FU/BEST

FREIE UNIVERSITÄT BERLIN

European Leadership Dynamics and Strategic Management

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Email Address:	info@fubest.fu-berlin.de
Time Slot:	Mondays, 4:30 p.m.
Language of Instruction:	English
Contact Hours:	45
ECTS Credits:	6

Course Description

The course examines the issues of leadership, management and cultural diversity in a European business and political context. Alongside with the essential theories in leadership, compelling case studies will be considered from strategic, organizational, and business/political perspectives. They will be analyzed critically through multiple frameworks in order to provide a substantial and profound overview of intercultural leadership, and practical recommendations will be drawn for managing diversity.

This course will enhance students' understanding of a wide variety of intercultural competences like cultural awareness, tolerance and emotional intelligence, necessary to lead successfully in business and politics. Special attention is paid to solving the complex issues of the European Union arising on an everyday basis.

Business and political enterprises, as well as NGOs in different parts of Europe will be subject to analysis, including their efforts to work successfully across borders.

Learning Objectives

In this course, students will get extensive knowledge about various leadership theories, focus on leadership practices and acquire skills in establishing intercultural relationships. They will be involved in a process of self-reflection through learning about the different stages of cultural adaptation in a European business and political environment.

The ultimate objective will be to develop valuable skills in dealing with intercultural issues in Europe and globally, like managing intercultural teams, intercultural transfer, intercultural communication, complementarity and synergy. Thus the students will be engaged to become critical learners and offer insights on the challenges and rewards of leadership.

Student Profile

Should be in their fourth semester of college/university education or beyond.

Assignments and Grading

Active participation in the analysis and discussions of readings: 100 Points
Short individual or group assignments: 100 Points
Independent Project Report: 150 Points
Midterm Exam: 300 Points
Term Paper: 350 Points

Completion of the Midterm Exam as well as the Term Paper is needed for a grade.

FU Grade	Points of 1,000
1.0	980-1,000

1.3	950-979
1.7	900-949
2.0	850-899
2.3	800-849
2.7	750-799
3.0	700-749
3.3	650-699
3.7	600-649
4.0	500-599
5.0	< 500

Attendance

Attendance in class is **mandatory**. We also expect you to be **punctual** out of respect to both your instructor and your fellow students. An absence for more than half of a particular day's session will be considered an absence for that day.

If you cannot attend class because you are ill, please **notify your instructor** by e-mail (not via messenger service or through another student) before class. Any absence **without a notification** of your instructor before class will automatically be considered **unexcused**.

Absences because of **illness** are **excused**; however, for the **third** sick day and every other sick day after that (per course), you will need to turn in a **doctor's notice** ("Attest" in German) in order for them to count as excused, too. It is **your** responsibility to keep track of your absences and to know when a doctor's note is required. No doctor's notice issued more than three days after the day of illness will be accepted.

If you miss an **exam** due to an excused absence, your instructor and the FU-BEST team will arrange a make-up exam for you; you may also be entitled to a term paper **deadline extension**. If you, however, do not fulfill all course requirements needed for a grade by the (later) date determined by the program, passing the course is no longer possible.

Please also note that if you miss **more than half** of a course's sessions (even if due to excused absence), passing the course is no longer possible.

Personal travel and visits by relatives or friends are **not** accepted as reasons for absence (i.e., absences for these reasons always count as **unexcused**).

Regarding **unexcused** absences, please note the following:
- Any unexcused absence has consequences for at least the participation portion of the grade.
- Two unexcused absences lead to a lowering of the course grade by a fraction.
- Three unexcused absences will result in a 5.0 (equivalent to an "F") on the transcript.

Literature
Digitized readings posted on the online learning platform Blackboard.

