**Training Fiche:**

**Making things happen 2: Intrapreneurial attitude, conflict and change management within MSMEs**

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| **Keywords**  **(meta tag)** | Organizational development, Attitude, Change management, Conflict management, Intrapreneurship, Kotter's Change Model |
| **Language** | English |
| **Objectives / Goals/ Learning outcomes** | At the end of the module, you will be able to:   * To be aware of what is meant by intrapreneurial attitude and its 4 principles * To realize how important change management is and how to implement it in your business * What is conflict management and what can you do if a conflict arises in your company |
| **EQF level** | Level 4 |
| **Description** | The module „ Making things happen 2: Intrapreneurial attitude, conflict and change management within MSMEs” answers the question what companies can do to foster intrapreneurial behavior by their employees.  On the one hand it refers to the individual’s perspective and the personality of and intrapreneur as it plays a significant role in the intention to become an entrepreneur and also in the entrepreneurial success.  On the other hand, it gives an overview on the topic of change and conflict management as those topics also refer to intrapreneurial behavior.  The training module consists of 3 units which covers one specific topic mentioned above. |
| **Contents arranged in 3 levels** | 1. **Intrapreneurial attitude**    1. Definition    2. The 4 principles of intrapreneurial attitude: relation to the organization, satisfaction, motivation and intention 2. **Change management**    1. Definition    2. Change management models    3. Implementing change in your company 3. **Conflict management**    1. Definition    2. The Harvard Model    3. Exercise |
| **Glossary**  **(5 terms)** | **Personality**  Personality concept contains stable motives, attitudes and the orientation of the experiences and actions of individuals, so it has an influence on both entrepreneurship and intrapreneurship.  **Intrapreneurial attitude:**  intrapreneurial leadership is based on the unknown. Detailed information is needed to make decisions so that risks can be minimized. This is under the condition that the necessary resources are granted by the company. It is necessary for an intrapreneur to take calculable risks, to experiment, to use existing knowledge and to get the maximum out of the available resources. Decisions are always adjusted as new information comes in. The 4 principles of intrapreneurial attitude consist of relation to the organization, satisfaction, motivation and intention.  **Change management**  The change management process involves preparing individuals and organizations for organizational changes, which may include the adoption of new technology, changes in market demand, responses to competition, business succession planning, and mergers, as examples.  **Conflict management:**  A conflict management system is a comprehensible management system that encompasses the entire company and, on the basis of a defined strategy for dealing with conflicts, comprises an orderly and sustainable procedure with the following elements (functionalities): Identification, analysis, evaluation and handling of all conflicts relevant to management, documentation and communication of conflict management.  **Intrapreneurial Intention**  Intrapreneurial intention refers to the goal of developing a new branch of business, creating a spin-off or diversifying one's organization. The intention according to which individuals act is a strong indicator of the behaviors that occur.  The intentions of intrapreneurs are conscious processes. With setting goals, intrapreneurs can, among other things, steer the communication and engagement of companies. |
| **Self-assessment test (5 multiple choice questions)** | 1. **What are the 4 principles of intrapreneurial attitudes?**    1. Proactiveness, risk-taking, networking, innovativeness    2. **Relation to the organization, satisfaction, motivation, intention**    3. Skills, perception of own capabilities, personal knowledge, past experience 2. **What are the 4 principles if the Harvard method of principled negotiations?**    1. Concept, motivation, implementation, stabilization    2. **People, interests, options and criteria**    3. Quantitative and measurable, results-oriented, ambitious, scheduled 3. **What are the 5 dimensions of the personality concept in regard to intrapreneurship?**    1. **Conscientiousness, agreeableness, emotional stability, openness to experience, extraversion**    2. Laziness, stubbornness, instability, faultiness, introvert    3. Biased, aloof, disrespectful, fragile, distrustful 4. **What are change management models?**    1. **Frameworks that guide organizations when navigating and managing change in the workplace**    2. Guidelines how to implement conflicts    3. A defined strategy for dealing with conflicts and comprises 5. **What are the 3 steps of the Lewin’s change theory?**     1. Structure, style, strategy    2. Build coalition, form vision, sustain acceleration    3. **Unfreeze, change, freeze/refreeze** |
| **Related PPT** | GENIE\_PPT\_ .pptx |
| **Bibliography** | 1. Woo, H. (2018). Personality traits and intrapreneurship: the mediating effect of career adaptability. Career Development International. 2. Farrukh, M. et al. (2016). Intrapreneurial behavior: an empirical investigation of personality traits. Management & Marketing. Challenges for the Knowledge Society, Vol. 11, No. 4, pp. 597-609. 3. Neessen, P. et al. (2019). The intrapreneurial employee: toward an integrated model of intrapreneurship and research agenda. International Entrepreneurship and Management Journal. 4. Mohedano-Suanes, A. & Garzon, D. (2018). Intrapreneurs: Characteristics and Behavior. 10. 5. Mustafa, M.J. et al. (2016). Psychological Ownership, Job Satisfaction, and Middle Manager Entrepreneurial Behavior. Journal of Leadership & Organizational Studies. 23. 272-287. 6. Chan, K.Y. et al. (2017). Who Wants to Be an Intrapreneur? Relations between Employees’ Entrepreneurial, Professional, and Leadership Career Motivations and Intrapreneurial Motivation in Organizations. 7. Zhao, H. et al. (2010). The Relationship of Personality to Entrepreneurial Intentions and Performance: A Meta-Analytic Review. Journal of Management, Vol. 36 No. 2, March 2010 381- 40. 8. Knobloch, Thomas (2014): Konfliktmanagement in mittelständischen Unternehmen. Spektrum der Mediation 53/2014. 9. Samantha David (2021): Intrapreneurship education– Handlungsempfehlungen zur Gestaltung eines Curriculums für Universtäten. <https://epub.jku.at/obvulihs/download/pdf/6751308?originalFilename=true> 10. [www.fool.com/the-ascent/small-business/human-resources/articles/change-management/](http://www.fool.com/the-ascent/small-business/human-resources/articles/change-management/) 11. [www.fool.com/the-ascent/small-business/human-resources/articles/change-management-models/](http://www.fool.com/the-ascent/small-business/human-resources/articles/change-management-models/) 12. <https://leadershipyoda.com/kurt-lewin-three-stages-of-change/> 13. <https://www.mbamanagementmodels.com/mckinseys-7-s-framework/> 14. <https://www.managementstudyguide.com/kotters-8-step-model-of-change.htm> 15. <https://www.kmutoday.ch/ressort/personal-bildung/professionelles-konfliktmanagement/> 16. <https://www.mtdtraining.com/blog/a-conflict-management-exercise.htm> |
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