

Decision and Management Project

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1. The Big Idea

In the course project covering Decision & Management students are working on different projects dealing with the organizational, behavioral and intercultural issues concerning web based organizations and strategic networks. Relevant perspectives are defined by the courses "Organizational Behavior", "Intercultural Management", "Web Based Marketing" and "Characterizing Future User Behavior on the Web".

The projects will focus on the fact that traditional approaches of decision making and management need to be modified. The difference between traditional and modern approaches will be carved out and the importance of decision making, communication, leadership, trust and organizational politics in modern organizations will be highlighted.

The projects integrate the key course topics of this module that will provide the students with a solid foundation of knowledge and analytical skills to make better management decisions in both intercultural and web-based business transactions. The essential focusings are virtual, cosmopolitan teams and the impacts of Web Megatrends like Cloud Computing, Internet of Things, Agile IT and Big Data on organization and business models. Moreover, this course analyses how to organise and how to manage knowledge work. Another discussions are about design thinking in management and about Collaborative Systems in society and enterprises. Furthermore, modern marketing and innovation organizations are analysed. Last not least there is a focus on Happiness Research and motivation systems.

2. Intended Learning Outcomes

1. The students will develop a basic understanding for crucial aspects of organizational behavior and communication in virtual organizations and networks. In the context of specific projects, they are able to identify different organizational options and to assess their risks and chances.
2. The students get an integrated knowledge of leadership theory for modern organizations and will be able to discuss the suitability of cross-cultural leadership in terms of efficiency and effectivity. They can correctly use different intercultural behavior frames of reference to diagnose individual and group situations in the international context.
3. The students will understand the prerequisites for decision making in modern teams, virtual organizations and strategic networks. They will assess the modern concepts of interaction within and between firms.
4. The students will be able to manage the effects resulting from the web megatrends like Cloud Computing, Internet of Things, Agile IT and Big Data.
5. The students will know how to manage and organize knowledge work.
6. The students will be able to apply the principles and measurements of modern innovation systems and marketing organizations.

3. Structure of the Course

The students are asked to focus on specific issues concerning organizational behavior and decision making in modern (virtual and/or cross-cultural) teams and organizations. Eight different topics will be offered as project work:

1. Building Modern Teams:

Group decision making models will offer greater relevance for modern organizations and networks. The limits of rational models of decision making - which dominate the management literature - will be replaced by action and interaction models. The chances, limits & critical success factors will be analysed. The students also work out types and framework of virtual and self-managed teams. As far as the organization in international markets is concerned, companies have to practice cross-cultural management not only in order to adapt their products and strategies to the respective target markets but also to integrate staff from different cultural backgrounds. In specific projects the students will develop adequate cross-cultural management concepts for different international firms.

2. Managing the Web Megatrends:

The web megatrends like Big Data, Internet of Things, Cloud Computing and Agile IT have to be managed and organized. The students will carve out the main ideas, the insights and conditions and the risks of these web megatrends for firms and the business models.

3. Organizing & Management of Knowledge Work:

A worsening shortage of high-skill knowledge workers is one of the biggest challenges facing organizations in the western countries ("War of Talents"). These talented high potentials are companies' most valuable assets. This is why it is so important to recruit, to engage bind and develop these knowledge workers. The students find out crucial approaches of managing, organizing and leading knowledge work.

4. Design Thinking Management:

The design of products and services is a critical component of business competitiveness. Beyond product and service design, however, design thinking —approaching management problems as designers' approach design problems—may have important implications for management, an emerging prospect that has begun to gain recognition in both academic literature and the business press. The same occurred to an important principle of design: Simplicity. The students explain the strategy of simplicity as well as design thinking ideas for the management.

5. Collaborative Leadership:

The Collaborative Commons is already profoundly impacting economic life. Markets are beginning to give way to networks, ownership is becoming less important than access. The pursuit of self-interest is being tempered by the pull of collaborative interest. Also in the professional life collaboration takes an important role: Collaboration is a working practice whereby individuals work together to a common purpose to achieve business benefit. The students explore the basic idea and the central approaches resp. platforms of the Sharing Economy. Further on they explain the benefits and the problems of the collaborative enterprise.

