



# **Master of Business Administration**

N10093

Literature List 2024/25

# BMBA5001N Leadership and Sustainability

## Recommended Readings per Session

### WEEK 1: Main topic areas:

#### 1. Leadership and motivation (JLM)

#### 2. Business sustainability & research (CHMP)

### SESSION 1– INTRODUCTION TO THE MODULE / DEFINING LEADERSHIP (JLM)

- Chapter 2 – Theoretical Perspectives on Leadership in: Bolden, R. (2011). Exploring leadership: individual, organizational, and societal perspectives. Oxford University Press, P. 17-39
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.

### SESSION 2 – INTRODUCTION TO THE MODULE / DEFINING BUSINESS/CORPORATE SUSTAINABILITY

#### (CHMP)

- Chapter 1 - Corporate Sustainability - What it is and why it Matters, in: Rasche, A., Morsing, M., Moon, J., & Kourula, A. (2023). *Corporate Sustainability: Managing Responsible Business in a Globalised World*, Cambridge University Press, Cambridge, MA, 1-26.
- Eccles, R. Moving beyond ESG, *Harvard Business Review*, September – October 2024
- Strand, R., Freeman, R. E., & Hockerts, K. (2015). Corporate Social Responsibility and Sustainability in Scandinavia: An Overview. *Journal of Business Ethics* 127(1), 1–15.

### SESSION 3 – LEADERSHIP AS PRACTICE (JLM)

- Crevani, L., Lindgren, M., & Packendorff, J. (2010). Leadership, not leaders: On the study of leadership as practices and interactions. *Scandinavian journal of management*, 26(1), 77-86.
- Alvesson, M., & Sveningsson, S. (2003). Managers doing leadership: The extra-ordinarization of the mundane. *Human relations*, 56(12), 1435-1459.

### SESSION 4 – THE “ENVIRONMENTAL” DIMENSION OF CORPORATE SUSTAINABILITY (CHMP)

- Chapter 23 – Business, Climate Change, and the Anthropocene in: Rasche, A., Morsing, M., Moon, J., & Kourula, A. (2023). *Corporate Sustainability: Managing Responsible Business in a*

Globalised World, Cambridge University Press, Cambridge, MA, p.484 – 505

- Bansal, P. (2003). From issues to actions: The importance of individual concerns and organizational values in responding to natural environmental issues. *Organization Science*, 14(5), 510-527.

**WEEK 2: Main topic areas:**

**1. Leadership and motivation (JLM)**

**2. Business sustainability & research (CHMP)**

**SESSION 5 – A RELATIONAL PERSPECTIVE ON LEADERSHIP: LEADER-FOLLOWER RELATIONS (JLM)**

- DeRue, D. S., & Ashford, S. J. (2010). Who will lead and who will follow? A social process of leadership identity construction in organizations. *Academy of Management Review*, 35(4), 627-647.
- Uhl-Bien, M. (2006). Relational leadership theory: Exploring the social processes of leadership and organizing. *The leadership quarterly*, 17(6), 654-676.

**SESSION 6 - THE “SOCIAL” DIMENSION WITHIN CORPORATE SUSTAINABILITY (CHMP)**

- Chapter 22 - Labour Rights in Global Supply Chains in: Rasche, A., Morsing, M., Moon, J., & Kourula, A. (2023). *Corporate Sustainability: Managing Responsible Business in a Globalised World*, Cambridge University Press, Cambridge, MA, p. 456-483
- Ajmal, M.M., Khan, M., Hussain, M., & Helo, P. (2018). Conceptualizing and incorporating social sustainability in the business world. *International Journal of Sustainable Development & World Ecology*, 25(4), 327-339.

