

Certificate Course



## Chief Workplace-Innovation Manager

Integrating competence development and  
production processes – Designing work prospectively

# Overview of the certificate course

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## ▶ What we offer:

The certificate course “Chief Workplace-Innovation Manager” of the Institute for Industrial Management at RWTH Aachen University (FIR) provides participants extensive expertise in the fields of competence development for the transformation towards Industrie 4.0, leading by objectives and creating learning enhancing work environments, integration of competence development and work processes as well as comparative management approaches to successful managing German and Mexican cultural differences. After completing the course, participants are able to proactively identify future competence requirements through appropriate tools and methods and also design and tailor the learning processes of their employees quicker as well as more focused. In addition, they learn to combine Mexican mentality and German corporate culture, mastering the resulting challenges and exploiting potentials. Through the combination of the necessary basics, proven methods and current case studies, as well as the integration of top-class expertise from science and practice, the course participants are enabled to design the best possible working and learning processes for their employees and actively support change processes in their company.

## ▶ Target group:

Specialists and operative executives in the fields of work design, production management and human resources management.





## Course objective:

The main topic of the certificate course offered by the FIR is “Integrating competence development and production processes – Designing work prospectively”. In accordance with this objective, the course aims to develop the necessary competences for a successful design of the industrial transformation towards Industrie 4.0 at an early stage for operational managers and thus also for their employees. A special focus is placed on enhancing learning in work processes by means of technology-based and classic work integrated learning approaches. Moreover, implications and approaches for dealing with socio-cultural differences between Germany and Mexico will be discussed. After completion of the course, your operational managers will be able to optimize employees’ engagement, significantly reduce their training time and increase their flexibility through the learned content and methods. They can also make a valuable contribution to reducing employee turnover.



## Key skills to be acquired:

Participants of the course learn to:

- understand the changes resulting from the transformation towards Industrie 4.0,
- initiate change processes of existing work systems self-confidently and at the same time to motivate staff members,
- apply adequate leadership concepts,
- evaluate the competences of the staff members professionally and to recognize development potential at an early stage,
- recognize and evaluate learning potentials during the work process,
- select and implement appropriate measures for work-based learning processes,
- identify challenges and potentials in differences between the German (corporate) and Mexican culture,
- overcome cultural differences and to create synergies.



## Certificate and examination modalities:

The course ‘Chief Workshop-Innovation Manager’ is designed as a certificate course. The certificate will be awarded on the last day of the course after successfully passing the examination. Thorough preparation for the exam and informative training materials are guaranteed by the lecturers. A repetition of the examination is possible in case of failure.



## Course concept:

The teaching and learning content is conveyed in the form of an innovative blended-learning concept: classical face-to-face units are combined with digital lectures, flipped classroom concepts, interactive workshops and live broadcasts. Consequently, there will be also units in which the learners work out through self-study. The precise combination of different teaching and learning methods is adapted to the individual needs of the interested companies and the requirements of the course participants.

# Organization

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The certificate course Chief Workplace-Innovation Manager is offered by the Institute for Industrial Management at RWTH Aachen University (FIR). The FIR is a non-profit, intersectoral research and educational institution at RWTH Aachen University with about 120 staff members and is considered one of the leading German research institutions in the field of business organization and industrial management for more than 60 years. In addition, it is concerned with the organization of corporate IT with the aim to establish the organizational basis for the digitally integrated industrial enterprise of the future. The institute accompanies, researches and teaches in close cooperation with industrial partners in the fields of Service Management, Business Transformation, Information Management and Production Management. Within the framework of the Campus Cluster Smart Logistics, which we are responsible for at the campus of RWTH Aachen University, we have our own pre-series production of electric vehicles in the Demonstrationsfabrik Aachen (DFA). In addition, our Mexican courses are based on our long-term experience in research and consulting projects with German automotive manufacturers and suppliers.



