. & Uhe, E: Berufs- und Wirt-

Literature	schaftspädagogik: Eine Einführung in Strukturbegriffe. Berlin, Heidelberg: Springer. • Wegerich, C. (Ed.): Strategische Personalentwicklung in der Praxis, Weinheim. HRM2231 • Franke, S., Hornung, S., Nobile, N. (2019): New Pay - inkl. Arbeitshilfen online, Haufe Fachbuch. • Hohmann, S. (2015): The motivational power of material incentive systems. - Baden-Baden: Schaeffer Poeschel Verlag, In: *Zeitschrift Führung + Organisation. P. 111*, ISSN 0722-7485 • Redmann, B. (2019): Vergütungssysteme gestalten: agil, rechtssicher und nicht-monetär: Unternehmen stärken und Mitarbeiter binden, Haufe Fachbuch. • Schäffer, U. (2019): Do we really need bonuses?. - Wiesbaden: Springer Fachmedien Wiesbaden, In: Controlling & Management Review. (2019) PP. 3-3, ISSN 2195-8262. • Schlag, B. (2013): Motivation theories - a first orientation. - 4., rev. ed. a. upd. Aufl., Wiesbaden: Springer Fachmedien Wiesbaden. • Willenbacher, P. (2017): Die Gestaltung Unternehmerischer Anreizsysteme Aus Verhaltenswissenschaftlicher Perspektive. - Wiesbaden: Springer Gabler. in Springer Fachmedien Wiesbaden GmbH. • von Hülsen, H. (2019): Variable compensation on the retreat?. - Wiesbaden: Springer Fachmedien Wiesbaden, In: *Controlling & Management Review. (2019) PP. 8-17*, ISSN 2195-8262. • Vogelsang, T. (2019): Bonuses do not necessarily boost performance. - Wiesbaden: Springer Fachmedien Wiesbaden, In: *Controlling & Management Review. (2019) PP. 24-29*, ISSN 2195-8262.
Workload	HRM2211: 90 time hours Workload HRM2231: 90 hours Workload
Additional Remarks	The subject area of vocational training largely corresponds to the requirements of the AdA certificate (training of trainers) The module constitutes a prerequisite examination for the thesis module THE4999.
Keywords	Vocational training, dual system, human resources development, continuing education, training, evaluation, management development, competence management, talent management, evaluation. Motivation, compensation systems, incentive systems
Last edited	July 2019

AQM2410: RESEARCH METHODS & ANALYTIC IN HUMAN RESOURCE MANAGEMENT

Research Methods & Analytic in Human Resource Management	
Module ID	AQM2410
Semester	4
Credits	6
SWS	4
Frequency	Every semester
Associated courses	• Quantitaive Research Methods (AQM 2411) • Qualitative Research Methods (HRM 2412)
Prerequisites	None
Assessment Methods and duration	PLH + PLR
Requirements for granting of credits	Passing of the preliminary examination and the examination performance
Significance for the Final Grade	The module is weighted with its credits in the Bachelor final grade.
Planned group size	max. 40 students
Language	German or English
Module Duration	1 semester
Module Coordinator	Eireiner, Cathrin
Lecturer(s)	Kuhlenkasper, Torben
Subject area / course of study	Personnel and Quantitative Methods
Applicability in other programs	None
Pedagogical Approach	Seminar teaching
Objectives	AQM2411 Students will be able to apply both basic and advanced statistical methods in the context of human resource management and will be able to select the appropriate method from the variety of methods available and apply it to the specific problem at hand. They understand the possible applications and assumptions of various statistical methods and can establish references to the qualitative research methods taught in parallel. They will be able to apply the methods confidently in the SPSS software and will be able to collect data from self-created questionnaires and evaluate them depending on the context. HRM2412 Students have an understanding of empirical social research and can select the appropriate method from the variety of methods available and apply it correctly. They understand the possible applications and restrictions of various qualitative methods. The students can evaluate and interpret the collected data with an appropriate tool and can establish references to the quantitative research methods taught in parallel. They can carry out a

