

# A. Carolin Fleischmann

*Assistant Professor*

Department of Business Communication  
University of Southern California, Marshall School of Business

carolin.fleischmann@marshall.usc.edu

## EDUCATION

---

**Ph.D. (Dr. rer. pol.) in International Management**, 2014, University of Bamberg, Germany

**Master's Degree in International Business Administration**, 2008, University of Bamberg, Germany

**Diplôme de 'French and European Management'**, 2006, EM Strasbourg, France

## TEACHING EXPERIENCE

---

**Assistant Professor**, Department of Business Communication, Marshall School of Business, University of Southern California, USA, 2017 -

- GSBA 523: Communication for Management
- GSBA 552: Problem Solving and Decision Making: An Integrative Approach (Project Faculty)
- GSBA 580: Global Context of Business (PRIME), Madrid
- BUAD 302: Communication Strategy in Business
- WRIT 340: Advanced Writing for Business
- BUAD 104: Learning about International Commerce (LINC), Madrid

**Acting Chair**, Department of International Management, University of Bamberg, Germany, 2016 - 2017

### Undergraduate:

- Introduction to International Management

### Graduate:

- Intercultural Communication and Management
- Strategy, Organization, and Management of Multinational Corporations
- International Financial Management
- Presentation and Rhetorical Skills
- Consulting Project in International Business (with BMW, Siemens Healthineers, Sixt, Puma, Faber-Castell, KPMG)

**Visiting Professor**, International Business, University of Applied Sciences Pforzheim, Germany, 2017 - 2018

- International Trade: Strategy and Operations

**Adjunct Professor**, Center for Management Communication, Marshall School of Business, University of Southern California, USA, 2015 - 2016

- BUAD 302: Communication Strategy in Business

**Lecturer**, Department of International Management, University of Bamberg, Germany, 2008 - 2014

Undergraduate:

- Introduction to International Management
- Business and Academic Writing for Foreign Exchange Students
- Intercultural Communication

Graduate:

- Intercultural Management
- Academic Writing
- International Financial Management
- Presentation and Rhetorical Skills
- Case Study Seminar (with Mercedes-Benz, Siemens, Audi, and many other corporations)

**Visiting Professor**, Montpellier Business School, France, 2009 - 2013

- Intercultural Communication and Management
- International Business

**Visiting Professor**, University of Alcalá de Henares, Spain, 2010

- Intercultural Communication and Management

DEPARTMENTAL AND UNIVERSITY SERVICE & ADMINISTRATIVE EXPERIENCE

---

**Project Coordinator** of the Virtual Business Professional (VBP) project, 2018 -.

**Member** of the Graduate Online Electives Committee, 2020 -.

**Member** of the Marshall Clinical Faculty Committee, 2018 -.

**Coach** for IBEAR students and international students in the full-time MBA program, 2018-2019.

**Acting Chair** of the Department of International Management, University of Bamberg, Germany, 2016 - 2017.

**Academic Counselor** for students enrolled in Master's program "European Business Administration", 2012 - 2014.

**Supervisor** for undergraduates' and graduates' final theses, 2008 - 2014 and 2016 - 2017.

**Academic Counsellor** for incoming and outgoing students in study abroad programs, 2008 - 2014.

**Member** of the hiring committee for new faculty members, 2011 -2012.

**Project Leader** for the establishment of an International Career Center and internship program for Computer Science and Business Majors, 2012.

**Head** of curriculum development for “Intercultural Communication and Management”, 2011.

**Assistant to the Chair** of the German Association of Business Schools (conducted surveys, prepared presentations, organized meetings), 2009 - 2011.

**Member** of the organization committee for a national Ph.D. workshop, 2010.

## RESEARCH PUBLICATIONS

---

Fleischmann, C., Cardon, P., Aritz, J. (2020), Smart collaboration in global virtual teams: the influence of culture on technology acceptance and communication effectiveness, forthcoming in the *Proceedings of the 53rd Hawaii International Conference on System Science*, Maui, HI.

