



**Course number: IPE 10422**  
**(lecture)**  
**IPE 10424 (case studies)**  
**Management and Leadership**  
**across Cultures**  
**Study Level: Master / Graduate**

**Prof. Dr. Christopher Päßler**  
**Language of Instruction: English**  
**ECTS Credits: 6**

In this module students learn the main facets and the relevance of the topic Intercultural Management and Leadership requirements in the globalized world. Students appreciate the challenges facing managers working in an international and intercultural context by increasing awareness and understanding of the soft skills in particularly those relating to cross-cultural management and leadership. Students learn how to decide what people to send abroad and how to motivate and select the right people dealing with culturally different employees. Students learn to analyze and predict situations of conflict with intercultural contact based on cultural dimensions and learn to defuse situations with intercultural contact.

#### Objectives:

Students understand the differences in Management and Leadership. They know about the importance of motivation and identification and can describe the concept of transformational leadership. Students identify differences in communication and leadership behavior influenced by the surrounding environment of the social group. Students realize the influence on culture on their own management behavior and expectations on leading and being led. Students identify the importance of people, network management and social networks in doing business internationally. Students describe and analyze the impact of culture / national culture on business practices in different countries (for example US, Thailand and China). Students develop an intercultural adequate business strategy to deal with cultural diverse employee and customer needs from the example of the Skytrain in Bangkok.

This module combines a lecture (3 ECTS-Credits) and case studies (3 ECTS-Credits).

#### Lecture contents:

- Management and Leadership seen as results on environment, history and culture. Transactional vs. transformational leadership style as suitable decision making routines in different situations of decision making.
- Developing knowledge to analyses intercultural differences: Differences in Management styles and intercultural adequate business strategies
- Self-Test: The six value dimensions from G. Hofstede; students get aware of their own cultural patterns
- Culture and business in different countries, market entry strategies for different cultures and countries.

#### Case Studies Leadership:

- Management and Leadership; Case “Wickersham Mills”
- Management and Leadership; Case “Bonus Distribution”
- Management and Leadership across cultural borders; Case “Dancing with an Elephant”
- Cultural differences and Business Strategy – Case “Bangkok Skytrain”.

Grading is based on a 90-minute written final examination.