	qualitative research project from start to finish and use the necessary procedures The module thus primarily serves to deepen knowledge and to acquire instrumental competence as well as communicative skills.
Content	AQM2411 • Introduction & Empirical Research • Measurement & basic concepts of statistical tests • Survey as data collection • Introduction to SPSS with descriptive statistics • One-sample problem: nonparametric tests • Connected two sample problem • Unconnected two sample problem • Unrelated c-sampling problem HRM2412 Introduction to empirical social research • Theories of science • Science questions • What is science • What are applied sciences • Definition of the central terms • Scientific empirical approach • Methods of social science • Empirical steps • Qualitative social research • Research Design • Study Design • Survey method Qualitative analysis • Processing method • Evaluation procedure • MAXQDA • Quality Criteria of Qualitative Social Research
Relation to other modules	The module builds on the Quantitative Methods I and II modules (AQM1100 and AQM2100, respectively).
Literature	Latest edition in each case: AQM2411 Primary literature: Handl, A. and Kuhlenkasper, T.: Estimating and Testing. Handl, A. and Kuhlenkasper, T.: Introduction to Statistics with R. Secondary literature: Sedlmeir, P. and Renkewitz, F.: Research Methods and Statistics in Psychology, Pearson Verlag. Bortz, J and Schuster, C.: Statistics for Human and Social Scientists, Springer Verlag. Bühner, M. and Ziegler, M.: Statistics for Psychologists and Social Scientists, Pearson Verlag. Backhaus et al: Multivariate Analysemethoden, Springer Verlag. Bühl, A.: SPSS 22 - Introduction to modern data analysis, Pearson Verlag.

	HRM2412
	Flick, U., von Kardorff, E. & Steinke, I. (Eds.). *Qualitative research. A handbook*. Rowohlt Taschenbuchverlag, Reinbek bei Hamburg. Lamnek, S. *Qualitative social research*. Weinheim: Beltz Verlag. Mayring, P. *Qualitative Inhaltsanalyse Forum Qualitative Sozialforschung* / Forum: Qualitative Social Research, 1(2), art. 20, http://nbn-resolving.de/urn:nbn:de:0114-fqs0002204 [accessed February 02, 2011]. Mayring, P. *Introduction to qualitative social research*. Weinheim: Beltz Verlag. Mayring, P. *Qualitative content analysis: basics and techniques*. Weinheim: Beltz Verlag. Krippendorff, K. Models ofmessages: threeprototypes. In G. Gerbner, O.R. Holsti, K. Krippendorff, G.J. Paisly&Ph.J. Stone (Hrsg.), The *analysis of communication content. New York:* Wiley. Przyborski, A. & Wohlrab-Sahr, M. Qualitative *social research. A workbook*. Oldenbourg Wissenschaftsverlag, Munich.
Workload	2 x 90 time hours Workload
Additional Remarks	The subjects "Quantitative Research Methods" and "Qualitative Research Methods" form an examination unit and are assessed with an overall grade. The performance record consists on the one hand of a presentation and on the other hand of a research report to be submitted. The latter refers to the contents of both subjects. The examination performance is carried out as group work. The module constitutes a prerequisite examination for the thesis module THE4999.
Keywords	Empirical research at a glance, research plan, definition of terms and operationalization, scale level, questionnaire, variables and variable construction, sample, statistical analysis and interpretation, SPSS. Problem-centered interview, narrative interview, group discussion, participant observation, transcription, protocol, object-based theorizing, phenomenological analysis, qualitative content analysis.
Last edited	July 2019

HRM2610: PRACTICES IN HR

Practices in HR	
Module ID	HRM2610
Semester	Trainings: 4, 6, 7 Practical use cases of HRM: 6
Credits	Trainings: 3 Practical use cases of HRM: 2
SWS	Trainings: 3 Practical use cases of HRM: 1
Frequency	Every semester
Associated courses	Trainings (3 credits distributed among three of the trainings to be selected) (HRM2611, HRM2322, HRM2315, HRM 2323; HRM 2612-2614). Practical Use Cases of HRM (HRM3211)
Prerequisites	First stage of study completed
Assessment Methods and duration	Trainings: UPL Practical use cases of HRM: PLH/PLP+PLR
Requirements for granting of credits	Passing the respective examination performance
Significance for the Final Grade	The module is weighted with its credits in the Bachelor final grade.
Planned group size	Trainings max. 20 Practical use cases of HRM: max. 50
Language	Trainings: German or English Practical use cases of HRM: German
Module Duration	3 semesters
Module Coordinator	Eireiner, Cathrin
Lecturer(s)	Professors of the PM program/lecturers
Subject area / course of study	Personal
Applicability in other programs	-
Pedagogical Approach	Lecture with exercise or seminar-based instruction with behavioral exercises.
Objectives	**Trainings** **→ Focus individual** Leading Critical Conversations (HRM2611). Students will have the ability to systematically conduct the employee appraisals most commonly encountered in human resource management and will be familiar with the essential leadership discussions. These are practiced and evaluated in various constellations. Suitability Diagnostics (HRM2322) Students will be familiar with current aptitude diagnostic methods, such as those used in assessment centers. They know

