

International Summer University^{WU} 2025

WU (Vienna University of Economics and Business)

Course Outline

Course Title	Human Resource Management: Building, developing, and leading high-performing teams
Instructor	<p><i>Michał Lemański</i></p> <p><i>Deputy Head: Institute of HR Management</i></p> <p>WU Vienna</p> <p>michal.lemanski@wu.ac.at</p>
Language of instruction	English
Course level	Graduate
Contact hours	35 teaching house (45 minutes each)

Aim of the Course
<p>The overarching goal of this course is to develop and promote team leaders who manage the work of themselves and others for the “common good”. Special attention will be given to diversity of team members.</p> <p>We will explore theoretical models as well as technology and tools which help to ameliorate work in teams and work of teams. Specifically: to enhance collaboration and adaptability, solve communication issues, mitigate obstacles in coordination of work of team members, and help leaders and team members address clashes of personalities, conflicting goals, priorities, and cultural differences.</p>

Learning Objectives
<p>Knowledge and understanding</p> <ul style="list-style-type: none"> • People – Understanding challenges of work in teams, and knowledge of most often occurring problems faced by team leaders; • Communications - the comprehension and use of relevant communications for application in management of teams, including the responsible use of digital assessment and monitoring tools. <p>Intellectual skills</p> <ul style="list-style-type: none"> • Being able to think critically and be creative: manage the creative processes in self and others; organize thoughts, analyze, synthesize and critically appraise. This includes the capability to identify assumptions, evaluate statements in terms of evidence, detect false logic or reasoning, identify implicit values, define terms adequately, and generalize appropriately • Being able to solve complex problems and make decisions: establishing criteria, using appropriate decision-making techniques including identifying, formulating and solving business problems; and the ability to create, identify, and evaluate options; the ability to implement and review decisions • Using information and knowledge effectively in order to abstract meaning from information and to share knowledge, including the use of quantitative skills.

Professional practical skills

- Self-analysis and awareness/sensitivity to diversity in terms of people and cultures. This includes a continuing appetite for development as a responsible leader
- Qualitative and quantitative data analytics skills, including the ability to work with case studies
- People management, to include communications, team building, leadership and motivating others
- Leadership and motivating others for the common good

Transferable (key) skills

Effective two-way communication: listening, effective oral and written communication of complex ideas and arguments, using a range of media, including the preparation of business reports

- High personal effectiveness: critical self-awareness, self-reflection and self- management; time management; sensitivity to diversity in people and different situations and the ability to continue to learn through reflection on practice and experience
- Learning to learn and developing an appetite for reflective, adaptive, and collaborative learning
- Good career, business, and cultural awareness, with orientation towards common good as an imperative

Application Requirements and / or Prerequisites

Application requirements for the International Summer University WU can be found [on the ISU WU website](#).

Applicants interested in participating in the International Summer University^{WU} need an excellent command of the English language. The English language requirements can be found at [ISU^{WU} Language Requirements](#).

Teaching Methods

The course applies an interactive and participant-led approach, and takes advantage of a variety of teaching methods such as: lectures, case study discussions and workshops, small-group presentations, and group role-plays. A considerable proportion of this course is dedicated to experiential learning, using approaches which put students into the manager's seat, and help them experience challenges of managing people in the digital age.

Pre-Course Assignment

1. Reading assignment

The assigned readings: case studies, scholarly articles, and business reports, form the basis for discussions, presentations, and other activities planned for this course. They also constitute the obligatory preparation material. It is imperative that all course participants have carefully read all material marked as "compulsory reading" on Canvas WU.

The reading required in the first session "The overcommitted organization" is available at this link: https://www.harvardbusiness.org/wp-content/uploads/2020/03/HBR_The_Overcommitted_Organization.pdf

2. Written assignment (self-reflection essay)

Critically reflect on what you recall as the very first negative experience of teamwork during your bachelor studies. First, present the team and anonymized profiles of team members, describe the context (including the task the team was supposed to achieve and the actual outcome), and the situations occurring at that time which remain in your memory until today? Then address the following questions: How did that experience affect the way you worked in teams later on? Based on your experience and knowledge you currently have, what would you do differently at that time? What the other team members could have done differently to avoid you having the negative experience in that situation? What would you still like to learn to better understand what occurred during that teamwork?

This written assignment accounts for 20% of the final mark for this course.

The length should be between 1,500 and 2,000 words. The list of references (bibliography) as well as graphics, tables, and charts do not count towards this word count.