Fleischmann, C., Aritz, J., Cardon, P. (2019), Language Proficiency and Media Richness in Global Virtual Teams: Impacts on Satisfaction, Inclusion and Task Accomplishment, forthcoming in *ACM Transactions on Social Computing*.

Fleischmann, C. (2019), Internationale und interkulturelle Mitarbeiterkommunikation [International and Intercultural Employee Communication], in Einwiller, S., Sackmann, S. & Zerfaß, A., eds., *Handbuch Mitarbeiterkommunikation: Interne Kommunikation im Unternehmen* [Compendium of Employee Communication: Internal Organizational Communication], Springer: Wiesbaden.

Fleischmann, C. & Fleischmann, M., International orientation of professional football beyond Europe: A digital perspective on the global reach of English, German and Spanish clubs, *Sport, Business, Management: An International Journal*, 9(1), 2019.

Fleischmann, C., Aritz, J., Cardon, P. (2019), Language Proficiency and Media Synchronicity Theory: The Impact of Media Use on Satisfaction and Inclusion in Multilingual Virtual Teams, *Proceedings of the 52nd Hawaii International Conference on System Science*, Maui, HI (Best Paper Award Nomination).

Fleischmann, C., Kaumanns, D., & Thiel, S. (2019), F&E-Internationalisierung von Big Pharma Unternehmen in Schwellenländern [R&D Internationalization of Big Pharma in Developing Countries], in Pfannstiel, M, Da-Cruz, P., & Schulte, V., eds., *Internationalisierung im Gesundheitswesen*, Springer: Wiesbaden, 317-338.

Fleischmann, C., Folter, L.-C., & Aritz, J. (2017), The impact of perceived foreign language proficiency on hybrid team culture, *International Journal of Business Communication* (published online first).

Fleischmann, C. (2014), *Interkulturalisationsprozesse in multikulturellen Kreativteams: Theoretische Konzeption und empirische Analyse* [The Process of Interculturalization in Creativity-Generating Multicultural Teams: A Theory-Based Model and an Empirical Analysis].

Engelhard, J., Renker, L.-C., & Fleischmann, C. (2012), Fremdsprachenkompetenz in multikulturellen Teams - Inter-Sprache und Interkultur [Foreign Language Skills in Multicultural Teams - Hybrid Language and

Hybrid Culture], in Petrovic , O., Reichmann, G., & Schlögl, C., eds., *Informationswissenschaft*.

Engelhard, J., Fajen, A., Renker, L.-C., & Weber, C. (2009), Unité et diversité - l'"interculturel" comme héritage des situations culturelles de recoupement [Unity and Diversity - "the Intercultural" as a Result of Cross-Cultural Encounters], in Kalika, M. & Urban, S., eds., *Les Hommes et le Management: des Réponses à la Crise*, Economica: Paris, 266-280.

## CONFERENCE PRESENTATIONS

---

Fleischmann, C., Aritz, J., Cardon, P. (2019), Fit of Language Proficiency and Media in Global Virtual Teams: Which Media Lead to Team Member Satisfaction and Inclusion across Levels of Language Proficiency? *Academy of International Business 2019 Annual Meeting, Copenhagen, July 24-27, 2019.*

Artiz, J., Fleischmann, C., Cardon, P. & Walker, R. (2019), The Functional Approach to Teaching Cross-Cultural Virtual Collaboration Skills: Evidence from the Virtual Business Professional Project (VBP), *Academy of International Business 2019 Annual Meeting, Copenhagen, July 24-27, 2019.*

Li X., Shrivastava, A., Swartz, S. & Insignares, F., Warren, N., Logemann, M., Nordbäck E., Cardon, P. Aritz, J., Fleischmann, C. Panel presentation "Using the Virtual Business Professional Project in Research", *Association for Business Communication Annual Conference, Miami, FL, October 24-27, 2018.*

Fleischmann, C. & Kerner, L. (2018), Intersections of Gender and National Culture in Managerial Decision-Making, *Association for Business Communication Annual Conference, Miami, FL, October 24-27, 2018.*