	about important methodological principles for the practical use of diagnostic tools in HR activities. → -Focus groups Facilitation Techniques (HRM2323): The students are able to moderate work processes in meetings and workshops in a goal-oriented manner. They know the relevant topic-related theoretical foundations and master the basics of moderation as a working method. --> **Focus Organization** HR Information Systems (2612) Students will be able to navigate the SAP ERP system as HR software used in practice and work independently on processes and case studies. HRM in Non-Profit Organizations (HRM2613) Students learn about the differences of HRM in non-profit organizations compared to business enterprises. They are able to recognize the challenges and develop initial strategies and recommendations for action. HR Digital Day (HRM2326) In this workshop, students will get an in-depth, hands-on look at today's biggest technological developments, their impact on HR, and resulting challenges and opportunities. Psychological Aspects of HRM (HRM2614) The students know the relevant psychological theories and instruments for HRM and can assign these to the tasks and areas of activity of HRM. **Practical Use Cases of HRM (HRM3211)** Development of cases or real projects in the field of human resource management with possible involvement of an external project partner. The module thus serves to deepen knowledge, but above all to acquire instrumental and systemic competence as well as communicative skills.

Content	**Trainings**
	→ **Focus individual**
	Leading Critical Conversations (HRM2611).
	• Basics of conversation
	• Staff interviews
	    o Selection interview
	    o Termination interview
	    o Conflict Resolution
	    o Return interview
	
	    [SEP]
	• Leadership conversations
	    o Delegation and target agreement meeting
	    o Assessment interview
	    o Critique talk
	    o Motivational interview
	    o Supervisor feedback

Suitability Diagnostics (HRM2322)

The workshop enables participants to get to know current aptitude diagnostic methods as they can be used, for example, in the context of assessment centers. On the one hand, the focus is on conveying important methodological basics for the practical use of diagnostic tools in HR activities. On the other hand, the methods are "tried out" in a practice-oriented manner and critically reflected upon, which also makes the training a very good preparation for your own participation in assessment centers.

- Planning, implementation and evaluation of aptitude-diagnostic selection processes using the example of the "Assessment Center".
- Observation and assessment in aptitude-diagnostic processes, evaluation of observations using standardized observer records.
- Getting to know different diagnostic methods:
  - Diagnostic test procedures: Intelligence, creativity, personality, motivation
  - Small and large group exercises
  - Team exercises
  - Computer based business games
  - Potential diagnostics

→ -Focus groups
Moderation Techniques (HRM2323)
- Diagnosis and control of group processes
- Dealing with resistance
- Methods of conflict management
- Forms of intervention
- Conversational
- Visualization techniques
- Design competence for the methodical design of workshops and process-oriented work sessions
- Role and self-image of the moderator

--> Focus Organization
HR Information Systems (2612)
- Introduction to SAP ERP
- Navigation in the system
- Human Capital Management Organizational Structures
  - HCM basic processes
  - HCM Talent Management
  - Strategic, Analytical Reporting
  - HCM Operational Excellence

HRM in Non-Profit Organizations (HRM2613)
- General conditions, structures & special features (value orientation, voluntary work, ...)
- Personnel functions (personnel planning, management, ...)
- Challenges
- Strategies

HR Digital Day (HRM2326)
- practice-oriented overview of the currently most important technological developments

