COURSE TITLE: CROSS CULTURAL MANAGEMENT

Course Number: 098763  2.0 Credit points  Class: Bloomfield 527
Mini-Semester: 6  Year: 2018  Number of weeks: 7  Day: Thursday  Time: 14:00-17:45

COURSE INSTRUCTOR:
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PROJECT OORDINATORS
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COURSE OBJECTIVES and CONTENT
COURSE BACKGROUND
This course exposes the participants to the global, culturally diverse and virtual work environment during the class meetings and by participating in a unique opportunity to work on a short project virtually, together with 3 other team members from the following countries: India, U.S. and France. Hence, the learning is both through lectures and hands-on experience. Lectures will be given in Hebrew, provided that no international students are attendent in class.
COURSE OBJECTIVES
The main objectives of this course are:
a. Learn about cross-cultural differences in values and practices and the personal and behavioral characteristics that enable to adapt to different cultures
b. Experience first-hand what it means to work in a multicultural, virtual team, potential obstacles and the means to overcome them Learn about the role played by the cultural values and the social identity of the team members and the human nature of distinguishing oneself from others who are different, and how to overcome such a categorization into “ingroup” versus “outgroup” enabling to build an integrative multi-cultural, virtual team.
c. Learn how to successfully lead and manage multicultural teams in the global work context, to achieve high performance and innovative outcomes.

CONTENT & SCOPE
The course material consists of four factors:
1. **National cultures and the global culture**: Learn the values and norms, which differentiate across cultures, and the ones that enable to develop a global work culture.
2. **Social identity**: The sense of belongingness to a group, that is meaningful to oneself. Differentiate oneself from others, and assimilate oneself into groups that are similar to you.
3. **Individual and team outcomes**: Facilitators and inhibitors of effective multicultural virtual teams.
4. **Global leadership characteristics and behaviors with some examples**.
TEACHING METHODS
The teaching methods integrate:

a) Lectures and class discussions.
b) Self-assessment of personal global characteristics.
c) Working in a multi-cultural, virtual team on a joint project with team members from India, U.S., France. The project is accompanied by class discussions, personal feedback and feedback on team processes.

TEACHING MATERIALS
Teaching materials consist of: one journal paper per week, case study analyses, self-assessment, videos, power-point presentations and the experiential learning in the multicultural’ virtual team.

READINGS: This class has a website –Moodle, on which we post all the mandatory readings and PPTs.

STUDENT ASSESSMENT

10% - Class Attendance and participation in class discussion. Attendance in 6 out of 7 class sessions is mandatory. Participation in the last session on Thursday, Dec. 06th, for final project presentation is mandatory.

70% - The Technion Multi Cultural Team Project (TMCTP), including all project assignments. Submitted by Nov. 29, 2018. A detailed description of the project and instructions, including the grade per assignment, appear in the project instructions document, see course Moodle.

The project requires the team to prepare a business proposal for a new social venture in a specific country. The social venture should fit in with the country’s culture, be innovative, and with a potential contribution to society. You will collaborate virtually with team members from other countries. Some of the assignments requires to fill out short questionnaires, as part of the class material, on which you will receive feedback at the class level, as well as individual feedback.

A self-reflection (2-4pages) on a real situation in which you, or your organization experienced a conflict with employees or units located in other countries. How was it resolved, and how do you suggest to avoid such conflicts in the future? Support your proposed solution with the class material, including readings.
COURSE PLAN

Class 1: 25.10.2018: Lecture: What is ‘culture’ and how national cultures differ from each other?
- The meaning of Culture
- Cultural values, norms and behaviors
- Cultures’ tightness- Looseness – “rule making rule breaking”
- Culture and Cognition, information processing

Readings: (items with asterisk * are mandatory)


*Gelfand, M. J. et al. (SIOP conference, 2019). Master of Both: Exploring the link between cultural tightness and innovation.


TMCTP: Introducing the Technion Multi-Cultural Team Project (TMCTP).

Class 2: 01.11.2018: Lecture: The Global Work Context

- The global work norms and values
- What does it take to work effectively in the global work context
- Characteristics of the global organization

Readings:
*Ghemawat, P. (2011) "The cosmopolitan corporation: global success requires that companies appreciate diversity and distance rather than seek to eliminate them." Harvard Business Review 89.5


Class 3: 08.11.2018: Lecture: Multicultural teams. Building communication in multicultural teams.

- Characteristics of the multicultural team
- Potential advantages of multicultural teams over homogeneous teams
- Potential obstacles to effectiveness of multicultural teams
- Making the multi-cultural team effective by improving the communication among team members

Readings:


Class 4: 15.11.2018: Lecture: The Global Manager

- Characteristics of the global manager:
  ▪ Global Identity
  ▪ Cultural Intelligence
  ▪ Openness to diversity
  ▪ Cognitive Complexity
  ▪ Bi-culturalism
  ▪ Global leadership behaviors
  ▪ Paradoxical leadership

-Challenges of the global manager
-What makes a successful global manager?

Readings:

*Satya Nadella: The C In CEO Stands For Culture


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Class 5: 22.11.2018: Lecture: Cross Cultural differences in Motivation, creativity and innovation

- Cross cultural differences in motivation as related to cultural values
- The effect of different types of incentives across cultures
- Cross- cultural differences in HR practices as related to cultural values
- Cross-cultural differences in creativity and innovation

Readings:


Submit TMCTP presentation before Nov. 29nd, 19:00 Israel time

Class 6: 29.11.2018. Lecture: Individuals, teams and Organizational Adaptation to the global work Culture – Course Integration.
- Models of cultural adaptation (Berry)
- Factors that facilitate adaptation
- Creativity and innovation in the global context

Readings:


Glikson, E. & Erez, M. (R&R). The emergence of a communication climate in global virtual teams. Journal of World Business


Class 7: 06.12.2018: Students' presentations of their Multi Cultural Team Project.