

School of Business and Economics
Working Group for Knowledge Management, HRM and Leadership
Summer Term 2025

Master Module and Master Seminar
Intercultural Management
(LV02-e06-003 and LV02-021-172)

Please note the new seminar days:

Thursday, July 3rd, 2025, 9am-5pm, and Friday, July 4th, 2025, 9am-5pm

Venue: - Thursday July 3rd, morning till noon: AA 110 (Universitätsstr. 24, first floor)
- Thursday July 3rd, noon till afternoon: AA 209 (Universitätsstr. 24, second floor)
- Friday, July 4th, all day: AP 1 (address: Am Plan 2, first floor)

This module is open to the following students:

- Master students in Intercultural Business Administration and International Business Management → Master module Intercultural Management, LV02-e06-003
- Master students in Business Administration → Master seminar, LV02-021-172

Course Language

English

Kick-off Event

A kick-off event takes place on Monday, 28 April 2025, at 6:15 pm, online via this link:
<https://webconf.hrz.uni-marburg.de/n/rooms/jjo-fqo-shv-pvo/join>

Course Registration

You can participate in the kick-off event and decide afterwards if you want to attend the course. Please do so by Wednesday, 30 April 2025, 6:00 pm, via this link: <https://forms.gle/CVUNefJJ3LoB5SK18>

Lecturer

Prof. Dr. Thomas Armbrüster

Office hours during term time: Wednesday from 10:00 to 12:00am:
<https://zoom.us/j/95088204582?pwd=M01rYUJMdmsxbXFjeGdQcVBIQWtVZz09>

Examination and Grading

- Students need to give a presentation during the seminar.
- Students need to write an essay of 12 pages, Times New Roman, font size 12, 1.5 spaced, plus table of contents and references, to be sent as a pdf file by email to wmpf@wiwi.uni-marburg.de by August 31st 2025, 24:00h at the latest.

Course Contents

No.	Time	Subject	Presenters
1		Hall's culture framework (1976)	
2		Hofstede's (1980) plus Trompenaars and Hampden-Turner's culture frameworks (1993)	

3		The GLOBE studies (1999)	
4		The culture-matters approach to economic development (2001)	
5		Regional management studies 1: Germany	
6		Regional management studies 2: USA, Canada, UK	
7		Regional management studies 3: Southern Europe plus France	
8		Regional management studies 4: Latin America	
9		Regional management studies 5: Japan; China	
10		Regional management studies 6: Eastern Europe	
11		Regional management studies 7: Sub-Saharan Africa	
12		Regional management studies 8: Arabia and North Africa	

Literature

General recommendations:

- Erin Meyer, 2016: The Culture Map: Decoding How People Think, Lead, and Get Things Done Across Cultures.
- David C. Thomas: Cross-Cultural Management – Essential Concepts, Second Edition, 2008, Sage

Basic reading for Subject 1:

- Edward T. Hall, 1976: Beyond Culture. Garden City: Anchor Press

Please consult additional sources based on your own literature research.

Basic reading for Subject 2:

- Geert Hofstede et al., 2010: Cultures and Organizations: Software of the Mind. 3rd ed. NY: McGraw Hill
- Fons Trompenaars & Charles Hampden-Turner, 1993: Riding the Waves of Culture: Understanding Cultural Diversity in Business. London: Brealey

Please consult additional sources based on your own literature research.

Basic reading for Subject 3:

- House et al. (eds.), 1999: Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies. London: Sage
- Chhokar et al. (eds.), 2007: Culture and Leadership Across the World: The GLOBE Book of In-Depth Studies of 25 Societies. London: Taylor & Francis

Please consult additional sources based on your own literature research.

Basic reading for Subject 4:

- Lawrence E. Harrison, 1993: Who Prospers: How Cultural Values Shape Economic and Political Success. New York: Basic Books.
- Lawrence E. Harrison and Samuel P. Huntington (eds.), 2000: Culture Matters: How Values Shape Human Progress. New York: Basic Books
- David S. Landes, 1998: The Wealth and Poverty of Nations. Why Some are so Rich and Some so Poor. New York: Norton.

Please consult additional sources based on your own literature research.

Basic reading for Subject 5:

- Sylvia Schroll-Machl, 2008, Doing Business with Germans: Their Perception, Our Perception. 3rd edition. Göttingen: Vandenhoeck & Ruprecht
- Thomas Armbrüster, 2017: Management and Organization in Germany. London: Routledge

Please consult additional sources based on your own literature research.

Subjects 6 to 12: Literature research is entirely up to the students