6. Innovation Management:

One impact of globalization and technological development are fast-changing competitive positions are relentless innovations. Since the boundaries between a firm and its environment have become more permeable, innovations can easily transfer inward and outward. In a world of widely distributed knowledge, companies cannot afford to rely entirely on their own research, but should instead buy or license processes or inventions (i.e. patents) from other companies. 'Open Innovation' is a paradigm that assumes that firms can and should use external ideas as well as internal ideas, and internal and external paths to market, as the firms look to advance their technology. The students work out essential innovation systems in a hypercompetitive environment.

7. Modern Marketing:

In the past decade, what marketers do to engage customers has changed almost beyond recognition. With the possible exception of information technology, we can't think of another discipline that has evolved so quickly. Tools and strategies that were cutting-

edge just a few years ago are fast becoming obsolete, and new approaches are appearing every day. The student focus on modern marketing organization, Social Media Marketing as well as on digital platform business.

8. Happiness & Motivation:

One paradigm shift in Economics is the concentration on happiness rather than growth or welfare. This is related to a bigger focus of nonmonetary targets for employees. The student presents some essential insights at happiness research. They discuss the effects to motivation by not peculiar factors and gamification.

4. Didactic Concept, Schedule and Assignments

The course concept contains presentations from the students and online discussions audits. Topics of the introductory lesson are the foundations and different themes of modern organizations and management approaches. These themes include the science of virtual and self-managed teams, managing cloud computing and internet of things, agile IT, organizing knowledge work, simplifying strategies, design thinking, collaborative enterprises, open innovation, innovation management, modern marketing approaches like customer journeys, social media management, digital platform business, motivation concepts and gamification. Each student chooses one theme with regard to decision and management focus. The project comprises bringing together different perspectives on a special theme. For this reason, each student has to use at least two different focusses (and publications). The students present their project in the online sessions. All the projects will be discussed by all the other students. By discussing the status of other projects the students learn from each other. The students get a grade for the projects.

5. Themes & Projects

The following themes can be selected:

1st Building Modern Teams

- 1.1 Modern Teams: Chances, Limits & Critical Success Factors
- 1.2 Virtual / Self-Managing Teams: Types & Framework
- 1.3 Cosmopolitan / Intercultural Teams: Main Ideas & Conditions

2nd Managing the Web Megatrends

- 2.1 Managing the Cloud: Benefits, Risks & Success Factors
- 2.2 Internet of Things: Managing and Transformation
- 2.3 Agile IT: Main Ideas & Conditions
- 2.4 Big Data: Model & Insights
- 2.5 Artificial Intelligence for Companies

3rd Organizing & Management of Knowledge Work

- 3.1 Knowledge Work Management
- 3.2 Organizing Decision Making
- 3.3 Knowledge Work Leadership = Modern (Conversational) Leadership

4th Design Thinking Management

- 4.1 The Strategy of Simplifying
- 4.2 Design Thinking in Management

5th Collaborative Leadership

- 5.1 Sharing Economy: Basic Idea & Approaches
- 5.2 The Collaborative Enterprise: How to build and to lead collaborative
- 5.3 Problems of Collaboration in the Company

6th Innovation Management

- 6.1 Business Model Innovation
- 6.2 Open Innovation
- 6.3 Innovation & Organization
- 6.4 Disruptive Innovation
- 6.5 Start-Up

7th Modern Marketing

- 7.1 Modern Marketing Approaches
- 7.2 Social Media Marketing
- 7.3 Digital Platform Business
- 7.4 Customer Relationship

8th Happiness & Motivation

- 8.1 Happiness Research: Basics
- 8.2 Motivation & Gamification

6. Examination

The written project presentation serves as the base for the grade.

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