

**BAE 4193 – Process-Based Management / Future of Management, 2 SWS** (semester weekly hours), 3 Credits

**Language:** English

**Level:** successful completion of study program in semesters 1-4.

**Schedule:**

For more information: see LSF/ E-Learning-Course

Alternatively - depending on the development of Covid 19 – in the virtual lecture room

<https://alfaview.com/join/alfaview-technik/d1b31893-cae0-4c8d-89ab-60beae15a5c7/003ec2ab-c5b8-4370-a525-571d9222b0f4>)

Further details will be announced via moodle.

**Lecturer:** Prof. Dr. Ansgar Kühn

Office: T1.5.23

curriculum: tue. 3:30 – 5:00 p.m.  
changes may occur  
please check available time slots  
& register using the QR-code



Profile: <https://www.hs-pforzheim.de/profile/ansgarkuehn/>

I care about your learning, helping you is important to me. If you are having a problem/question with some aspect of the course, do not hesitate to send an email. I will respond quickly and if it is necessary, we can make an appointment.

**Overview:**

This course is part of the concentration “business process management” but can equally be chosen as elective.

The dominant topics of this course are

- a) which upcoming trends and circumstances as well as (disruptive) transformations will organizations have to face and
- b) Which organizational and managerial approaches and concepts can help to deal with future challenges?

**Prerequisites:**

You should have a good understanding of organizations and commonly known managerial and organizational concepts. The course is taught in English and comprises student presentations and intense discussions – therefore good English skills – oral and written – are required – minimum requirement is B2-level

Furthermore, an open mindset, disposition towards English language texts and activities and the ability and willingness to actively participate and contribute in discussions is required.

**Learning objectives and outcomes:**

After completing this course, you

- will be aware of current and upcoming challenges
- can understand and point out implications for management and organizations
- and will know new concepts and approaches on how
  - management can adopt to these changes
  - organizations can/need to change
- will know how which methods can be applied to transform organizations
- have good foundations to design and (re)organize companies to stay competitive

**Course topics:**

- Structure and organization of companies
- Change management
- Organizational development
- Agile management/organizations

**Teaching and learning approach:**

Teaching is interactive with supplementary textbooks. For a good learning outcome, you are required to read the learning material during the semester, prepare presentations and summarize essentials. The outcome of your learning and open questions continuously and in exchange with others.

**Course material:**

Material/literature will be specified during the course

**Assessment:**

The nature of this seminar requires student presence in all sessions including a sound preparation and active contribution to the course. (50% of the grade)

Furthermore, student (group) assignments on agreed topics will represent another 50% of the assessment. Here, quality of written material as well as proficiency during oral presentation will be taken into consideration.

**Grading scale:** (see SPO, allg. Teil, Neufassung vom 01.09.06, p. 20):

- 1 = excellent (pass grade) = outstanding work;
- 2 = good (pass grade) = work which is far above average
- 3 = satisfactory (pass grade) = average work;
- 4 = sufficient (pass grade) = work with shortcomings which still meets requirements
- 5 = insufficient (fail grade) = work with severe shortcomings, does not meet requirements

Ggf. individuelle Benotungszusammensetzung erläutern, z. B.:

Active preparation & contribution during course	50 %
Individual/Group assignment & Presentation	50 %

**Contribution to program goals:****BACHELOR**

	<b>Learning Objective</b>	<b>Contribution</b>
1.1	Students demonstrate key knowledge in Technical Basics.	
1.2	Students demonstrate key knowledge in Mechanical Engineering.	
1.3	Students demonstrate key knowledge in Business Administration.	
1.4	Students demonstrate key knowledge in Economics.	
1.5	Students demonstrate key knowledge in Mathematics.	
1.6	Students demonstrate key knowledge in Quantitative Methods.	
1.7	Students demonstrate key knowledge in Computer Science.	
2.1	Students demonstrate proficiency in using current computer programs to solve business and technical problems.	
2.2	Students demonstrate the ability to use information systems effectively in real world business settings.	
3.	Students are able to apply analytical and critical thinking skills to complex problems.	Students are to understand and use a field of science focused on understanding and managing organizational change and as a field of scientific study and inquiry. It is interdisciplinary in nature
4.	Students are able to develop business ethics-based strategies and are able to apply them to typical business decision-making problems.	
5.1	Students demonstrate their ability to express complex issues in writing.	
5.2	Students demonstrate their oral communication skills in presentations and lectures.	
6.	Students show that they are able to work successfully in a team by performing practical tasks.	
7.	Students demonstrate their ability to develop and present complex interdisciplinary solutions by means of an application oriented assignment.(GM)	
7.	For specific cases, students demonstrate their ability to understand and design cross-functional as well as cross-company business processes in a global context. (GPM)	
7.	Students show that they are able to apply their cross-cultural skills in specific situations.(IM)	
7.1	Students are able to explain interdisciplinary terms on the basis of complex problems safely and competently. (WI)	
7.2	To solve strategic and operational problems, the students are able to use the necessary methods combined and apply them to the problem.(WI)	
7.3	Students demonstrate their ability to develop and present complex interdisciplinary solutions by means of an application oriented assignment. (WI)	
7.1	Students show that they have relevant knowledge and methodological expertise in international management and engineering. (WI Int.) (changed in 2017)	
7.2	Students have the ability for analytical and critical reflection and for developing solutions for problems in international management in engineering. (WI Int.) (changed in 2017)	
7.3	Students show that they are able to apply their competencies of international management in engineering in practical cases.(WI Int.) (changed in 2017)	

**Behavioural codex / behavioural rules:**

You are encouraged to discuss the course, including issues raised by the assignments. However, the solutions to assignments should be individual original work unless otherwise specified. If an assignment makes you realize you don't understand the material, ask a fellow student a question designed to improve your understanding, not one designed to get the assignment done. To do otherwise is to cheat out of understanding, as well as to be intolerably dishonourable.

Furthermore, compliance of academic standards is a must.

**My teaching philosophy:**

I will do anything to help you learn the subject as well as its real world implications. If you have problems or questions, please speak up in class. If you do not want to ask in class, please e-mail or see me at my office. If you have problems with your progress in the course or with a teammate or your group please see me as early as possible. The longer you wait the fewer options I will have to help you. I really want you to graduate, but you must earn it!