**SESSION 7 - LEADERSHIP AND EMOTIONAL INTELLIGENCE (JLM)**

- Goleman, D. (2017). Leadership that gets results. In *Leadership perspectives* (pp. 85-96). Routledge.
- Chapter 3 – (Individual Perspectives on Leadership) Leading from the Heart? Leadership & Emotions, Just another set of traits? Critique of Authentic and Emotionally Intelligent Leadership in: Bolden, R. (2011). *Exploring leadership: individual, organizational, and societal perspectives*. Oxford University Press, P. 59-66

**SESSION 8 – THE GOVERNANCE DIMENSION WITHIN CORPORATE SUSTAINABILITY (CHMP)**

- Chapter 15 – Corporate Governance and Sustainability in Rasche, A., Morsing, M., Moon, J., & Kourula, A. (2023). *Corporate Sustainability: Managing Responsible Business in a Globalised World*, Cambridge University Press, Cambridge, MA, p. 456-483
- Defining the G in ESG: Governance Factors at the heart of Sustainable Business, World Economic Forum, June 2022
- Pérez, L., Hunt, V., Samandari, H., Nuttall, R., & Biniek, K. (2022). Does ESG really matter—and why. *McKinsey Quarterly*, 60(1).

**WEEK 3: Main topic areas:**

3. Critical thinking & cross-cultural leadership (JLM)
4. Innovative solutions to challenging theories (CHMP)

**SESSION 9 – CRITICAL PERSPECTIVES ON LEADERSHIP (JLM)**

- Alvesson, M., & Spicer, A. (2012). Critical leadership studies: The case for critical performativity. *Human relations*, 65(3), 367-390.
- Collinson, D. (2011). Critical leadership studies. *The Sage handbook of leadership*, 181-194.

**SESSION 10 – MEASURING & REPORTING CORPORATE SUSTAINABILITY PERFORMANCE (CHMP)**

- Chapter 17 - Reporting, Materiality and Corporate Sustainability in Rasche, A., Morsing, M., Moon, J., & Kourula, A. (2023). *Corporate Sustainability: Managing Responsible Business in a Globalised World*, Cambridge University Press, Cambridge, MA, p. 334-369
- European Commission, Corporate Sustainability Reporting: [https://finance.ec.europa.eu/capitalmarkets-union-and-financial-markets/company-reporting-and-auditing/companyreporting/corporate-sustainability-reporting\\_en](https://finance.ec.europa.eu/capitalmarkets-union-and-financial-markets/company-reporting-and-auditing/companyreporting/corporate-sustainability-reporting_en)

**SESSION 11 – WORKSHOP – ASSESSMENT 1 (JLM)**

**SESSION 12 – WORKSHOP – ASSESSMENT 1 (CHMP)**

**WEEK 4: Main topic areas:**

3. Critical thinking & cross-cultural leadership (JLM)
4. Innovative solutions to challenging theories (CHMP)

**SESSION 13 – LEADERSHIP AND ORGANIZATIONAL CULTURE (JLM)**

- Chatman, J. A., & Cha, S. E. (2003). Leading by leveraging culture. *California management*

review, 45(4), 20-34.

- Galpin, T., Whittington, J. L., & Bell, G. (2015). Is your sustainability strategy sustainable?

Creating a culture of sustainability. *Corporate Governance*, 15(1), 1-17.

- Baumgartner, R. J. (2009). Organizational culture and leadership: Preconditions for the development of a sustainable corporation. *Sustainable development*, 17(2), 102-113.

#### **SESSION 14 – SUSTAINABILITY, STRATEGY AND ORGANIZATIONAL CULTURE (CHMP)**

- Engert, S., & Baumgartner, R. J. (2016). Corporate sustainability strategy—bridging the gap between formulation and implementation. *Journal of cleaner production*, 113, 822-834.

- Assoratgoon, W., & Kantabutra, S. (2023). Toward a sustainability organizational culture model. *Journal of Cleaner Production*, 400, 136666.

- Strand, R. & Freeman, R. E. (2015). The Scandinavian Cooperative Advantage: Theory and practice of stakeholder engagement in Scandinavia. *Journal of Business Ethics* 127(1), 65 – 85.

#### **SESSION 15 – LEADERSHIP AND INNOVATION/CREATIVITY (JLM)**

- Hargadon, A. B., & Bechky, B. A. (2006). When collections of creatives become creative collectives: A field study of problem solving at work. *Organization science*, 17(4), 484-500.

- O Reilly, C. A., & Tushman, M. L. (2004). The ambidextrous organization. *Harvard business review*, 82(4), 74-83.

