

## KURSBESCHREIBUNG/ COURSE DESCRIPTION

<b>Kurstitel</b> <i>Course title</i>	<b>Cross-Cultural Teambuilding Workshop</b>
<b>Kursnummer</b> <i>Course number</i>	291
<b>Art der Lehrveranstaltung</b> <i>Type of course</i>	Elective
<b>Kursverantwortlicher</b> <i>Person in charge</i>	Language and Electives Centre
<b>SWS</b> <i>Lessons per week</i>	2
<b>ECTS</b> <i>ECTS (Credits)</i>	2
<b>Art der Prüfung</b> <i>Course assessment</i>	Seminar Paper
<b>Unterrichtssprache</b> <i>Course language</i>	English
<b>Name der Lehrbeauftragten</b> <i>Lecturer</i>	Prof. Dr. Johann Nagengast
<b>Kursziele</b> <i>Course objectives</i>	<p>Globalisation demands that managers possess the basic skills required to work together in international teams. Many companies actively encourage the development of these skills through teambuilding or team development programs. Especially for change management, team development plays an increasingly important role. Here the critical goal is to optimise how the group members work together as a team. Key factors affecting a team's success include organisation, structures, processes, culture and relationships.</p> <p>The Cross Cultural Teambuilding Workshop is conducted as a 1.5 day off-campus seminar. The hands-on, outdoor training gives the students intensive exposure to the multifaceted nature of group dynamics.</p> <p>By working together to solve complex problems and through structured feedback sessions, the participants become sensitised to the rolls they assume in group interactions, to the limitations imposed by the German and their own cultures, and to the conditions required for effective team work.</p> <p>The course supports the integration of foreign students into campus and social life and helps build lasting working relationships among all participants.</p> <p>The skills of giving and receiving of feedback are learned in the protective atmosphere of small</p>

	<p>groups through intensive exchanges between instructors and participants. This leads to improved observation and communication skills.</p> <p>Moreover, the group members continually switch roles. This promotes a deeper understanding of social interaction, helps members to reflect on their contribution to the group process, encourages members to experiment with new behavioural concepts, and improves the group's capacity to co-operate and perform. Final feedback rounds offer the possibility to align the members' self images with the perception others have of them, to reduce "blind spots", to increase self-confidence and their ability to reflect.</p> <p>The capacity to give appropriate feedback in various situations, to monitor one's self image as well as the consequences of one's own behaviour form the basis for a successful career in management.</p>
<p><b>Kursinhalte</b> <i>Course contents</i></p>	<p>Group dynamics, processes and structures in groups; Roles in groups (roles in tasks and supporting roles); Group leadership; Effect of one's actions in groups; The "give and take" of feedback; Self-image and how others see you; Communication levels (content versus relationship); Conditions for successful co-operation; Cultural influences on teamwork.</p> <p>Note: The main emphasis of this course is not the conveyance of theoretical knowledge, but rather learning directly from experience. The theories on which the intervention and evaluation sessions are based are taught in the course "Human Resources Management".</p>
<p><b>Lehrmethoden</b> <i>Teaching methods</i></p>	<p>This course is organized as an interactive experience and activity based training program. With the help of complex tasks, timed interaction activities combined with elements of surprise, classical outdoor training exercises, moderated feedback and reflection sessions, participants are taught the necessary conditions for effective teamwork.</p> <p>The teaching methods are based on the principles of self-organized learning. The instructors define their roles in terms of Schein's model of process consulting. They intervene by questioning the participants in a manner designed not only to examine their perspectives, but to introduce new perspectives and stimulate the group's creative process.</p> <p>The responsibility for these process re-mains with the participants.</p> <p>In the context of the learning environment, the students enjoy the opportunity to increase their observation, communication, co-operation, self-reflection, teamwork and management skills as well as their self-confidence.</p> <p>In addition, the course offers the students the chance to network and develop sustainable work</p>

	relationships.
<b>Empfohlene Literatur</b> <i>Recommended reading</i>	<p>Baron, R. S.: Group Process, Group Decision, Group Action, 2nd. Ed., Buckingham, 2003;</p> <p>Buchanan, D., Huczynski, A.: Organizational Behavior, 5th Ed., Harlow, 2004;</p> <p>Wagner, M., Waldmann, R.: Vom Outdoor-Training zur Teamentwicklung, Welchen Beitrag leisten Hochseilgärten? in: Jagenlauf, M./Michl, W. (Hrsg.) Erleben und Lernen – Internationale Zeitschrift für handlungsorientiertes Lernen, 1/2004</p>
<b>Besonderes</b> <i>Specific requests</i>	<p>The weekend seminar is characterized by team teaching in a mountain hostel. The team consists of Prof. Dr. Nagengast and trained tutors selected from participants in the course „Train the Trainer“. The tutors make it possible to conduct the training in small „protected“ groups (around 8) and to give qualified feedback.</p>