

School of Business and Economics  
Working Group for Knowledge Management and Leadership  
Summer Term 2022

Master Module  
**Intercultural Management**

This course will be held in English.

Please note: According to the Examination Regulations, only students of the following programs can take the course:

M.Sc. Intercultural Business Administration  
M.Sc. International Business Management (20172)  
M.Sc. International Business Management (20202)

MSc students of Intercultural Business Administration will be given priority, as this course is mandatory for them. MSc students in International Business Management will be accepted if places are available. The maximum number of participants is 24.

### Course Schedule

The course consists of:

- A kick-off event to distribute the seminar topics on Wednesday, 13 April 2022, at 18:15 h, via BigBlueButton: <https://webconf.hrz.uni-marburg.de/b/tho-xyt-grn-euv>
- A seminar on:
  - Thursday, 05 May 2022, from 16:15 to 19:45 h, in room AP1
  - Friday, 06 May 2022, from 14:15 to 17:45 h, in room AP1
  - Thursday, 12 May 2022, from 16:15 to 19:45 h, in room AP1
  - Friday, 13 May 2022, from 14:15 to 17:45 h, in room AA209
- Students need to write an essay after the seminar. For details see below under the heading "Examination and Grading."

### Lecturer

Prof. Dr. Thomas Armbrüster, office hours during term time: Wednesday from 10:00 to 12:00am, by BigBlueButton: <https://webconf.hrz.uni-marburg.de/b/tho-ufd-jsk-217> (no registration for the office hours required)

### Application / Registration

Please apply for the course by 11 April 2022 by email to [wmpf@wiwi.uni-marburg.de](mailto:wmpf@wiwi.uni-marburg.de).

In your application email:

- In the subject line, please write "Application to the Master's course Intercultural Management".
- In the email, please provide your full name and matriculation number.
- Please attach a scan of your student ID showing your major and semester of study.
- Please add a tabular resume, but no motivation letter.

As mentioned above, MSc students of Intercultural Business Administration will be given priority, as this course is mandatory for them. MSc students in International Business Management will be accepted if places are available. The maximum number of participants is 24.

Applicants will be notified by 12 April 2022 whether they have obtained a place.

### Examination and Grading

- Students need to give a presentation during the seminar. The presentation will not be graded.
- 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](mailto:wmpf@wiwi.uni-marburg.de) by July 31<sup>st</sup> 2022, 24:00h at the latest.

### Course Contents

No.	Time	Subject	Presenters
1	THU, 05 May, 16:15 – 17:15 h	Hall's culture framework (1976)	
2	THU, 05 May, 17:30 – 18:30 h	Hofstede's (1980) plus Trompenaars and Hampden-Turner's culture frameworks (1993)	
3	THU, 05 May, 18:45 – 19:55 h	The GLOBE studies (1999)	
4	FRI, 06 May, 14:15 – 15:15 h	The culture-matters approach to economic development (2001)	
5	FRI, 06 May, 15:30 – 16:30 h	Regional management studies 1: Germany	
6	FRI, 06 May, 16:45 – 17:45 h	Regional management studies 2: USA, Canada, UK	
7	THU, 12 May, 16:15 – 17:15 h	Regional management studies 3: Southern Europe plus France	
8	THU, 12 May, 17:30 – 18:30 h	Regional management studies 4: Latin America	
9	THU, 12 May, 18:45 – 19:55 h	Regional management studies 5: Japan; China	
10	FRI, 13 May, 14:15 – 15:15 h	Regional management studies 6: Eastern Europe	
11	FRI, 13 May, 15:30 – 16:30 h	Regional management studies 7: Sub-Saharan Africa	
12	FRI, 13 May, 16:45 – 17:45 h	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.