#### **SESSION 16 - BUSINESS MODEL INNOVATION FOR SUSTAINABILITY (CHMP)**

- Chapter 19: Business Model Innovation for Sustainability, in: Rasche, A., Morsing, M., Moon, J., & Kourula, A. (2023). *Corporate Sustainability: Managing Responsible Business in a Globalised World*, Cambridge University Press, Cambridge, MA, p. 388-411

- Atasu, A.; Dumas, C.; Wassenhove, I. N. V. The circular business model. *Harvard business review*, [s. L.], v. 99, n. 4, p. 72–81, 2021.

- Evans, S., Vladimirova, D., Holgado, M., Van Fossen, K., Yang, M., Silva, E. A., & Barlow, C. Y. (2017). Business model innovation for sustainability: Towards a unified perspective for creation of sustainable business models. *Business strategy and the environment*, 26(5), 597-608.

#### **WEEK 5: Main topic areas:**

##### **5. Analysis & organisational cultures (JLM)**

##### **6. Research methodology and presenting data (CHMP)**

## **SESSION 17 - LEADERSHIP FOR SUSTAINABILITY (JLM)**

- Liao, Y. (2022). Sustainable leadership: A literature review and prospects for future research. *Frontiers in psychology*, 13, 1045570.
- Strand, R. (2011). Exploring the role of leadership in corporate social responsibility: A review. *Journal of Leadership, Accountability, and Ethics*, 8(4), 84-96.
- Avery, G. C., & Bergsteiner, H. (2011). Sustainable leadership practices for enhancing business resilience and performance. *Strategy & Leadership*, 39(3), 5-15.

## **SESSION 18 – SUSTAINABILITY STANDARDS AND SUSTAINABILITY PROFESSIONALS (CHMP)**

- Wright, C., Nyberg, D., & Grant, D. (2012). “Hippies on the third floor”: Climate change, narrative identity and the micro-politics of corporate environmentalism. *Organization studies*, 33(11), 1451-1475.
- Chapter 10 - Sustainability Professionals, in Rasche, A., Morsing, M., Moon, J., & Kourula, A. (2023). *Corporate Sustainability: Managing Responsible Business in a Globalised World*, Cambridge University Press, Cambridge, MA, p. 190-206

## **SESSION 19– WORKSHOP – ASSESSMENT 2 (JLM)**

## **SESSION 20 – WORKSHOP – ASSESSMENT 2 (CHMP)**

### **WEEK 6: Main topic areas:**

#### **5. Analysis & organisational cultures (JLM)**

#### **6. Research methodology and presenting data (CHMP)**

## **SESSION 21 – CROSS-CULTURAL LEADERSHIP (JLM)**

- Guthey, E., & Jackson, B. (2011). 'Cross-cultural leadership revisited' in Bryman, A. (ed.). *The SAGE handbook of leadership*, 165-178.
- Cross-cultural Leadership in Marturano, A., & Gosling, J. (2008). *Leadership: the key concepts: Vol. Routledge key guides*. Routledge, p. 32-35
- Being Local, Being Global and Being Wordly in Bolden, R., Gosling, J., & Hawkins, B. (2023). *Exploring leadership: Individual, organizational, and societal perspectives*. Oxford University Press, p. 112-116
- Meyer, E. (2017). Being the boss in Brussels, Boston, and Beijing. *Harvard Business Review*, 95(4), 70-77.

## **SESSION 22 - CROSS-SECTOR COLLABORATION FOR SUSTAINABILITY (CHMP)**

- Chapter 18 - Sustainability Partnerships, in: Rasche, A., Morsing, M., Moon, J., & Kourula, A. (2023). *Corporate Sustainability: Managing Responsible Business in a Globalised World*, Cambridge University Press, Cambridge, MA, p. 370-387
- NGO - Business Partnerships for Sustainability: An Overview of the Literature, in Andersen, D. (2021). *Walking through Temporal Walls: Rethinking NGO Organizing for Sustainability through a Temporal Lens on NGO-Business Partnerships*. Copenhagen Business School [Phd series]. p. 43-54

## **SESSION 23 – LEADERSHIP FOR SUSTAINABILITY II & RECAP (JLM)**

- Pless, N. M., & Maak, T. (2012). Responsible leadership: Pathways to the future. *Responsible leadership*, 3-13.
- Metcalf, L., & Benn, S. (2013). Leadership for sustainability: An evolution of leadership ability. *Journal of business ethics*, 112, 369-384.

