

Group dynamics and team development with integrated learning-laboratories					
Gruppendynamik und Teamentwicklung mit integrierten Lern-Laboren					
Module no. 074335	Credits 5 CP	Workload 150 h	Semester 1 st to 3 rd semester	Frequency Every semester	Duration 1 semester
Courses a) Interactive seminar sessions b) Practical exercises			Kontaktzeit 2 SWS 2 SWS	Selbststudium 105 h	Group size 30/60
Language Englisch			Requirements Completed bachelor's degree		
Registration Course registration is completed by email to the module lecturer (or coordinator). Registration for the examination must be completed via FlexNow within the deadlines announced by the Examination Office. Faculty-specific registration procedures may apply depending on the student's degree programme.					

Vertiefungen / Einordnungen			
Studiengang Economic Policy Consulting MSc.			
	Pflichtmodul (20 ECTS)		Environmental, Resource and Energy Economics Wahlmodul
	Quantitative Methods		Microeconomic Theory and Applications
	Regional, International and Development Economics	X	Wahlmodul

Management and Economics MSc.			
	Accounting & Auditing		Produktionswirtschaft
X	Entrepreneurship, Innovation & Transformation		Development Economics
	Banking & Finance		Statistics & Econometrics
	Governance Systeme		National Security Economics
	Betriebswirtschaftliche Steuerlehre		Theoretical & Applied Microeconomics
	International Finance		Energie- & Umweltökonomik
	Controlling		General Economics
	Sales & Innovation		
	Data Science & Quantitative Analysis		

Finance, Accounting, Auditing, Controlling, & Taxation MSc.			
	Pflichtmodul (25 ECTS)		Finance
	Accounting		Auditing
	Controlling		Taxation
	Wahlpflichtmodul (20 ECTS)		Wahlmodul (max. 15)

Sales Management MSc.

	Pflichtmodul (45 ECTS)	X	Wahlmodul (max. 20 ECTS)
	Wahlpflichtmodul (min. 15 ECTS)		

Economics MSc.			
	Kern-Modul (30 ECTS)		Wahlbereich Economics (min. 75 ECTS)
	International Economics and Finance	X	Wahlbereich Management (max. 15 ECTS)
	Economic Policy		

Management MSc.			
	Accounting, Finance, Taxation	X	Wahlbereich Management (min. 60 ECTS)
	Operations and Service Management		Wahlbereich Economics (max. 30 ECTS)
	Marketing		

Learning outcomes

Students should achieve the following learning outcomes:

- Students know success-critical processes and factors of teams in an organizational context, e.g. they have gained knowledge about group dynamics, group development processes as well as team development measures in an organizational context and know key determinants of team success and performance.
- Students can identify problems and constraints of real teams such as internal team conflicts, divergent problem-solving or ineffective decision-making by examining and understanding team processes based on their theoretical knowledge.
- Students have developed own team competencies by experiencing and reflecting their individual and group-level behavior within simulation laboratories and a group project.
- Students are prepared to apply their knowledge in an organizational context, e.g. developing team development interventions for actual work teams.

Content

This module is designed for students who wish to engage actively with interaction processes in organizational teamwork and with the related assessment and development of team competencies. As work and organizational structures increasingly shift from individual work towards team-based forms of collaboration, the seminar develops students' ability to understand and evaluate the characteristics and dynamics of critical within-team interactions. The objective is to enable students to independently design team development concepts by integrating theoretical knowledge with practical experience. The module follows a two-part structure comprising: (a) the development of theoretical foundations and (b) experiential learning and practical application.

The theory-oriented part of the module aims to develop an understanding of groups and teams, as well as specific forms of group dynamics and group development processes. Theoretical concepts such as input-process-output models of teamwork, team leadership and the leadership of self-managing teams, team role approaches, and current topics such as virtual teams and human-AI teaming are discussed. These concepts provide the foundation for a more in-depth understanding of group dynamics and team competencies. Students also engage with

approaches to team development and team coaching, including their effective planning and implementation.

Complementing the theoretical component, students apply what they have learned in a practice-oriented setting. For this purpose, the "Think Space" and "Collaboration Space" learning laboratories operated by the Chair for Work, Human Resource Management and Leadership are used. Students complete these laboratories in groups of four to six. Inspired by escape-room formats, the two simulation laboratories involve collaborative problem-solving scenarios that provide a basis for applying different team development approaches and for observing team dynamics during work processes. Through these learning laboratories, collaboration as a meta-competency becomes tangible at both the individual and team level. The simulation scenarios also enable external observation and further analysis of team processes.

During the final third of the seminar, student groups apply their theoretical knowledge through field observations involving a team from a real-world organizational setting in either the Think Space or Collaboration Space. The participating work teams first complete one of the simulation laboratories. Based on their initial observations, the student groups subsequently conduct structured reflection sessions with the teams. The student groups then design a tailored team development intervention in the form of a coaching session focusing on a specific aspect of team dynamics and team interaction. The intervention is based on the students' observations, accompanying survey-based assessments of team competencies, and subsequent analyses. Optionally, following the coaching intervention, the work team may complete the second learning laboratory, which it has not previously used, in order to assess outcomes and consolidate the results of the intervention. Finally, the student groups reflect on the entire process, including team observation and team coaching components, and present their findings in a presentation. These presentations are delivered as part of a one-day interactive final event.

Teaching methods

Interactive lectures, independent study, exchange and collaboration with instructors and external organizational partners, analytical and reflective activities, solution-oriented work in small groups, practical exercises, and presentations.

Mode of assessment

The final module assessment consists of a graded group presentation. It is developed on the basis of observations conducted in the learning laboratory, accompanying analyses, and a self-designed team coaching intervention.

Requirements for the award of credit points

Credit points are received when the final module examination has been successfully completed.

Weight of the mark for the final score (based on a required coursework of 120 ECTS)

4,17 %

Module coordinator(s) and lecturer(s)

Module coordinator: Prof. Dr. Uta Wilkens

Lecturer: Immanuel Lutzeyer

Learning material and relevant literature

- König, O., & Schattenhofer, K. (2020). Einführung in die Gruppendynamik. Carl-Auer Verlag.
- Becker, F. (2016). Teamarbeit, Teampsychologie, Teamentwicklung: So führen Sie Teams. Springer.
- Antoni, C. H., & Antoni, C. H. (2000). Teamarbeit gestalten. Beltz.

Additional supporting materials, including topic-specific supplementary literature, will be provided via the Moodle course accompanying the module.

Additional information

None
