Introduction to New Work

Course Description

More and more companies leave their bureaucratic systems and hierarchical structures behind and adopt an agile style of work. Knowledge is both increasing and outdated at an increasing rate. Autonomy and creativity become of greater importance in more and more companies. Increasingly, processes and departments are set up according to agile principles. Work experiences an increasing dissolution of boundaries with both positive and negative effects. The question of how structures and corporate culture adapt better and faster to shorter innovation cycles and environmental changes affects all companies and their human resources management. It is more important than ever for knowledge and qualifications to be state of the art; consequently continuous learning needs to take a more prominent role in the work place. In the context of social and demographic change, work and organizations are moving further and further away from Taylorism and towards integral, evolutionary organizations whose work is characterized by self-management, a holistic view and meaningful tasks. This is accompanied by a change in orientation, away from bureaucracy towards democratic structures and empowerment. This course provides an introduction to the complex and contemporary theme of the new working world and work structure. Starting with a classification of the topic, we will define social megatrends as essential factors influencing human resource management and organization. Building on this, we will discuss the dipole of rigid and agile organizational structures and the resulting effects on leadership, personnel management and employees. Further, we will look at the concepts of cooperation and leadership during the implementation of new work structures and methods as well as necessary competencies. Competence development addresses how learning, attitudes and abilities are set to interact to provide companies with agile processes. Finally, we will critically reflect upon the new work concept, looking at advantages and disadvantages for those involved, predominantly in the context of legal and social conditions.

Contents

1. What is New Work?
   1. The World of Work of the Future
   2. Concept Development
   3. New Work as an Interdisciplinary Approach
2. Megatrends
   1. Globalization
   2. Digitalization and Connectivity
   3. Individualization and Changing Values
   4. Demographic Change and Diversity
3. Organization of New Work
   1. Fixed Organization Forms
   2. Agile Organization Forms
   3. Effects of Agile Organization Forms
4. Leadership and Cooperation in New Work
   1. Empowerment
   2. Leadership
   3. New Forms of Agile Cooperation
   4. New Frameworks, Methods and Tools for Cooperation
5. Competence Development

5.1 Competencies

1. Settings and Mindset
2. Continuous Learning
3. General Conditions and Criticism

6.1 General Conditions

1. Critical Classification of New Work