	• Impact of digital trends on HR • Challenges and opportunities of digital trends for HR • Elaboration of a vision for a revolutionary HR management of the future based on the design thinking method Psychological Aspects of HRM (HRM2614) • Psychological foundations of HRM • Corporate culture: approaches and strategies of implicit behavior control • Psychological concepts such as commitment, engagement, etc. • Systemic consulting for individuals and organizations Practical use cases of HRM • Development of cases or real projects from the field of human resource management with possible involvement of an external project partner.
Relation to other modules	Application of theoretically learned contents of lectures from the first and second stage of studies.
Literature	Latest edition in each case: **Trainings** **→ Focus individual** Leading Critical Conversations (HRM2611). Mentzel, W.: Mitarbeitergespräche, Freiburg. Suitability Diagnostics (HRM2322) Nerdinger, F., Blickle, G., Schaper, N.: Arbeits- und Organisationspsychologie, Springer: Berlin, Heidelberg. **→ Focus Group** Moderation Techniques (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. **→ Focus organization** HR Information Systems (2612) Edinger, J.; Krämer, Ch.; Lübke, Ch.; Ringling, S.: Personalwirtschaft mit SAP ERP HCM, Bonn, Galileo Press. Edinger, J.; Junold, A.; Renneberg, K.-P.: Praxishandbuch SAP-Personalwirtschaft, Bonn: Galileo Press. HRM in Non-Profit Organizations (HRM2613) Brewster, C., Cerin, J.-L.: HRM in Mission Driven Organizations: Managing People in the Not for Proft Sector. Palgrave macmillan, Reading/Paris. McCandless Baluch, A.: Human Resource Management in Nonprofit Organizations.Routledge, New York/London. Psychological Aspects of HRM (HRM2614) Werkmann-Karcher, B./Rietiker, J: Angewandte Psychologie für das Human Resource Management. Springer, Berlin/Heidelberg.

	<u>Practical use cases of HRM</u>
	Latest edition in each case:
	Litke, H.-D./Kunow, I./Schulz-Wimmer, H.: Projektmanagement - Best of, Freiburg.
	The content side depends on the particular topic
Workload	Trainings: 3 trainings á 30 time hours workload have to be attended.
	Practical use cases 60 time hours.
Additional Remarks	The trainings listed are not exhaustive, the program may offer additional / alternative trainings.
	Students must successfully complete three of the trainings offered.
Keywords	Interviewing, employee appraisals, moderation, workshop, aptitude diagnostics, corporate culture, leadership.
Last edited	July 2019

HRM3110: HUMAN RESOURCE MANAGEMENT: ELECTIVES

Human Resource Management: Electives	
Module ID	HRM3110
Semester	6
Credits	6
SWS	4
Frequency	Every semester
Associated courses	Subjects amounting to 6 credits must be selected from the elective courses. At least three courses are offered by the university, e.g. Interdisciplinary Studies (IDS3010) Works Constitution Law (LAW3511) Project Management Methods (BIS2042) Restructuring Processes (Mergers & Acquisitions) (HRM3114) Each with 3 credits (alternative offers possible)
Prerequisites	Successful completion of the first stage of study
Assessment Methods and duration	IDS3010: depending on the specific imputation LAW3511, BIS2042, HRM3114: PLH/PLR/PLK - 60 minutes
Requirements for granting of credits	In each case: Passing of the respective examination performances WPF offerings in the amount of 6 credits must be successfully completed
Significance for the Final Grade	The module is weighted with its credits in the Bachelor final grade.
Planned group size	max. 80 students
Language	IDS3010, HRM3114: German or English LAW3511, BIS2042: German
Module Duration	1 semester
Module Coordinator	Dean of Students on the Faculty Board
Lecturer(s)	Professors of different courses of study / subject areas
Subject area / course of study	Personal
Applicability in other programs	Individual WPF offerings can also be taken by other majors.
Pedagogical Approach	Lectures with exercises
Objectives	The WPF module is intended to offer students the possibility of an individual, course-related focus. The objectives differ depending on the WPF offered (see current syllabi) The module primarily serves to broaden and -deepen knowledge -and to acquire instrumental competence.
Content	• Employee management/leadership • Works Constitution Law

	• Project Management Methods International Human Resources Management • alternative contents possible
Relation to other modules	The module builds on the HRM modules of the previous semesters.
Literature	Depending on the selected WPF offer
Workload	2 x 90 time hours Workload Works Constitution Law 150 hours, including 60 hours of contact time and 90 hours of preparation and follow-up (self-study).
Additional Remarks	The module or an individual course of the module can also be completed as part of a semester abroad. Modules or courses related to the focus of the study program are eligible for recognition. English language offerings within the module are offered as part of the International Study Program. Credits earned will count toward the 18-credit requirement existing in the program. The elective courses, especially if they are offered in English by visiting professors, can be organized as fast-track courses with an examination well before the normal examination period.
Keywords	Employee management, leadership, management tools, international HRM, expatriation, cultural differences, reintegration, project management, works constitution law.
Last edited	March 2021

