

School of Business and Economics  
Working Group for Knowledge Management, HRM and Leadership  
Summer Term 2023

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

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

### Course Location: Marburger Haus, Kleinwalsertal, Austria

Please note that this seminar will take place at Marburger Haus in Kleinwalsertal (Austria). Its website can be found here: <https://www.marburgerhaus.at/>. The address is: Wäldelestraße 16, A-6992 Hirschegg, Austria. The nearest town in Germany is Oberstdorf.

Overnight accommodations for students at Marburger Haus are in triple rooms.

Due to the venue at Marburger Haus, participants must pay their own travel and overnight expenses. Arrival will be on Tuesday, June 13, 2023, by 6:00 pm; departure on Friday, June 16, 2023, at 02:00 pm.

### Course Fee

The cost of accommodation is €52.00 per night per person, i.e. €156,00 for three nights. This includes accommodation in a three-bed room, meals (half-board with breakfast, packed lunch, three-course dinner), the municipal tax and the short-term surcharge.

In addition, students have to pay their travel expenses for the journey to and from Kleinwalsertal.

The students' presentations will take place in the mornings between 09:00 and 13:00. In the afternoon all participants go hiking together. Some may also go on a climbing trail.

**Please note: Students can also participate online, in which case they do not have to pay any course fee. The link is <https://webconf.hrz.uni-marburg.de/b/tho-nsu-uof-nqa>**

### Kick-off Event

A kick-off event for the assignment of topics takes place on Wednesday, 19 April 2023, at 07:45 pm, online via this link: <https://webconf.hrz.uni-marburg.de/b/tho-nsu-uof-nqa>

### Course Registration

Please register for the course **by Monday, April 10<sup>th</sup>, 2023, 24:00h**, via this link: <https://forms.gle/tK29v1VsfCrvNPUH9>

## Lecturer

Prof. Dr. Thomas Armbrüster

Office hours during term time: Wednesday from 10:00 to 12:00am, via Zoom:  
<https://zoom.us/j/95088204582?pwd=M01rYUJMdmsxbXFjeGdQcVBIQWtVZz09>  
(no registration for the office hours required)

## 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](mailto:wmpf@wiwi.uni-marburg.de) by July 31<sup>st</sup> 2023, 24:00h at the latest.

## Course Contents

| <u>No.</u> | <u>Time</u> | <u>Subject</u>  | <u>Presenters</u> |
|------------|-------------|---|-------------------|
| 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.