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Course Schedule

Calendar	Topics, Readings, etc.
Session 1	**Topic: Introduction: Being a Successful Leader in Europe** We look at Europe's national and regional cultures and find out which role they play in their respective corporate and political environments. An understanding of these cultures and environments is an essential prerequisite for answering our course`s guiding question: What does it take to be a successful leader in Europe, and how to deal successfully with business and political leaders beyond Europe? Instructions for the assignments of students' term papers, presentations on EU-related topical cases and requirements for the Independent Project report are given. **Readings** ● Hofstede, G. Dimensionalizing Cultures: The Hofstede Model in Context. Online Readings in Psychology and Culture, 2 (1). 2011. ● Tuleja, Elizabeth. Intercultural Communication for Global Business. How Leaders Communicate for Success, 2021. Routledge.
Session 2	**Topic: Transforming an Organization – Change Management and Culture** In the fast-changing global and digital environment, we constantly have to deal with change. Change provides the pathway for constant innovation, analysis and success. Change involves three overlapping aspects: people, processes and culture. In order to properly handle a change, a leader has to balance all three of these aspects. Key considerations for managing change will be discussed with the help of case studies from Europe. Case Studies: Deutsche Bank, Government Structures in Some European Countries. **Readings** ● Dugan, John P. Leadership Theory. Cultivating Critical Perspectives. 2nd ed. John Wiley, 2024. ● Change Management. Leadership Guide. Human Resources, Ryerson University, 2020.
Session 3	**Topic: Effective Communication & Leadership Styles in Europe** Leadership involves the ability to inspire and influence the thinking, attitudes, and behaviour of people in order to accomplish goals and steer one's organization in a cohesive and coherent direction. For this, communication (the process of transmitting meanings) is an integral part of every international business and a prerequisite for its success. The most important element of effective intercultural communication is language. We will look at case studies from Europe to understand how communication is shaped by different social attributes, religion, attitudes and other cultural practices. Case Studies: Successful Start-Ups, Political Organizations. **Readings** ● Rothlauf, J. A Global View on Intercultural Management. Berlin: Walter de Gruyter, 2014, pp.141-169 and pp. 175-184. ● Tuleja, Elizabeth. Intercultural Communication for Global Business. How Leaders Communicate for Success, 2021. Routledge.
Session 4	**Topic: Multicultural Teams**

We look at competences for building and managing multicultural teams. The challenges of leading a diverse team are the focus of this session. These teams rely on group collaboration and that each member experiences the optimum of success and goal achievement. Thus, leaders have to develop a global view, coordinate and integrate the global business and political issues, and be aware of local needs.

Readings
- Rothlauf, J. A Global View on Intercultural Management. Berlin: Walter de Gruyter, 2014, pp. 201-215.
- Tuleja, Elizabeth. Intercultural Communication for Global Business. How Leaders Communicate for Success, 2021. Routledge.

Session 5	**Topic: Corporate Culture and Internationalization – Mergers and Acquisitions**

The number of mergers and acquisitions in Europe and worldwide are increasing. The reasons for this trend include cutting costs, saving time for more innovations and improving the quality of the products and services. Both organizational and national cultures play an enormous role in cross-border mergers and acquisitions.

What is the role of leaders in mergers and acquisitions processes? How can political developments influence these processes?

Case Studies: Daimler-Chrysler, German-Polish-Ukrainian Hospital Merger

Readings
- Rothlauf, Change Management. Leadership Guide. Human Resources, Ryerson University, 2020.
- Dugan, John. P. Leadership Theory. Cultivating Critical Perspective. 2nd. ed. John Riley, 2024.

Session 6	**MIDTERM EXAM**

Session 7	**Topic: Corporate Social Responsibility – European Aspects**

Ethical issues are of increasing importance in Europe. Ethical Leadership requires promoting social justice and equality. Companies are more and more under pressure to comply with growing expectations to act responsibly in social and ecological matters. We look at the positive impact of executives' socially responsible management practices. We discuss whether globally applied codes of conduct make sense, whether whistleblowing works for all cultures, and we learn about the reasons for the differences embedded in legal, governmental, and social European contexts.

Case Study: Sanofi and its Environmental Policy

Readings
- Lundqvist, D. et.al. Leadership and Learning at Work. Journal of Leadership and Organizational Studies 2023, Vol. 30 (2), 205-238.
- Schürcks, L. Research Projects with MA students at Sanofi, Germany, 2023.