# Module overview “Chief Workplace-Innovation Manager”

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## Module 1

### Shaping the change to Industrie 4.0

What is Industrie 4.0 all about? What are the changes concerning production of tomorrow? How can change processes actively be designed and the employees motivated? These and similar questions are dealt within the first course module, which is at the beginning of the FIR certificate course. Participants will be given an overview of Industrie 4.0 and the resulting changes regarding the Mexican automotive sector will be discussed. Based on these basics, which are realized by live broadcasts from the Industrie 4.0 pre-series production of electric vehicles in the Demonstrationsfabrik Aachen (DFA), the course participants will learn methods and tools of change management and transformational leadership.

- **Topic field 1: Industrie 4.0**

The first topic field deals with the change to Industrie 4.0 and gives the course participants a comprehensive insight into changes that will significantly shape the design of work and production processes, and thus also the competence requirements of employees in the future. Based on the Industrie 4.0 maturity level model of the FIR, the topics information technology, corporate structure, corporate culture and human resources, as well as their developmental stages and their interactions with each other are examined. For this purpose, theoretical learning units are combined with practical exercises.

- **Topic field 2: Change Management**

The second topic field deals with change management. Against the background of the basics worked out in the previous course, participants learn to recognize independently necessary change processes, to initiate, implement and evaluate them with regard to their success. A special focus is placed on conveying strategies and concepts for the project management of change processes and creating an awareness of the participants' role as role models and learning coaches for their employees. Methods and tools of transformational leadership are acquired and tested in practical applications accordingly.

**Learning goals:** The course participants will learn about the changes that accompany the transition to Industrie 4.0 and will be able to identify development potential and interactions at an early stage. In addition, the course participants acquire comprehensive key competences for the successful planning and implementation of complex change processes and are able to motivate their employees and support them as learning coaches.

# Module overview “Chief Workplace-Innovation Manager”

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## Module 2

### Work design and competence development that promotes learning

The immense growth and increasing complexity due to industrial change and a continuing education and training system that is not yet able to meet the constantly increasing demand for qualified employees in the industry mean that competence development is currently one of the key challenges in the Mexican automotive sector. In particular, work-related competence development and work design that promotes learning can make a significant contribution to build up the required competences quickly, efficiently and effectively. This is where the second module of the FIR certificate course begins. Course participants learn how to identify and evaluate the competences of their employees, define development needs and select and implement work-related learning solutions in a targeted manner. In addition to an innovative mediation by means of a tailor-made combination of e-learning and face-to-face courses, the module covers a variety of current practical examples.

- **Topic field 1: Work-related learning**

In this topic field the basics of work-related learning are taught. Course participants will be given an overview of both classic work-related and technology-supported forms of learning. Their suitability regarding a practical application will be discussed in the form of use-case based workshops. Furthermore, the necessary framework conditions for work-related learning will be presented including measures which can contribute to an improvement of learning processes in production. The course participants acquire basic didactic knowledge in order to make work processes more conducive to learning. For this purpose, best practice examples are used which describe the successful establishment of learning solutions and learning routines. Moreover, the integration of technology-enabled learning forms into digitally networked work environments will be discussed.

- **Topic field 2: Skills development 4.0**

The second topic field is focused on future and demand-oriented skills development. The course participants learn to analyze and evaluate the skills and knowledge of their employees on the basis of a competence model suitable for their context. In addition, they are enabled to identify development needs and define corresponding development goals. Moreover, this analysis and evaluation will help them to select work-related competence development measures for their employees or to make use of existing further training opportunities in the company. Furthermore, the course participants learn how to promote and evaluate the success of competence development measures by appropriate methods and tools.

