

## Syllabus

### **HRM3118 Culture eats strategy for breakfast – About the meaning, the purpose and influencing factors of company culture and its importance for companies in a fast-changing world**

Jeannette Staudt

Summer Semester 2024

<b>Level</b>	Bachelor	
<b>Credits</b>	3	
<b>Student Contact Hours</b>	2	
<b>Workload</b>	90 Hours	
<b>Prerequisites</b>	<p><b>English language skills:</b></p> <p>This course will be taught in English, and you are expected to read, write and discuss in English. Please be aware that you are not required to speak “perfect” English and we will not worry about any grammar or vocabulary mistakes. However, you are expected to learn the terminology and you should only sign up for this class if you are willing and able to express your thoughts in English – it is perfect practice for your future work life in international organizations.</p>	
<b>Time</b>	Further information on LSF/Moodle	
<b>Room</b>	Further information on LSF/Moodle	
<b>Start Date</b>	Further information on LSF/Moodle	
<b>Lecturer</b>	<b>Name</b>	Jeannette Staudt
	<b>Office</b>	n.a.
	<b>Virtual Office</b>	n.a.
	<b>Office Hours</b>	By arrangement
	<b>Phone</b>	n.a.
	<b>Email</b>	<a href="mailto:jeannette.staudt@gmail.com">jeannette.staudt@gmail.com</a>

## Summary

“Culture eats strategy for breakfast.” This famous quote by Peter Drucker outlines the importance of corporate culture: No matter how brilliant your business strategy is, you will only succeed if you manage to establish and nourish a company culture that thrills and engages people. But what is company or corporate culture and how can we recognize it? How can corporate culture be shaped and transformed in a (business) world where change is permanent and necessary to survive? And which influence do leaders and HR instruments and processes have on corporate culture?

In this interactive course, you will learn about different conceptual frameworks of corporate culture. We will discover the context of permanent change and different approaches on how to shape and change corporate culture. Furthermore, we will discuss the purpose and the effects of corporate culture on business success. Based on a solid conceptual basis, you will also get to know many practical examples, especially in the context of “New Work”. The course concludes by applying your knowledge to concrete cases and exploring how theory can be applied into practice – or not.

## Outline of the Course

Course topics include:

- Part I Introduction
  - What does Company Culture mean
- Part II
  - Conceptual frameworks of corporate culture
  - The purpose of corporate culture
- Part III
  - Context of permanent change – in business and society
  - How to shape & change a corporate culture
- Part IV
  - Culture and Leadership
  - Culture and HR

## Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Program Intended Learning Outcomes	Course Intended Learning Outcomes	Assessment Method	
		Written Exam	Non-rated discussion
After completion of the program the students will be able to	After completion of the course the students will be able to	100%	
		Individual	
<b>1 Expert Knowledge</b>			
1.5 ...to demonstrate profound expert knowledge in their field of specialization.	...acquire profound knowledge of the concept of corporate culture incl. conceptual frameworks and purpose.  ...explain the change in business and society and discuss what this means for corporate culture.	X  X	
<b>2 Digital Skills</b>			
<b>3 Critical Thinking and Analytical Competence</b>			
3.1 ... to implement adequate methods in a competent manner and to apply them to complex problems.	...recognize success factors of a beneficial corporate cultures and apply this in case studies.	X	
3.2 ...to critically reflect and interpret findings and to develop comprehensive solutions for complex problems.	...critically review the adaption of conceptual frameworks into practice and interpret examples of corporate culture in the light of discussed concepts.	X	
<b>4 Ethical Awareness</b>			
<b>5 Communication and Collaboration Skills</b>			
5.2 ... to demonstrate their oral communication skills in presentations.	...to express complex issues effectively in during discussions and small presentations / case studies during the course.		X
<b>6 Internationalization</b>			
6.1 ... to understand and explain business challenges in an international context.	...to understand and explain the challenges of corporate culture in international settings.	X	

## Teaching and Learning Approach

In order to get profound expert knowledge with respect to Corporate Culture, input from the lecturer will be provided throughout the course and complemented with many practical examples. You will be asked to apply this knowledge by preparing little tasks or conduct research and present the results within the course, either in small groups or individually.

## **Literature and Course Materials**

### Recommended Reading:

Schein, E. H., Schein, P. (2016): Organizational culture and Leadership, 5<sup>th</sup> Edition, New Jersey: John Wiley & Sons.

Hofstede, G., Hofstede, G. J., & Minkov, M. (2010): Cultures and Organizations – Software of the Mind: Intercultural Cooperation and Its Importance for Survival, 3<sup>rd</sup> Edition, New York: McGraw-Hill Education.

Sackmann, S. (2021): Culture in Organizations – Development, Impact and Culture-Mindful Leadership, 2021.

### Supplementary Reading:

Laloux, F. (2014): Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage in Human Consciousness, Brussels: Nelson Parker.

Homma, N., Bauschke, R., & Hofmann, L. M. (2015): Einführung Unternehmenskultur: Grundlagen, Perspektiven, Konsequenzen, Wiesbaden: Springer Gabler.

Sackmann, S. (2017): Unternehmenskultur: Erkennen – Entwickeln – Verändern: Erfolgreich durch kulturbewusstes Management, 2<sup>nd</sup> Edition, Wiesbaden: Springer Gabler.

## **Assessment**

1. Active participation in the class sessions.
2. Written exam, duration: 60 minutes.

## **Code of Conduct for Online Teaching**

[Link to the Code of Conduct for Online Teaching](#)