

Course outline

Cultural Capital

Winter Term 2025-26

Course number: LV-02-021-030 (lecture) and LV-02-021-031 (tutorial)

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Course Objectives

Modern companies need managers capable of understanding and managing the interactions between national culture, organizational culture, and organizational knowledge. Hence this course familiarizes the participants with the **cultural aspects of business administration**.

Culture is the sum of attitudes and behavior patterns specific to a country, region, or organization. It leads to distinctive ways in which people behave, and to distinctive ways how they expect others to behave. To manage a company successfully, future managers need to be familiar with the culture distinctive to a particular country, region, or organization, and with cultural differences in general. Hence the course objective is to obtain a systematic and critical understanding of national and regional culture as an important context of management.

The course will then proceed to **organizational issues**. In order to enable future managers to manage culture, the course will make students familiar with

- concepts of organizational culture,
- concepts of leadership, and
- concepts of change management.

Last but not least, the course will proceed to **knowledge management** as the readiness and capability to share knowledge in a firm. It will familiarize students with

- the key concepts of knowledge management
- and how to apply them.

Course schedule

The Master course “Cultural Capital” in the winter term 2025-26 consists of two elements: lecture and tutorial. The lecture will frame the contents; the tutorial will apply them to company cases. By presenting a case in the tutorial, you can earn 10 additional points for the exam.

Approximately 25% of the exam questions relate to the presentations given in the tutorial. We therefore strongly recommend to participate in the tutorial, even if you are not giving a presentation.

Lecture times:

- Friday, 14.11., 12:00 - 18:00, room SEM 101 (+1/0010), Neues Seminargebäude B/07), Pilgrimstein 12
- Saturday, 15.11., 09:00 - 16:00, room SEM 305 (+3/0050), Neues Seminargebäude B/07), Pilgrimstein 12
- Friday, 21.11., 12:00-18:00, room SEM 101 (+1/0010), Neues Seminargebäude B/07), Pilgrimstein 12
- Saturday, 22.11., 09:00 - 16:00, room SEM 013 (00/0130), Neues Seminargebäude B/07), Pilgrimstein 12

Tutorial times:

Kick-off event für the tutorial:

Friday, 31.10.2025: 14:00-16:00, online: <https://webconf.hrz.uni-marburg.de/n/rooms/ivv-qlr-b0a-gfd/join>

In this kick-off event, the cases will be delivered and teams are formed to analyze the cases. In order to participate in the group work, it is important to attend this event.

Regular Tutorial:

- Friday, 30.01.2026, 12:00-18:00, room SEM 013 (00/0130), Neues Seminargebäude B/07), Pilgrimstein 12
- Saturday, 31.01.2026, 09:15-16:00, room SEM 301 (+3/0010), Neues Seminargebäude B707), Pilgrimstein 12
- Friday, 06.02.2026 (backup)

Lecturers:

Lecture:

Prof. Dr. Thomas Armbrüster

Office hours: Wednesday, 10:00-12:00 a.m., online. We send you the online link after registration.

Please register for the next office hour by Tuesday 12 noon each week. <https://forms.gle/yZjSqF7LW1pvCUh2A>

Tutorial:

Annika Sam, M.A.

Office hours: Thursday, 10:00 – 12:00 a.m. (after registration on ILIAS). We send you the link after registration.

Exam:

The exam will be an electronic one on Thursday, February 26th, 2026, with 90 multiple choice questions within 120 minutes time.

Approximately 25% of the exam questions relate to the tutorial. In addition, 10 extra points can be earned for the exam by giving a presentation in the tutorial.

By passing the exam, you have successfully completed the module and will be awarded 6 credit points (ECTS).

Literature

We will provide a **reader** on the platform Ilias, consisting of texts from the following books:

- House et al. (eds.), 2004: 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
- Hofstede et al., 2010: Cultures and Organizations: Software of the Mind. 3rd ed. NY: McGraw Hill
- David C. Thomas: Cross-Cultural Management – Essential Concepts, Second Edition, 2008, Sage
- Schein, 2010: Organizational Culture and Leadership. 4th ed. NY: Wiley
- Cameron and Quinn, 2011: Diagnosing and Changing Organizational Culture. 3rd ed. NY: Wiley
- Northouse, 2015: Leadership: Theory and Practice. 7th ed. London: Sage
- Dalkir, 2011: Knowledge management in Theory and Practice. 2nd ed. Cambridge, MA: MIT Press

Course Contents

- Unit 1: Culture: What it is and where it comes from
- Unit 2: Comparing cultures: Systematically describing cultural differences
- Unit 3: Organizational culture
- Unit 4: Leadership 1: From personality theories to situational leadership
- Unit 5: Leadership 2: From transactional to transformational leadership
- Unit 6: Leadership 3: Change management and changing culture
- Unit 7: Models of knowledge management
- Unit 8: Knowledge management in practice