- **Topic field 3: Implement work-related competence development**

With the help of the third topic field, participants will learn how to successfully integrate technology-supported and classical learning solutions for competence development into existing work systems. In this context, the course participants also learn with which leadership behavior they can promote work-related learning among their employees and with which measures the motivation for learning in the work process will be increased. In total, three learning units are planned to provide participants with a step-by-step introduction to all aspects of implementing learning solutions. They learn this, for example, by means of a business game developed by FIR, in which the implementation steps can be followed and practiced.

**Learning goals:** The course participants develop a profound understanding of how important continuous learning processes are for the success of a company. In addition, they are able to implement work-related competence development in their departments and teams in a demand and future-oriented manner. They will know how to assess the competencies of their employees in a goal-oriented manner and how to evaluate them in a meaningful way. On the basis of the learned analysis steps, they can define necessary measures in their departments and have comprehensive knowledge of how to improve learning processes on the shop floor. According to this, they can select and implement appropriate work-related learning solutions and evaluate their success.



## Module 3

### Comparative management in an international context

One of the central challenges in the Mexican automotive sector is to combine the corporate culture of international automotive manufacturers and suppliers with the culture of Mexican society. At the same time, negative effects such as the high fluctuation rates of employees, which can arise due to problems in cooperation in view of cultural differences, must be counteracted. Accordingly, in this third module of the FIR certification course, the participants work out cultural similarities and differences. They will be enabled to use these skills in order to achieve common goals within the company. The essential methods and tools of Comparative Management are discussed in order to identify the socio-cultural potentials and challenges regarding international cooperation, using the example of German-Mexican cooperation in the automotive sector, to overcome obstacles and to create synergies. The theoretical contents of the module are taught via e-learning and classroom courses by using specific application examples in the workshops.

- **Topic field 1: Operating and negotiating in an international environment**

This topic area deals with the intercultural management requirements that arise when German, or other international companies, are active in the Mexican automotive sector. The course participants are being qualified for professional management in this environment. The subject area offers interactive practical methods for the course participants in order for them to identify challenges in their daily work and cope by applying the intercultural skills they have learned.

- **Topic field 2: International communication and negotiation**

German-Mexican cooperation in particular often leads to communication difficulties. By illustrating renowned communication models, course participants expand their communication and behavioral repertoire. They are enabled to understand the differences in the interests and expectations of their employees and managers, which are also influenced by culture. Role-plays are used to simulate and test various communication situations, such as critical discussions or feedback. Thus, the course participants learn strategies and tools for their respective international working context.

- **Topic field 3: International Management**

In this subject area, the differences and similarities of the individual work contexts of the course participants are dealt with practically. A compensation and benefits system to strengthen employee loyalty is developed with the help of recognized culture management models. By using case studies and critical incidents, the participants apply their knowledge in a practical way. In addition, best-practice examples are used in order to support the participants by transferring these examples to the work processes of their respective companies. After the course has been completed, an online tutorial accompanies the sustainable implementation of individual and needs-oriented intercultural management in the company-

**Learning goals:** After completing this module, the course participants will be familiar with the relevant differences and similarities between Germany and Mexico with regard to corporate culture and the respective management approaches. They are able to fulfill their function as an interface between primarily Mexican employees in each of their areas of responsibility on the one hand and a more culturally German-oriented corporate management on the other hand. In addition, the of the course participants' understanding regarding their function as intercultural learning coaches is strengthened in the long term.





## Certificate Course

# Chief Workplace-Innovation Manager

Develop competencies, integrate them into the job and organize it prospectively

## Organization

- Duration of the course: 5 Days classroom training
- Course location: Different ITESM campuses located in almost all the states of the Mexican Republic  
We also offer the course in-house in your company.
- Course fee (plus taxes): 1.750 € (350 € / Person / Day)  
Course materials, refreshments, lunches and two exclusive evening events are included in the price.

The composition and duration of the modules, subject areas and learning units can be individually adapted for your company. If you are interested in an in-house course, we can arrange a customized quotation. An in-house course requires a minimum of 12 participants.