## **SESSION 24 - CRITICAL PERSPECTIVES ON BUSINESS SUSTAINABILITY & RECAP (CHMP)**

- Wright, C., & Nyberg, D. (2017). An inconvenient truth: How organizations translate climate change into business as usual. *Academy of management journal*, 60(5), 1633-1661.
- Jung, J. C., & Sharon, E. (2019). The Volkswagen emissions scandal and its aftermath. *Global business and organizational excellence*, 38(4), 6-15.

# BMBA5002N Advanced Strategic Management

## **WEEK 1: Introduction to the module & Strategic Management (SM)**

### **Session 1: Introduction to the module & Strategic Management (SM)**

Khalifa, A.S. (2021) Strategy and what it means to be strategic: redefining strategic, operational, and tactical decisions. *Journal of Strategy and Management*. 14(4), 381-396.

### **Session 2: Approaches to SM**

Sull, D. N. (2007). Closing the gap between strategy and execution. *MIT Sloan Management Review*. 30-38.

### **Session 3: Strategy, industry's competitive forces and positioning**

Durmusoglu, S. S. (2004). Open innovation: the new imperative for creating and profiting from technology. *European Journal of Innovation Management*, 7(4), 325-326.

Evans, P., & Wurster, T. S. (1999). Getting real about virtual commerce. *Harvard Business Review*, 77, 84-98.

Faulkner, D., & Bowman, C. (1992). Generic strategies and congruent organisational structures: some suggestions. *European Management Journal*, 10(4), 494-500.

Nielsen, C., Osterwalder, A., & Pigneur, Y. (2024). How do you enable business model innovation to thrive in your organisation?. *Journal of Business Models*, 12(2).

### **Session 4: Strategy as/in practice**

Butler, A. W. (2008). Distance still matters: Evidence from municipal bond underwriting. *The Review of Financial Studies*, 21(2), 763-784.

## **WEEK 2: Theoret. Frameworks - analyzing business strategies**

### **Session 5: Strategic analysis tools I**

Kaplan, R. S., & Norton, D. P. (2005). *The balanced scorecard: measures that drive performance* (Vol. 70, pp. 71-79). Boston, MA, USA: Harvard business review.

### **Session 6: Strategic analysis tools II**

Kim, W. C. (2005). Blue ocean strategy: from theory to practice. *California management review*, 47(3), 105-121.

Osterwalder, A., & Pigneur, Y. (2010). *Business model generation: a handbook for visionaries, game changers, and challengers* (Vol. 1). John Wiley & Sons.



### **Session 7: Strategic drift and managing change**

Mintzberg, H. (1980). Structure in 5's: A Synthesis of the Research on Organization Design. *Management science*, 26(3), 322-341.

Johnson, G. (1992). Managing strategic change—strategy, culture and action. *Long range planning*, 25(1), 28-36.

### **Session 8: Models of change**

Kotter, J., & Rathgeber, H. (2016). *Our iceberg is melting: Changing and succeeding under any conditions*. Penguin.

### **WEEK 3: Analytical techniques and project life cycle**

#### **Session 9: Project Manager and PM function and Project Management**

Hyväri, I. (2006). Project management effectiveness in project-oriented business organizations. *International journal of project management*, 24(3), 216-225.

#### **Session 10: Project strategy and selection**

Buytendijk, F., Hatch, T., & Micheli, P. (2010). Scenario-based strategy maps. *Business Horizons*, 53(4), 335-347.

#### **Session 11: Project management office: budgeting and risk management**

Muldoon, J., Bendickson, J., Bauman, A., & Liguori, E. W. (2020). Reassessing Elton Mayo: clarifying contradictions and context. *Journal of Management History*, 26(2), 165-185.

