

HFU-Summer School – Module „White Water Management“					
Faculty:	Workload	Credit points	Study-semester	Frequency offered	Duration
HFU-Academy	150 h	6	Suitable for every semester	Each Summer	1 Semester
1	Full course name:	In class contact hours	Own research/preparation	Class size	
	White Water Management - Learning Management in a new way with the White Water Principles	80 h	a) 35 h preparation b) 35 h follow-up	8-12 students	
2	Content				
	a) Tasks & duties of managers b) Necessary competences of managers (methodical, analytical, social, communicating, personal competences) c) International Team-Building, Organizational Behaviour d) Providing targets (Visions, strategy, tactics) e) Reaching targets (Planning, deciding, realizing, controlling results) f) Managing risks (Risk assessment, risk aversion, decision under insecurity, mistakes & failures) g) People Management (Desires & motivation, selecting the right ones, giving sense) h) Self Management (Taking over personal responsibility)				
3	Learning objectives/outcomes:				
	1. Knowledge: after the successful completion of the module, the students should be able - to know the recent tasks of managers - to apply the necessary competences of managers - to be familiar with the process of management in connection with teams and other participants - to understand the recent steps of team-building, team dynamics and the role of team members - to describe modern concepts and instruments of people management				

2. Comprehension: after the successful completion of the module, the students should be able to comprehend

- the need for efficient communication with intercultural background
- the development of visions and strategies
- to understand the nexus between strategies and daily tactics
- to be familiar with decision making processes
- to identify, interpret and compare international cultural differences across countries
- to diagnose major team dynamics when actively solving problems in team settings as team member

3. Application: after the successful completion of the module, the students should be able

- to plan single milestones of a target realization under realistic conditions
- to organize a team with efficient management structures to realize targets with available resources
- to deal with intercultural differences in international and diverse team settings by reflecting on their own behavior towards their impact on others

4. Analysis: after the successful completion of the module, the students should be able

- to judge and analyze unsecure situations under pressure
- to identify the options and alternatives and decide priorities in management situations
- to use instruments for minimizing risks

5. Synthesis: after the successful completion of the module, the students should be able

- to develop a professional team management
- to perform with a team to strive a goal
- to identify the main issues of efficient management communication
- to find areas of improvements of own management style

6. Evaluation: after the successful completion of the module, the students should be

	<p>able</p> <ul style="list-style-type: none"> - to cope with and reflect own mistakes and failures and to learn out of it - to explain and to realize their share of responsibility - to appreciate the power of teams
4	<p>Teaching methods</p> <ul style="list-style-type: none"> • Preparatory reading (“Must-read”), analyzing and commenting of a text manuscript by the participants in advance • combination of morning workshops, simulation of management situations in outdoor activities, outdoors experiential training, interactive team activities: here the theoretical management input will be practically trained in analogous situations on the river. <p>The morning sessions will be used for short presentations of more complex topics by the lecturer, followed by in-class discussion of readings, cases, exercises and examples</p>
5	<p>Prerequisites</p> <ul style="list-style-type: none"> • Immatriculation as a student at a university • Knowledge of the basic management functions would be helpful, but not necessary • General openness to all functional areas of management • For the outdoor activities it is required, that the participants are able to swim and that they are in a normal physical and mental shape <p>The module is designed as an integrative course for different disciplines, so cross-references and experiences to different studies and professions are welcomed.</p>
6	<p>Examination form(s)</p> <p>Assessment will be based</p> <p>a) on a homework as a prior concentrated comment on the content of the script of max. 3 p.</p> <p>b) on a second homework after the course as a concentrated comment on each individual outcome of the course of max. 3 p.</p> <p>In addition, each student will be required to contribute to class work, in-class discussions as well as hands-on and co-operation in the camp.</p>
7	<p>Use of module</p> <p>Elective – Acknowledgement of the course depends on each home university of participants</p>
8	<p>Responsible course instructor</p> <p>Prof. Dr. Gerrit Horstmeier (module responsible)</p>

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Literature (Selection)

Drucker, Peter: On the Profession of Management, 1998

Fields, Dail: Governance in permanent whitewater: The Boards Role in Planning and Implementing Organisational Change, in: An Internal Review Vol. 15, N° 2 pp. 334-344 (3/2007)

Horstmeier, Gerrit: Script "Learning Management in Times of White Water", 2015

Horstmeier, Gerrit: Transfer für Führungskräfte – Führen in turbulenten Zeiten (Transfer for leaders – leading inturbulent times), in: Wissensmanagement 7/2011, p. 46 ff.

Horstmeier, Gerrit: „Was Manager beim Kajakfahren lernen“ (What Managers can learn from White Water Kayaking), in: Wirtschaftspsychologie 1/2013, S. 58 ff.

Kahnemann, Daniel: Thinking, fast and slow, New York 2011

Mintzberg, Henry: Managen, 2nd Ed., 2011

Mintzberg/Ahlstrand/Lampel: Strategy Safari – the Complete Guide Through the Wilds of Strategy, 2009

Nohira/Joyce/Roberson: What really works, in: Harvard Business Review July 2003

Palus, Charles J.: Permanent White Water: Playing with the Metaphor, Issues & Observations Vol. 17, N° 1, 1997 (reprinted 2008)

Course Websites: Please check the website www.hfu-summerhschool.com regularly in order to update your files!