Fleischmann, C., Aritz, J., & Cardon, P. (2018), Social Collaboration Tools for Virtual Teams: A Global Learning Opportunity for Students, *International Association for Computer Information Systems Annual Conference, Clearwater Beach, FL, October 3-6, 2018.*

Czychon, C. & Fleischmann, C. (2017), The International Scale of European Multinationals: An Updated Perspective on the Regional 'Strategies' of MNEs?, *Academy of International Business 2017 Annual Meeting, Dubai, VAE, July 1-5, 2017.*

Fleischmann, C., Folter, L., & Aritz, J. (2017), Perspectives on Multicultural Teamwork: The impact of foreign language proficiency on hybrid culture, *European Academy of Management Annual Conference, Glasgow, UK, June 21-24, 2017.*

Czychon, C. & Fleischmann, C. (2017), The international scale of European multinationals: An updated perspective on the regional strategies of MNEs? *German Association for Business Research (VHB) International Management Chapter 2017 Annual Meeting, Kiel, Germany, April 28-29, 2017.*

Fleischmann, C. (2017), Assessing the impact of perceived foreign language proficiency on hybrid culture building, *German Association for Business Research (VHB) International Management Chapter Junior Researchers Workshop, Kiel, Germany, April 26-27, 2017.*

Fleischmann, C. & Pasztor, S. (2016), East, meet West: Innovative approaches to equip Confucian-heritage culture (CHC) business students to become more effective communicators in the classroom and the business world, *Association for Business Communication Annual Conference, Albuquerque, NM, October 19-22, 2016.*

Fleischmann, C. & Renker, L.-C. (2013), Hybrid Culture Building and Foreign Language Proficiency - Do These Constructs Interact?, *73rd Annual Meeting of the Academy of Management, Lake Buena Vista, FL, August 9-13, 2013.*

Fleischmann, C. & Renker, L.-C. (2013), Foreign Language Proficiency as a Precondition of Hybrid Culture Building? An Empirical Study, *INBAM Annual Conference, Lisbon, June 17-19, 2013.*

Fleischmann, C. & Renker, L.-C. (2012), It takes two to Tango - The effect of foreign language proficiency on hybrid culture building in international management teams, *Western Business & Management Association Annual Conference, Paris, October 5-6, 2012.*

## PROFESSIONAL ORGANIZATIONS

---

Academy of International Business (AIB)

Academy of Management (AOM).

Association for Business Communication (ABC).

European Academy of Management (EURAM).

## REVIEWER SERVICES

---

Academy of International Business Annual Meeting, 2017, 2019.

Hawaii International Conference on System Sciences, 2018-2019.

International Conference on Information Systems, 2018.

International Journal of Technology Marketing, 2017.

European Academy of Management, 2017 - 2018.

Management International Review, 2011 - 2014.

Academy of Management Annual Meeting, 2013, 2018.

Journal of Intercultural Relations, 2013.

Journal of International Business Studies, 2012 - 2013.

European International Business Academy 2012 Annual Meeting.

## HONORS, AWARDS, AND GRANTS

---

**Evan C. Thompson Teaching & Learning Innovation Award**, University of Southern California, Marshall School of Business, 2019.

**RTPC Fellowship**, University of Southern California, Marshall School of Business, 2018-2019.

**Summer Research Funding**, University of Southern California, Marshall School of Business, 2018-2019.

**Lord Foundation**, University of Southern California, Marshall School of Business, 2016.

**Ludwig Erhard Dissertation Award**, Nominee, 2015.

**E-Fellows Graduate Scholarship**, 2008 - 2014.

**FNK International Research Grant**, University of Bamberg, 2011.

**Sponsored Visiting Scholar**, University of Alcalá de Henares, Spain, 2010.

**Certificate of Higher Education Didactics** (teaching and learning methods, curriculum development, classroom media use, evaluation, student counselling), Association of Bavarian Universities, 2010.

**FNK Research Grant**, University of Bamberg, 2010.

**Commerzbank Summer Fellowship**, 2007.

**Erasmus scholarship for studying abroad**, 2005 - 2006.

**Winner of the German Federal Mathematics Competition**, 2002.