

School of Business and Economics
Working Group for Knowledge Management, HRM and Leadership
Winter Term 2022-23

Master Lecture and Tutorial
Culture, Leadership & Knowledge Management

Course number: LV-02-021-030 / 031

Course Schedule

The Master course “Culture, Leadership & Knowledge Management” in the winter term 2022-23 consists of two elements.

- a Master lecture, taking place every Tuesday from 6:15 to 7:45pm, conducted by Prof. Dr. Thomas Armbrüster in a **hybrid form**. That is, the lecture takes place **in lecture hall HG +1/0020**, and at the same time live on Zoom via this link:
<https://zoom.us/j/98074456449?pwd=VW16RStmVGthMjFqaThlWGVnMmlpQT09>
- and a Master tutorial, conducted by Jasmin Afrahi, in which students will present the results of company analyses. The exam will also cover aspects of the tutorial, hence we strongly recommend participating. Moreover, students can achieve up to five extra points for the exam by holding a presentation. The tutorial is taking place **online** on Thursday, February 2nd, 2023, 09:00-18:00, and Friday, February 3rd, 2023, 09:00-18:00 via the following link:
<https://uni-marburg.webex.com/uni-marburg-de/j.php?MTID=m649fb525a774d35bce8d706ff7a3d049>

The lecture will frame the contents; the tutorial will apply the contents to company cases.

Kick-off event for the tutorial

There will be a kick-off event for the tutorial in November 23rd, 2022, 14:15 – 15:45, in which 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.**

To access the kick-off event, please use the above-mentioned Webex link to the tutorial.

Exam

There will be a written single-choice or multiple-choice exam in February or March 2023.

Please note: The exam will cover topics from the lecture AND the tutorial.

Course Objectives

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

Culture is the sum of attitudes and behavior patterns specific to a country or region. It leads to distinctive ways in which people behave in certain situations or contexts, and to distinctive ways how they expect other people to behave. In order to survive and do well in an initially unfamiliar context, we need to learn a lot about the culture distinctive to a particular country or region, and about cultural differences in general. Hence the first 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** and 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 seeks to familiarize students with

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

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

Lecturers

Lecture:

Prof. Dr. Thomas Armbrüster, office hours during term time: Wednesday from 10:00am to 12:00am, by Zoom via the following link:

<https://zoom.us/j/95088204582?pwd=M01rYUJMdmsxbXFjeGdQcVBIQWtVZz09>

Tutorial:

Jasmin Afrahi, office hours during term time: Wednesday from 10:00 am to 12:00 am (after registration on ILIAS), via the following link:

<https://uni-marburg.webex.com/uni-marburg-de/j.php?MTID=m649fb525a774d35bce8d706ff7a3d049>

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