#### **Session 12: Teams: Conflict, negotiation and the project life cycle**

Muldoon, J., Bendickson, J., Bauman, A., & Liguori, E. W. (2020). Reassessing Elton Mayo: clarifying contradictions and context. *Journal of Management History*, 26(2), 165-185.

### **WEEK 4: Evaluating Project Management Techniques**

#### **Session 13: Strategy as a process and challenges in strategic projects**

Levin, G. (Ed.). (2016). *Program management: A life cycle approach*. CRC Press.

#### **Session 14: PM techniques and project analysis**

Grundy, T. (1998). Strategy implementation and project management. *International Journal of Project Management*, 16(1), 43-50.

#### **Session 15: Strategic projects' governance, models and strategic**

Jacobs, F. R., & Chase, R. B. (2018). *Operations and supply chain management*. McGraw-Hill.

#### **Session 16: Project auditing and closure**

Abrantes, B. (2023). Strategic Project auditing. In, Principles of External Business Environment Analyzability in an Organizational Context, pp. 271-299. IGI Global.

## **WEEK 5: Strategic problem-solving and decision-making**

### **Session 17: Strategic decision-making**

Rockart, J. F. (1979). Chief executives define their own data needs. *Harvard business review*, 57(2), 81-93.

Haslam, S., & Shenoy, B. (2018). *Strategic decision making: a discovery-led approach to critical choices in turbulent times*. Kogan Page Publishers.

### **Session 18: Types, styles and conditions in decision-making**

Bennett, N., & Lemoine, J. (2014). What VUCA really means for you. *Harvard business review*, 92(1/2).

Boal, K. B., & Hooijberg, R. (2000). Strategic leadership research: Moving on. *The Leadership Quarterly*, 11(4), 515-549.

### **Session 19: Decision-making: Bias and models**

Eisenhardt, K. M., & Zbaracki, M. J. (1992). Strategic decision making. *Strategic management journal*, 13(S2), 17-37.

### **Session 20: Growth, innovation and change: Internationalization, Partnering and M&As**

Chesbrough, H., & Bogers, M. (2014). *Explicating open innovation: Clarifying an emerging paradigm for understanding innovation*. *New Frontiers in Open Innovation*. Oxford: Oxford University Press.

## **WEEK 6: Mergers and Acquisitions**

### **Session 21: Intro to M&As**

Irvin, J., Pedro, L., & Gennaro, P. (2003). Strategy from the inside out: lessons in creating organic growth. *Journal of Business Strategy*, 24(5), 10-14.

### **Session 22: Due Diligence**

Campbell, A., & Goold, M. (1995). Corporate strategy: The quest for parenting advantage. *Harvard business review*, 73(2), 120-132.

Wangerin, D. (2019). M&A due diligence, post-acquisition performance, and financial reporting for business combinations. *Contemporary Accounting Research*, 36(4), 2344-2378.

Grant, R. M. (2002). *Contemporary strategy analysis (Vol. 4)*. Oxford: Blackwell.

**Session 23: Acculturation in M&As**

Nahavandi, A., & Malekzadeh, A. R. (1988). Acculturation in mergers and acquisitions. *Academy of management review*, 13(1), 79-90.

Session 24: Business Simulation

# BMBA5003N Cross-cultural Management and Marketing

## Session 1: Cultural diversity, influence, and consumer behavior in marketing

- Lai, J., He, P., Chou, H. and Zhou, L. (2013). 'Impact of national culture on online consumer review behavior', *Global Journal of Business Research*, 7(1), pp. 109-115. Available at: [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2147910](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2147910)
- Shavitt, S. and Barnes, A. J. (2019). 'Culture and the consumer journey', *Elsevier Journal of Retailing*, 96(1), pp. 40-54. Available at: <https://doi.org/10.1016/j.jretai.2019.11.009>

## Session 2: Impacts of culture perspectives in the 21<sup>st</sup> century globalized business world

- Spencer-Oatey, H., and Kádár, D. (2016). 'The bases of (im)politeness evaluations: Culture, the moral order and the east-west debate', *East Asian Pragmatics*, 1(1). pp. 73-106. Available at: [https://wrap.warwick.ac.uk/id/eprint/86147/1/WRAP\\_cal-220217-spencer-oatey\\_and\\_kadar\\_eap\\_accepted151116.pdf](https://wrap.warwick.ac.uk/id/eprint/86147/1/WRAP_cal-220217-spencer-oatey_and_kadar_eap_accepted151116.pdf)

