

## Introduction to New Work

Module Code: DLBNWENW\_E

|                                      |                                       |                          |                |                                  |
|--------------------------------------|---------------------------------------|--------------------------|----------------|----------------------------------|
| <b>Module Type</b><br>see curriculum | <b>Admission Requirements</b><br>none | <b>Study Level</b><br>BA | <b>CP</b><br>5 | <b>Student Workload</b><br>150 h |
|--------------------------------------|---------------------------------------|--------------------------|----------------|----------------------------------|

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| <b>Semester / Term</b><br>see curriculum | <b>Duration</b><br>Minimum<br>1 semester | <b>Regularly offered in</b><br>WiSe/SoSe | <b>Language of Instruction<br/>and Examination</b><br>English |
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### Module Coordinator

Prof. Dr. Michaela Moser (Introduction to New Work)

### Contributing Courses to Module

- Introduction to New Work (DLBNWENW01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Working World of the Future
- Concept Development
- New Work as an Interdisciplinary Approach
- Megatrends
- Effects of Agile Organization Forms
- Leadership and Cooperation in New Work
- Empowerment
- Competence Development
- General Conditions

**Learning Outcomes****Introduction to New Work**

On successful completion, students will be able to

- identify and understand the challenges of technological and societal change.
- transfer the emerging challenges to human resources management and the leadership culture in companies.
- understand the concepts of agile and fluid organizations and the resulting consequences.
- identify solutions for complex environmental factors on leadership and human resources management.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Human Resources

**Links to other Study Programs of the University**

All Bachelor Programs in the Human Resources field

## Introduction to New Work

Course Code: DLBNWENW01\_E

| Study Level | Language of Instruction and Examination | Contact Hours | CP | Admission Requirements |
|-------------|---|---------------|----|------------------------|
| BA          | English                                 |               | 5  | none                   |

### 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.

### Course Outcomes

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- identify solutions for complex environmental factors on leadership and human resources management.

**Contents**

1. What is New Work?
  - 1.1 The World of Work of the Future
  - 1.2 Concept Development
  - 1.3 New Work as an Interdisciplinary Approach
2. Megatrends
  - 2.1 Globalization
  - 2.2 Digitalization and Connectivity
  - 2.3 Individualization and Changing Values
  - 2.4 Demographic Change and Diversity
3. Organization of New Work
  - 3.1 Fixed Organization Forms
  - 3.2 Agile Organization Forms
  - 3.3 Effects of Agile Organization Forms
4. Leadership and Cooperation in New Work
  - 4.1 Empowerment
  - 4.2 Leadership
  - 4.3 New Forms of Agile Cooperation
  - 4.4 New Frameworks, Methods and Tools for Cooperation
5. Competence Development
  - 5.1 Competencies
  - 5.2 Settings and Mindset
  - 5.3 Continuous Learning
6. General Conditions and Criticism
  - 6.1 General Conditions
  - 6.2 Critical Classification of New Work

**Literature****Compulsory Reading****Further Reading**

- Bernstein, E. et al. (2016): Beyond the Holacracy Hype. Harvard Business Review, Harvard.
- Bergmann, F. (2019): New Work, New Culture: Work We Want and a Culture That Strengthens Us. Zero Books, Washington, S. 7–19.
- Carson, J. B./Tesluk, P. E./Marrone, J. A. (2007): Shared leadership in teams: An investigation of antecedent conditions and performance. In: Academy of management Journal, Journal 50 „Magazine 5, p. 1217–1234.
- Felin, T./Powell, T. C. (2016): Designing organizations for dynamic capabilities. In: California Management Review, Journal 58, Magazine 4, p. 78–96.
- Haapakangas, A. et al. (2018): Self-rated productivity and employee well-being in activity based offices: the role of environmental perceptions and workspace use. Building and Environment, Heft 145, S. 115–124.
- Maitland, A./Thomson, P. (2011): Future work: How businesses can adapt and thrive in the new world of work. Springer, Berlin.

**Study Format Distance Learning**

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| <b>Study Format</b><br>Distance Learning | <b>Course Type</b><br>Online Lecture |
|--|--------------------------------------|

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| <b>Information about the examination</b>  |  |
| <b>Examination Admission Requirements</b> | <b>BOLK:</b> yes<br><b>Course Evaluation:</b> no |
| <b>Type of Exam</b>                       | Exam   |

|                         |                      |                 |                  |                          |                    |
|-------------------------|----------------------|-----------------|------------------|--------------------------|--------------------|
| <b>Student Workload</b> |                      |                 |                  |                          |                    |
| <b>Self Study</b>       | <b>Contact Hours</b> | <b>Tutorial</b> | <b>Self Test</b> | <b>Independent Study</b> | <b>Hours Total</b> |
| 90 h                    | 0 h                  | 30 h            | 30 h             | 0 h                      | 150 h              |

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| <b>Instructional Methods</b>   |   |
| <input type="checkbox"/> Learning Sprints®<br><input checked="" type="checkbox"/> Course Book<br><input type="checkbox"/> Vodcast<br><input checked="" type="checkbox"/> Shortcast<br><input checked="" type="checkbox"/> Audio<br><input checked="" type="checkbox"/> Exam Template | <input type="checkbox"/> Review Book<br><input type="checkbox"/> Creative Lab<br><input type="checkbox"/> Guideline<br><input checked="" type="checkbox"/> Live Tutorium/Course Feed<br><input type="checkbox"/> Reader<br><input checked="" type="checkbox"/> Slides |