



**Institut für  
Arbeitswissenschaft**

**RUHR  
UNIVERSITÄT  
BOCHUM**

**RUB**

**Modulbeschreibung**  
für den Master of Arts Weiterbildungsstudiengang  
**Organizational Management**

<b>Group dynamics and team development with integrated (virtual) learning-laboratories</b>					
<b>Module-No./- Shortcut</b>	<b>Credits</b>	<b>Workload</b>	<b>Semester</b>	<b>Rotation</b>	<b>Duration</b>
	10 CP	300 h	3-6. Sem.	each term	1 Semester
<b>Courses</b>			<b>Contact time</b>	<b>Self-study</b>	<b>Group size</b>
			2 SWS	70 h	limited
<b>Language:</b> English					
<b>Participation requirements:</b> • -					
<b>Recommended prior knowledge:</b> • -					
<b>Learning outcomes</b>					
<ul style="list-style-type: none"> <li>• Exploration of group dynamics in an organizational context and team development measures</li> <li>• Gaining insights into the characteristics of teams and examination of group dynamic processes (motivation, cohesion, divergent roles in team configurations, heterogeneity and homogeneity of teams)</li> <li>• Addressing determinants of team success and performance in an organizational context</li> <li>• Building an awareness of specific group dynamics and group development processes, especially in start-up teams, R&amp;D teams, virtual teams.</li> <li>• Exploring processes of group dynamics and team development measures with the help of model learning within the "Collaboration Space" virtual learning laboratory</li> <li>• Identify problems and constraints that teams face, such as internal team conflicts, decision-making, divergent problem-solving understandings by examining organizational culture, team processes, and motivational factors</li> <li>• Study of various aspects of teamwork, including mechanisms of action and frameworks, effective leadership within groups, diversity management, teamwork, team diagnostics and team development.</li> <li>• Developing competencies on team level by elaborating an own team development concept based on theoretical knowledge and impulses from the simulation lab.</li> </ul>					
<b>After successful completion of the module</b>					
<p>Student groups apply their theoretical knowledge through field observations with a team in the real world of work within the virtual Collaboration Space. Teams from the working world first run through the simulation lab and afterwards reflective debriefings are carried out with the team based on initial observations. An individual team building intervention in the form of a coaching session is elaborated based on competency surveys and analysis for the team on a micro-section of team dynamics and team interaction by the student groups. Following the coaching and student intervention, the team runs through the Collaboration Space on site again with subsequent reflection and output measurement to secure the results of the intervention.</p>					
<b>Content</b>					
<p>Teams as the smallest unit of organizations are the key factor of successful cooperation and the overall competitiveness of companies. Successful cooperation within teams is therefore decisive for the success of entire companies on an organizational level and also determines the job satisfaction and commitment of individual employees.</p> <p>Consequently, this module is aimed at those students interested in actively engaging with interaction</p>					

processes within teamwork in an organizational context.

Given the increasing shift in emphasis from individual working towards groups and team-oriented forms of working, this seminar will foster the necessary sensitivity to understand and evaluate characteristics as well as dynamics within success-critical, group-internal interactions with the aim of independently bringing together team development concepts by combining theoretical knowledge and practical impulses from the learning lab.

Drawing on theoretical concepts such as the extended Tuckman model of group development, the need for teamwork and diverse forms of organizational groups (founding teams, R&D teams, virtual teams) are explored. The objective here is to achieve an awareness of specific forms of group dynamics and group development processes.

By examining team role approaches, team leadership and leadership of self-regulated teams, as well as the input-output model of teamwork, a basis is set to understand group dynamics in more depth.

In the theoretical examination of group processes, group dynamic work forms and principles as well as designs, conducive and restrictive factors for the ability of groups to perform tasks are discovered.

Alongside the development of theoretical knowledge based on knowledge of influential factors and framework conditions of team designs as well as intervention possibilities through team development measures, there is also the practical application of the acquired knowledge. For this purpose, the Chair of Work, Human Resources and Leadership of the Institute of Work Science (IAW) developed the virtual simulation lab "Collaboration Space" in summer 2020. The digitally operated simulation lab, based on Escape Rooms, incorporates collaborative problem-solving scenarios, offering the basis for different approaches of team development and the observability of team dynamics within work processes. With the help of simulation scenarios, the learning lab enables participants to experience collaboration as a meta-competence on both the individual and team level, while also facilitating external observations and further in-depth analyses.

#### **Teaching forms**

Self-study, exchange and cooperation with lecturers, as well as with actors external to the university for analyses, reflection units, solution-oriented work in small groups, practical exercises, presentations

#### **Forms of examination**

- The final module exam includes a graded final presentation by means of an intervention/coaching through examination of concrete team development measures.
- Furthermore, the participation at a practice week of another IAW Module (e.g. for the Summer term 22: "Management des Digitalen Wandels" (27.-30.06.2022) is mandatory.

#### **Prerequisites for the award of credit points**

- *Regular participation*
- *Successful coaching session within the group*
- *Successful final presentation and participation in the practical week*

#### **Use of the module**

#### **Value of the grade for the final grade**

#### **Module representative and full-time lecturer**

M.Sc. Murat Keskin

#### **Other information**