## Session 3: Theory, application, value, and limitations of Trompenaars; culture model for international business - Part 1

- Pirlog, A. (2021). 'Intercultural profile of managers in the Republic of Moldova in the context of the Trompenaars and Hampden-Turner theory of cultural dimensions', *Theoretical and Scientifical Journal*, pp. 70-84. Available at: [https://ibn.idsi.md/sites/default/files/imag\\_file/70-84\\_4.pdf](https://ibn.idsi.md/sites/default/files/imag_file/70-84_4.pdf)  
<https://doi.org/10.36004/nier.es.2021.2-06>
- Stanciu, L., Stanciu, C., Balcescu, N. and Blaga, L. (2023). 'Specificities of the culture and the management of economic organizations in Romania in approaching the model developed by Fons Trompenaars', *Sciendo International Conference*, 29(2), pp. 133-137. Available at: <https://intapi.sciendo.com/pdf/10.2478/kbo-2023-0047>
- Trompenaars, F. (2022). 'Covid-19 across cultures', *Journal of Intercultural Management and Ethics*, 5(4), pp. 5-24, Available at: <https://www.ceeol.com/search/article-detail?id=1102431>

## Session 4: Theory, application, value, and limitations of Trompenaars; culture model for international business - Part 2

- Li, L. (2023). 'Cultural influences on business practices: Motivation, negotiation, and partnership in Japanese companies', *Paradigm Academic Press Law and Economy*, 2(8), pp. 42-48. Available at: <https://www.paradigmpress.org/le/article/view/735/627>
- Schuster, N. (2021). 'Cultural influence on mobile app design-a theoretical review of culture theories and their influence on app design in China', *Journal of Computer Engineering & Information Technology*, 10(6), pp. 1-4. Available at: [https://www.researchgate.net/profile/Nico-Schuster/publication/352838071\\_Cultural\\_Influence\\_on\\_Mobile\\_App\\_Design-A\\_Theoretical\\_Review\\_of\\_Culture\\_Theories\\_and\\_Their\\_Influence\\_on\\_App\\_Design\\_in\\_China/links/61007cb12bf3553b29170b8f/Cultural-Influence-on-Mobile-App-Design-A-Theoretical-Review-of-Culture-Theories-and-Their-Influence-on-App-Design-in-China.pdf](https://www.researchgate.net/profile/Nico-Schuster/publication/352838071_Cultural_Influence_on_Mobile_App_Design-A_Theoretical_Review_of_Culture_Theories_and_Their_Influence_on_App_Design_in_China/links/61007cb12bf3553b29170b8f/Cultural-Influence-on-Mobile-App-Design-A-Theoretical-Review-of-Culture-Theories-and-Their-Influence-on-App-Design-in-China.pdf)

### **Session 5: Theory, application, value, and limitations of Hofstede's culture model for international business - Part 1**

- Escandon-Barbosa, D., Ramirez, A. and Salas-Paramo, J. (2022) 'The effect of cultural orientations on country innovation performance: Hofstede cultural dimensions revisited?' *Sustainability MDPI*, 14 (5851). Available at: <https://doi.org/10.3390/su14105851>
- Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. Online Readings in Psychology and Culture, 2(1). <https://scholarworks.gvsu.edu/orpc/vol2/iss1/8/>

### **Session 6: Theory, application, value, and limitations of Hofstede's culture model for international business - Part 2**

- Kharchenko, J., Chadha, A., Roosta, T. and Shah, C. (2024). 'How well do LLMs represent values across cultures? Empirical analysis of LLM responses based on Hofstede cultural dimensions', *Computer Science Computation and Language*. Available at: <https://doi.org/10.48550/arXiv.2406.14805>
- Minkov, M., Sokolov, B., Tasse, M. A., Jamballuu, E., Schachner, M. and Kaasa, A. (2023). 'A transposition of the Minkov-Hofstede model of culture to the individual level of analysis', *Cross-Cultural Research*, 57(2-3), pp. 264-293. Available at: [https://research.vu.nl/ws/portalfiles/portal/291385734/Mminkov-et-al-2023\\_A-transposition-of-the-minkov-hofstede-model-of-culture-to-the-individual-level-of-analysis-evidence.pdf](https://research.vu.nl/ws/portalfiles/portal/291385734/Mminkov-et-al-2023_A-transposition-of-the-minkov-hofstede-model-of-culture-to-the-individual-level-of-analysis-evidence.pdf)