Sessions 8 & 9	**Field Trips**
Double Session	**Two Visits - One Question: What Kind of Leadership Practices Promote Simultaneously Sustainability, Social Justice and Equality?**

- **Visiting CDU/CSU or SPD Headquarters in Berlin**
- **Interview With a Successful Start-Up CEO; Students Prepare Questions in Advance**

Session 10 **Term Paper Deadline!**	**Topic: Leading and Managing in Eastern Europe** The major economic trends of the Central and East European countries (CEE countries) since the early 1990s will be dealt with considering the latest reports and economic research. In spite of considerable growth, these economies have been struggling to regain momentum since the end of the Cold War. What is typical for East-European business and political leaders? Does the burden of Old-Way Thinking and corruption still play a role in their activities? **Readings** ● Pellenyi, G. The Role of Central and Eastern Europe in Global Value Chains: Evidence from Occupation – Level Employment Data. Economic Brief 062, 2020. ● International Monetary Fund. Regional Economic Outlook Europe. October, 2023. ● Katz, L. Negotiating International Business – Russia. CreateSpace.com, Charleston, SC, 2017.
Session 11	**Topic: What is Specific about Doing Business with Germans?** How do Germans cooperate, lead, share information, build relationships, adapt to other cultures, give feedback, motivate teams, solve problems or identify best practices for dealing with conflict across cultures? We look at these aspects in relation to expectations coming from other global perspectives. Last but not least: what should we know about German leaders? **Readings** ● Folkerts-Landau, D. and S. Schneider. Beacon of Stability: The Foundations of Germany's Success. Deutsche Bank Research 2021. ● House, Juliane: "Politeness in Germany", in: Hickey, Leo & Stewart, Miranda, Politeness in Europe, 2005, pp. 13-25.
Session 12	**Topic: How do European Business and Political Leaders Score Internationally?** We will watch several interviews with European business and political leaders and analyze their visions and performance with respect to knowledge management, learning-oriented leadership and leadership styles. **Readings** ● Bennett, M. J.: "A Developmental Model of Intercultural Sensitivity", Paper derived from Bennet, M. J. "Towards a Developmental Model of Intercultural Sensitivity", in R. M. Paige: Education for the Intercultural Experience. Yarmouth, ME: Intercultural Press, 1993. ● Acheson, K. and S. Schneider-Bean. Representing the Intercultural Development Continuum as a Pendulum: Addressing the Lived Experiences of Intercultural Competence Development and Maintenance. European Journal of Cross-Cultural Competence and Management, Vol. 5, No1, 2019.
Session 13	**Wrapping it up – Workshop with Students' Presentations of Their Term Papers and Discussion**

Topic for your Independent Project report (2-3 pp.)

Visiting a European Branch of an American Company (e.g. a chain) and interviewing the manager about the challenges working locally and at the same time being a part of an American enterprise.

Or

Interviewing a European Politician/Visiting a European Political Entity/Organization
To be included:
- explanation of your choice
- your main observations of the location on site and opinion on interviews

The purpose of this project is to gain a better understanding of aspects of the European business and political culture; hence your personal visit.

This paper may be written in academic or journalistic style.

Your personal visit of the chosen site, your observations and business/political insights are obligatory!

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Term Paper Assignment

A company based in a European country of your choice merges with another European or US company.

- First, you **define the two companies** by their cultural, corporate, social, industrial, professional and functional dimensions;
- Second, you define **the reason for the merger**;
- Third, you **analyze the critical aspects of the intercultural merger** considering: team development, how you ensure a common sense of purpose in a (virtual) team, how you structure tasks, which communication style you agree on, how to reach decisions;
- Fourth, you describe how the leaders can incorporate **Corporate Social Responsibility (CSR) as company strategy** to be an attractive employer, and how their knowledge exchange can be optimized to drive innovation after the merger.

Requirements
8 pages, with a one-inch margin, written in double space 12 type (without tables, charts, appendices and references).

Obligatory Progress Report
One month prior to hand-in you are required to e-mail a progress report to your lecturer stating:
- your main literature sources
- 7 bullets of your key content

Rules of Using Sources:
Academic sources must be minimum 50 % out of all cited
Copying parts of any of the texts ignoring the source will not be accepted.
Do not swamp your paper with quotes but use them for argumentation for your own case.

Hand in your term paper in print AND electronically stating with your personal signature that you have written the paper yourself using no other sources than the ones listed.