UNIVERSITY OF GOTHENBURG

DEPARTMENT OF SOCIOLOGY AND WORK SCIENCE

PV2103 Strategies for Building Robust Collaboration Cultures, 15 credits

Strategier för att bygga robusta samarbetskulturer, 15 högskolepoäng

Second Cycle

Confirmation

This course syllabus was confirmed by Department of Sociology and Work Science on 2014-06-04 and was last revised on 2017-11-24 to be valid from 2018-09-03, autumn semester of 2018.

Field of education: Social Sciences 100%
Department: Department of Sociology and Work Science

Position in the educational system

The course is an in-depth programme course given within the Master Programme in Strategic Human Resource Management and Labour Relations within the Faculty of Social Sciences, or as a freestandig course.

The course can be part of the following programme: 1) Master's Programme in Strategic Human Resource Management and Labour Relations (S2HRM)

Main field of studies	*Specialization*
Strategic Human Resource Management and Labour Relations	A1N, Second cycle, has only first-cycle course/s as entry requirements

Entry requirements

To be eligible for the course, the student must be accepted to the Master Programme in Strategic Human Resource Management and Labour Relations within the Faculty of Social Sciences, or the Programme for Master in Sociology within the Faculty of Social Sciences alternatively a bachelor's degree in a social or behavioral science field. English 6/English B or the equivalent level of an internationally recognized test, for example TOEFL, IELTS

Learning outcomes

After completing the course the student is expected to be able to:

Knowledge and understanding

- describe key concepts, models and theories in the field of organizational conflict and problem-solving communication.
- account for key traits in the development of models of conflict management systems in organizations.
- describe significant ways that organizational culture emerges, changes and affects performance and working conditions.
- explain important conceptual frameworks for describing and understanding intercultural differences.

Competence and skills

- diagnose workplace conflicts in terms of content, forms and dynamics.
- design a strategy for diagnosing the culture of an organization.
- conduct an organizational diagnosis and develop a context-sensitive strategy for building a robust collaboration culture.
- meaningfully interpret own experiences of intercultural collaboration through application of various dimensions of cultural differences.

Judgement and approach

- critically reflect on the validity of models of cultural differences.
- demonstrate insights into the roles HR professionals can play regarding prevention and management of the conflict potential in workplaces.

Course content

The course offers a theoretical platform and a concrete methodology for strategically development of an organization's collaboration culture, in particular with reference to the capacity to resolve disagreements and interpersonal frictions early and constructively in multicultural settings. The course presents knowledge and methods for two salient concerns. First, unskilfully managed conflicts can be costly for organizations, not only in monetary terms, but also in terms of effectiveness, quality, levels of trust and motivation of managers and the workforce, staff turnover and health consequences. Secondly, an organization permeated by a problem-solving mindset and an open and constructive communication culture is well equipped to sustain organizational learning and creativity, skilfully manage resistance to change and develop a strong capacity to adapt to changing conditions.The course is divided in three sub-courses:

Sub-courses

1. **Collaboration, conflict and conflict management in organizations** *(Samarbete, konflikt och konflikthantering i organisationer),* 5 higher education credits
   Grading scale: Pass with Distinction (VG), Pass (G) and Fail (U)
   The first sub-course introduces a conceptual framework for understanding the nature of problem-solving, conflicts, conflict management and conflict prevention at the three levels of individuals, relationships and system properties. Theories and models useful for developing the HR specialist's skills in perceiving, analysing and choose strategies for managing and preventing conflict are presented and illustrated through application to course participants' own experiences.

2. **Robust collaboration cultures** *(Robusta samarbetskulturer),* 5 higher education credits
   Grading scale: Pass with Distinction (VG), Pass (G) and Fail (U)
   The second sub-course introduces a concrete methodology for strategically development of an organization's collaboration culture. Course participants are made familiar with a set of accessible and flexible instruments for making organizational diagnoses with a participatory approach; assessing the state of the organizational problem-solving culture; making an inventory of existing practices for supporting early problem-solving and conflict management; and developing concrete measures as part of a strategy for building a robust collaboration culture.

3. **Organizational culture and cultural differences** *(Organisationskultur och kulturskillnader),* 5 higher education credits
   Grading scale: Pass with Distinction (VG), Pass (G) and Fail (U)
   The third sub-course focuses the intricacies involved in managing organizational culture, in particular in multicultural organizations. Many large companies operate in different countries by acquiring or establishing subsidiaries and thereby encounter deep-seated differences in values, behavioural norms and unreflected assumptions about management styles, decision-making, communication and many other aspects of organizational practices. Smaller organizations increasingly have culturally heterogeneous workforces where awareness of cultural differences in expectations and behaviour is a key factor in attaining various types of goals and values. The course presents conceptual tools for understanding and managing organizational culture in general on the one hand, and the implications of cultural differences, with a point of departure in Geert Hofstede's well-known framework, on the other hand.

Form of teaching

Language of instruction: English

Assessment

A student who has failed a seminar assignment or exam may get the possibility to do a complementary addition to achieve Pass.

If a student, who has failed the same examined component twice, wishes to change examiner before the next examination, a written application shall be sent to the department responsible for the course and shall be granted unless there are special reasons to the contrary (Chapter 6, Section 22 of Higher Education Ordinance).

In cases where a course has been discontinued or has undergone major changes, the student shall normally be guaranteed at least three examination occasions (including the ordinary examination) during a period of at least one year from the last time the course was given.

Grades

The grading scale comprises: Pass with Distinction (VG), Pass (G) and Fail (U).
To obtain Pass grade the student must have at least Pass in all examinations. To obtain Pass withDistinction the student must have at least Pass with Distinction at two of the examinations and Pass at a third one.

Course evaluation

It is the department responsible for the course that is to provide evaluations and to have the results processed. The results of the course evaluations are to be made accessible to students. Processed results should be made available no later than eight weeks from the end of course.