### **Session 7: Theory, application, value, and limitations of Meyer's culture model for international business**

- Bannikova, K. and Mykhaylyova, K. (2023). 'Effective global recruitment strategy: Cultural competence', *Review of Economics and Finance* 21, pp. 592-598. Available at: [https://www.researchgate.net/profile/Kateryna-Mykhaylyova/publication/372786987\\_Effective\\_Global\\_Recruitment\\_Strategy\\_Cultural\\_Competence/links/64c89c1a4ce9131cd57d0e10/Effective-Global-Recruitment-Strategy-Cultural-Competence.pdf](https://www.researchgate.net/profile/Kateryna-Mykhaylyova/publication/372786987_Effective_Global_Recruitment_Strategy_Cultural_Competence/links/64c89c1a4ce9131cd57d0e10/Effective-Global-Recruitment-Strategy-Cultural-Competence.pdf)

## **Session 8: GUEST SPEAKER**

### **Session 9: Identify internal organizational challenges**

- Bartosik-Purgat, M. and Rakowska, W. (2023). 'Cross-cultural business-to-business communication - the experiences of Polish companies with the Chinese and Americans', *International Journal of Emerging Markets*, 20(13). Available at: <https://www.emerald.com/insight/content/doi/10.1108/ij OEM-01-2022-0013/full/html>
- Hitokoto, H. and Takahashi, Y. (2020). 'Interdependent happiness across age in Costa Rica, Japan, and the Netherlands', *Asian Journal of Social Psychology*, pp. 1-18. Available at: <https://onlinelibrary.wiley.com/doi/10.1111/ajsp.12437>

### **Session 10: Market challenges in foreign markets**

- Competing Across Borders: How cultural and communication barriers affect business. The Economist Intelligence Unit. (n.d.). <https://impact.econ-asia.com/perspectives/sites/default/files/Competing%20across%20borders.pdf>
- Lost in Translation. (2011). Harvard Business Review. <https://hbr.org/2011/04/lost-in-translation>
- Xu, K., Hitt, M. A., Brock, D., Pisano, V. and Huang, L.S.R. (2021). 'Country institutional environments and international strategy: A review and analysis of the research', *Elsevier Journal of International Management*, 27(1), pp. 1-26. Available at: [https://e-tarjome.com/storage/panel/fileuploads/2021-04-15/1618489752\\_E15306.pdf](https://e-tarjome.com/storage/panel/fileuploads/2021-04-15/1618489752_E15306.pdf)

### **Session 11: Market segmentation, targeting, and positioning across cultures - Part 1**

- Borden, N. H. (1984). 'The concept of the marketing mix', *Journal of Advertising Research Classics* 2, pp. 7-12.

***This journal article can be found under the Session 11 tab.***

#### **Session 12: Market segmentation, targeting, and positioning across cultures - Part 2**

- Thomas, M. R. and George, G. (2021). 'Segmenting, targeting, and positioning of generational cohorts y, z and alpha', *IIMS Journal of Management Science*, 12(2), pp. 115-129. Available at: <https://www.indianjournals.com/ijor.aspx?target=ijor:iimsjms&volume=12&issue=2&article=004>

#### **Session 13: Market challenges and strategies of cross-cultural management**

- Steinhoff, L., Liu, J., Li, X. and Palmatier, R. W. (2023). 'Customer engagement in international markets', *Journal of International Marketing*, 31(1), 1–31. Available at: <https://journals.sagepub.com/doi/full/10.1177/1069031X221099211>

#### **Session 14: Analyze existing cross-cultural management strategies**

- Bagozzi, R. P. (1975). 'Marketing as exchange', *Journal of Marketing*, 39, pp. 32-39.  
***This journal article can be found under the Session 14 tab.***

