School of Business and Economics
Working Group for Knowledge Management, HRM and Leadership
Winter Term 2024-25

Master Lecture and Tutorial

Cultural Capital

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

Course Schedule

The Master course "Cultural Capital" (formerly: "Culture, Leadership & Knowledge Management) in the winter term 2024-25 consists of two elements.

- a Master lecture, taking place every Tuesday from 18:15 – 19:45 h in room AA110 (address: Universitätsstr. 24, first floor), conducted by Prof. Armbrüster

- and a Master tutorial, conducted by Dr. Jasmin Afrahi, in which students will present the results of company analyses, taking place **online** on Friday, January 31st and Friday, February, 7th, 2025, 10:00 – 18:00 h. The link to access the meeting will be provided via ILIAS in advance.

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 on Wednesday, November 13th, 2024, 14:15-15:45 h, 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.

The event will take place online and the link to access the meeting will be provided via ILIAS in advance.

Exam

There will be a written multiple-choice exam in February 2025.

Please note:
- The exam will also cover aspects from the lecture AND from the tutorial, hence we strongly recommend participating.
- In the tutorial, students can achieve up to ten extra points for the exam by giving a presentation on a company case.

Course Objectives

The general message of this course is that **a culture of learning leads to success**. 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 in certain situations, and to distinctive ways how they expect other people 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 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**. 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 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: Wednesday, 10:00-12:00 h, online. We send you the online link after registration.

Please register for the next office hour by Tuesday 12 noon each week. Here is the form for registration https://forms.gle/HqB3zEzbnwKNEMnB9.

Tutorial:
Dr. Jasmin Afrahi, office hours: Wednesday from 10:00 am to 12:00 am (after registration on ILIAS). We send you the online link after registration.

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