## Registration

We recommend a simple and quick online registration (<https://e-mas.de/course-registration/?lang=en>). Alternatively and for more information, you can contact us on the website (<https://e-mas.de/contact/?lang=en>). A reservation by telephone is also possible. If we do not receive the written registration within four weeks after the reservation by telephone, we reserve the right to assign your provisionally reserved place to another interested party. Registrations will be taken into account in the order in which they are received. If a registration is cancelled later than four weeks before the start of the event, a processing fee of 50 % of the participation fee will be charged. If the organizer receives a cancellation later than two weeks before the start of the event, the full participation fee must be paid. The FIR reserves the right to cancel the course due to a shortage of registrations. The course fee will be refunded. The program is subject to alteration.

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# Course Itinerary\*

## Chief Workplace-Innovation Manager

Develop competencies, integrate them into the job and organize it prospectively

Day 1: Module 1 Shaping the change to Industrie 4.0	Day 2: Module 2 Work design that promotes learning and competence development	Day 3: Module 2 Work design that promotes learning and competence development
09:00 – 09:30 Welcome 09:30 – 11:00 Innovative approaches to work and production processes in the transformation towards Industrie 4.0 <i>11:00 Coffee break</i> 11:15 – 12:45 Opportunities and challenges of the Industry 4.0 for the Mexican automotive sector <i>12:45 Lunch</i> 13:45 – 15:45 Workshop: Best practices for leadership on the shop floor <i>15:45 Coffee break</i> 16:00 – 18:00 Approaches and tools for Change Management in the production <b>19:00 – 22:00</b> <b>Get-together</b>	09:00 – 11:00 Introduction to work-oriented learning processes <i>11:00 Coffee break</i> 11:15 – 12:45 Work organization and tasks <i>12:45 Lunch</i> 13:45 – 15:45 Leadership and communication <i>15:45 Coffee break</i> 16:00 – 17:30 Development of competencies	09:00 – 11:00 Learning culture, learning solutions and technical infrastructure <i>11:00 Coffee break</i> 11:15 – 12:45 Implementation of learning solutions <i>12:45 Lunch</i> 13:45 – 15:45 Workshop Design Thinking I <i>15:45 Coffee break</i> 16:00 – 17:30 Workshop Design Thinking II

Day 4: Module 3 Comparative Management in an international context	Day 5: Module 3 Comparative Management in an international context
09:00 – 11:00 Introduction to Intercultural Management <i>11:00 Coffee break</i> 11:15 – 12:45 Constructive approach to cultural diversity <i>12:45 Lunch</i> 13:45 – 15:45 International communication and negotiation <i>15:45 Coffee break</i> 16:00 – 18:00 Intercultural management dimensions – similarities and differences <b>19:00 – 22:00</b> <b>Exclusive evening event</b>	09:00 – 11:00 Corporate culture in an international environment <i>11:00 Coffee break</i> 11:15 – 12:45 Improvement of employee bonding within competitive industries <i>12:45 Lunch</i> 13:45 – 15:15 Establishing an individual intercultural management concept <i>15:15 Coffee break</i> <b>16:00 – 17:30</b> <b>Written exam</b> 17:30 – 18:00 Summary and farewell

\*This itinerary is an example. Customized changes and adjustments are available upon request.

## Course instructor / Contact

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Roman Senderek holds a degree in economics with an emphasis on international management from the Maastricht University School of Business and Economics (Netherlands) and the Universidad de los Andes in Bogotá (Colombia). He worked as a project manager in various German and Latin American companies before joining Institute for Industrial Management at RWTH Aachen University as a project manager. As part of his work at the FIR, Mr. Senderek has built up the research field of work and competence development and has been involved in various national and international projects, e. g. in the automotive sector, in work-related learning processes and the creation of work processes conducive to learning.

If you have any questions or suggestions regarding the E-Mas training program or the FIR certificate course Chief Workplace Innovation Manager, we look forward to hearing from you.

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