#### **Session 15: Analyze existing cross-cultural marketing strategies**

- Grinstein, A., Riefler, P. and Hewett, K. (2022). Well-Being in a Global World—Future Directions for Research in International Marketing: An Editorial. *Journal of International Marketing*, 30(3), 1–4. Available at: <https://journals.sagepub.com/doi/full/10.1177/1069031X221096237>

#### **Session 16: Case analysis and applications**

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### **Session 17: Crafting cross-cultural marketing messages and communication strategies – Part 1**

- Economist Intelligence Unit (2012). 'Competing across borders'. *The Economist*.
- Liu, H. (2023). 'Cultural influence on consumer behavior: Strategies for adapting marketing campaigns in a globalized world', *International Journal of Education, Humanities and Social Sciences*, 1(1), pp. 1-9. Available at: [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=5038476](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=5038476)
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### **Session 18: Crafting cross-cultural marketing messages and communication strategies – Part 2**

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### **Session 21: Cross-cultural marketing campaign: branding and positioning**

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### **Session 22: Cross-cultural marketing campaign: advertising strategies**

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### **Session 24: Cross-cultural marketing campaign: promotions and partnerships**

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# BMBA5004 Business Finance and Enterprise Development

## Reading List

### Week1: Entrepreneurship and Entrepreneurial Ecosystems

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## **Week 2: Technology to enable business growth**

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### **Week 3: Types of Business Startups**

#### **Starting your own company**

#### **Introduction to funding sources**

#### **Funding strategies**

Becker, S.D. and Eendenich, C., 2023. Entrepreneurial Ecosystems as Amplifiers of the Lean Startup Philosophy: Management Control Practices in Earliest-Stage Startups. *Contemporary Accounting Research*, 40(1), pp.624-667.

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#### **Week 4: Financial statements and accounting**

##### **Cost classifications and Price setting**

##### **Evaluating Venture Opportunities**

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#### **Week 5: Financial Decision making tools**

##### **Venture Funding and Valuation**

##### **Managing Intellectual Property**

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- Cumming, D., Deloof, M., Manigart, S., & Wright, M. (2019). New directions in entrepreneurial finance. *Journal of Banking and Finance*, 100, 252–260. <https://doi.org/10.1016/j.jbankfin.2019.02.008>
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### **Week 6: Investment Appraisal Methods Risk assessment techniques**

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# BMBA5007 Research Methods and Consulting Project

## Indicative textbooks:

- Bell, E., Bryman, A. and Harley, B., 2022. Business research methods. Oxford university press.
- Cadle, J., Paul, D., Hunsley, J., Reed, A., Beckham, D. and Turner, P., 2021. Business Analysis Techniques: 123 essential tools for success. BCS Publishing.
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- Ghauri, P., Grønhaug, K. and Strange, R., 2020. Research methods in business studies. Cambridge University Press.
- Yin, R.K., 2012. Case study methods.

## Secondary research sources:

- Corporate websites (corporate reports, annual financial reports, ESG reports..)
- Public reports and articles from professional firms
  - McKinsey ([www.mckinsey.com/](http://www.mckinsey.com/) Free account setup )
  - Deloitte (<https://www2.deloitte.com/uk/en/insights.html> / Free account setup)
  - Pricewaterhouse Cooper (<https://www.pwc.co.uk/insights.html> / Free account setup)
  - Market and Advertising: <https://library.dmu.ac.uk/business/markets>
- Industry Databases
  - Statista (access via DMU account. <https://www.statista.com/>)
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  - Passport Euromonitor (access via Niels Brock account)
  - Other databases:  
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- Current Affairs publications
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  - OECD Data <https://www.oecd.org/en/data.html>
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- Professional magazines and blogs
- Business School Reviews
  - Harvard Business Review. <https://hbr.org/> (Full access from DMU library)
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### **Research methods guide:**

Sage Research Methods Community: <https://researchmethodscommunity.sagepub.com/>

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### **Journal articles / book chapters**

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#### **Case study**

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#### **Surveys / Questionnaire**

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