HRM3400: ADVANCED SEMINAR HRM

Advanced Seminar HRM	
Module ID	HRM3400
Semester	6
Credits	7
SWS	4
Frequency	Every semester
Associated courses	Advanced Seminar HRM (HRM3401)
Prerequisites	Successful completion of the first stage of study
Assessment Methods and duration	PLH/PLP+PLR
Requirements for granting of credits	Passing the examination performance
Significance for the Final Grade	The module is weighted with its credits in the Bachelor final grade.
Planned group size	max. 30 students
Language	German
Module Duration	1 semester
Module Coordinator	Eireiner, Cathrin
Lecturer(s)	Professors of the PM program/lecturers
Subject area / course of study	Personal
Applicability in other programs	None
Pedagogical Approach	Seminar with high discussion parts
Objectives	Participants apply the knowledge and skills previously acquired in their HR management studies in this seminar. The students deal with strategically relevant and current topics of the HR community, present them in the group and discuss their relevance. In addition, the module prepares students for the preparation of a scientific paper, in which they develop application-relevant questions on the respective topics. The module thus primarily serves to acquire and round off instrumental, systemic and communicative competencies.
Content	• Dealing with current issues from the field of human resources management • independent development of a scientific and at the same time application-relevant problem
Relation to other modules	The module builds on the HRM modules of the previous semesters.

Literature	The content depends on the topic
Workload	210 time hours Workload
Additional Remarks	-
Keywords	Strategic Human Resource Management
Last edited	July 2019

HRM4020: CHANGE MANAGEMENT / ORGANIZATIONAL DEVELOPMENT

Change Management / Organizational Development	
Module ID	HRM4020
Semester	7
Credits	7
SWS	3
Frequency	Every semester
Associated courses	Project Work: Change Management / Organizational Development (HRM4021)
Prerequisites	Successfully completed first stage of studies
Assessment Methods and duration	PLH/PLP+PLR
Requirements for granting of credits	Passing the examination performance
Significance for the Final Grade	The module is weighted with its credits in the Bachelor final grade.
Planned group size	max. 40 students
Language	German or English
Module Duration	1 semester
Module Coordinator	Schmitz, Anja
Lecturer(s)	Schmitz, Anja, professors of the PM program/lecturers
Subject area / course of study	Personal
Applicability in other programs	None
Pedagogical Approach	Project work
Objectives	Students will have an overview of the theoretical foundations, current concepts, methods and instruments of change management and organizational development. They have a basic understanding of the principle of employee participation and the socio-psychological dynamics of change processes. The students know the role of the human resources department in the context of change processes and are able to critically reflect on it. They are able to competently understand and critically evaluate the essential consulting approaches that are applied in the context of change processes. The module thus primarily serves to acquire and round off instrumental, systemic and communicative competencies.
Content	- Current theoretical and methodological concepts from the fields of change management and organizational development - Organizational diagnosis and hypothesis generation Mission clarification in consulting processes - Phases and architecture of change processes

	• Methodical design of employee participation in change processes • Social-psychological dynamics in the context of CM/OE: resistances, fears, energies. • Internal corporate communication in the context of CM/OE • Intervention tools in the design of holistic CM/OE processes. • Roles and actors • Competencies of OE/Change consultants
Relation to other modules	The module builds on the HRM modules of the previous semesters.
Literature	Latest edition in each case: Gairing, F.: Organizational Development as a Learning Process of People and Systems, Weinheim Andler, N.: Tools for Project Management, Workshops, and Consulting, Erlangen, Germany Doppler, K./Lauterburg, Ch.: Change Management. Frankfurt/New York Glatz, H./Graf-Götz, F.: Handbuch Organisation gestalten, Weinheim Lauer, T. (2014). Change management: fundamentals and success factors. Heidelberg: Springer. (ebook) Werther, S., & Jacobs, C. (2014). Organizational development - the joy of change. Berlin: Springer.
Workload	210 time hours Workload.
Additional Remarks	The module is offered in the 7th semester blocked within the first 6 or 7 weeks of lectures.
Keywords	Organizational development, change management, change processes, organizational consulting,
Last edited	July 2019