Submission deadline: July 14, 2025 (midnight CET. i.e. Vienna timezone)

Submission is only accepted as an upload on WU's online learning platform Canvas. Submission via E-mail will not be accepted. Late submissions will be accepted with a penalty of 5 points deducted for each day the submission is late. Permitted submission format is only a searchable Portable Document Format (.pdf). Submissions made in other file formats will not be opened and result in a "no submission" status. Submitting a file which is corrupted or saved with disabled text search function (which is necessary for plagiarism and AI-content checks) will result in "no submission" status.

Permitted referencing styles: AMA, APA or Harvard style - either one is accepted, but must be consistently applied. The lecturer recommends free software "Zotero" (www.zotero.org) to manage references.

Important: Please check and obey regulation concerning the use of AI tools provided in the section "Information on the use of artificial intelligence tools" below.

All submissions will be checked for plagiarism and AI generated content. Strong penalties are in place for academic misconduct in line with policies of WU Vienna.

Course Contents	
Day 1	<ul style="list-style-type: none">• Welcome and introduction to the course• Overview of assignments and forming teams• Lecture: What is the role of teams in organizations and what makes a good team? When do teams fail?• Case study and teamwork
Day 2	<ul style="list-style-type: none">• Lecture: How to compose a team? When to dismiss a team or team member(s)?• Case study and teamwork
Day 3	<ul style="list-style-type: none">• Lecture: How to lead a team effectively? What are typical mistakes team leaders make?• Case study and teamwork
Day 4	<ul style="list-style-type: none">• Lecture: How to assess performance of a team and individuals on the team? How do modern technologies and models of work organization enhance or hinder team performance?• Case study and teamwork
Day 5	<ul style="list-style-type: none">• Lecture: How to lead a team in crisis?• Case study and group work
Day 6	<ul style="list-style-type: none">• Lecture: How to deal with conflicts and difficult individuals on the team? How to deal with personal crisis of a team member?• Case study and teamwork
Day 7	<ul style="list-style-type: none">• Lecture: How to develop teamwork skills?• Presentations of the team project• Exam

Criteria for successful completion of the course

Timely submission of all assignments and attendance in all sessions is mandatory. The minimum pass-rate for the whole course is an aggregated score of 60% for all marked components listed below.

Assessment

There are four components of the final grade awarded for completing this course:

1. *Pre-course written assignment: 20%*
2. *Active participation in classes: 35%*
3. *Group project: 20%*
4. *Exam: 25%*

Grading scheme:

- o 100-90% excellent
- o 89-80% good

- o 79-70% satisfactory
- o 69-60% sufficient
- o 59-0% fail

Course Literature

There are dedicated readings, marked either as compulsory or as optional, for each session. All will be made available electronically to registered course participants on "Canvas", an online learning platform of WU Vienna, 3 weeks before the course starts. Students must familiarize themselves with case studies and readings marked as compulsory before the course starts. This is important to enable active participation and effective work on group assignments.

Please note that ISU is an intensive program, with blocked courses and rich social program. Thus, all reading must be completed before coming to Vienna.

Further Readings suggested by the Lecturer(s)

"A Manager's Guide to the New World of Work: The Most Effective Strategies for Managing People, Teams, and Organizations", MIT Press, 2020. Only part II (chapters 9-13).

Link to further information about his book on the publisher's Website:
<https://direct.mit.edu/books/book/4849/A-Manager-s-Guide-to-the-New-World-of-WorkThe-Most>

"Managing Virtual Teams", Edward Elgar Publishing, 2016

Link to further information about his book on the publisher's Website:

<https://www.e-elgar.com/shop/gbp/managing-virtual-teams-9781785369261.html>

Information on the Use of Artificial Intelligence Tools

Use of AI tools must be properly acknowledged. To properly cite content generated using AI tools (e.g. Google's Bard, or Open AI's ChatGPT) or when using paraphrasing tools such as Grammarly or Quillbot, students must obey principles of WU Vienna published at this page: <https://www.wu.ac.at/en/ai>, and follow specific citation guidelines available at the following Website:

<https://library.wu.ac.at/bib/fit4research/index.php/en/fit4research-english/cite-and-organize-your-literature/citing-correctly/#how>

All submissions (including presentation slides done in class) will be checked for plagiarism and AI generated content. Strong penalties are in place for academic misconduct in line with policies of WU Vienna.

Please note the following information on the total workload of the respective course:

Course level	ECTS credits	Pre-course workload	In-class activity	Outside of class workload during the program
Graduate	4	approx. 20 hours	27 hours (= 37 teaching units)	approx. 33 hours