

Human Resources	Bordeaux	Münster	Madrid	Portsmouth	Rotterdam
1	Leadership and team management	Introduction: Inter-cultural Management as a strategic tool	Topic 1: Organisational Culture, Diversity and competitive advantage	HRM in the UK	N/a
2	Change Management 1	Diversity Management	Topic 2: Management of change and Flexibility in the Organisation	HRM and "Business Partnership"	
3	Change Management 2	Introduction: Leadership	Topic 3: Leadership styles and role of HRM	Cultural Diversity and HRM	
4	Human resources planning 1	Success Factors of Leadership	Topic 4: Development of HRM, Teamwork	Management and Organisational Change	
5	Human resources planning 2	Relationships	Topic 5: Leadership skills. Active Methods.	Managerial Leadership	
6	Management by quality and management of diversity	Leadership tasks		Management through teams	
7	Management by quality and management of diversity	Leadership and Company Success		Organisational flexibility and empowerment	
8	Social audit 1	Management of organisational change		Organisational "Mis"behaviour	
9	Social audit 2	Evolutionary vs. Revolutionary Change		Equal Opportunity and Diversity	
10	Social audit 3	Stages of Change		A European HRM?	
11	Implementation of an HR strategy	Dealing with Opposition		Revision	
12		Flexibility			
13		Contribution of HRM to effectiveness and efficiency of			

		companies: Health Management			
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14		Organisational Leadership and Ethics			
Literature	No specific core readings only lecture notes.	Weber/Festing/Dowling/Schuler: Internationales Personalmanagement; Von Rosenstiel: Grundlagen der Führung	Chavenato, J. (2000): „Administración de RRHH“, McGraw Hill, Madrid. González, L. (2001): „Satisfacción y motivación en el trabajo“, Ed. Díaz de Santos, Madrid. Brewster, C. (1998): „International comparison in HRM“, Ed. Pitman. Goss, D. (1999): „Principles of HRM“, Ed. Routledge. Mullins, L. (1999): „Management & OB“, Ed. Pitman.	Core Reading: HRM: Mullins, L. Management and OB; <i>Cross Cultural Theory</i> : Schneider, S. <i>Managing across cultures</i>	Organize with Chaos, Joe ☺