COURSE TITLE:
CROSS CULTURAL MANAGEMENT

Course Number: 098763 2.0 Credit points Class: Bloomfield 527?
Mini-Semester: 6 Year: 2020 Number of weeks: 7 Day: Friday Time: 09:00-12:30

COURSE INSTRUCTOR:
PROF. MIRIAM EREZ

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TEACHING ASSISTANT:
SHELLY LEV-KOREN

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Room: to be updated

Technion - Israel Institute of Technology
The William M. Davidson Faculty of Industrial Engineering and Management

הטכניון - מכון טכנולוגי לישראל
הפקולטה לניהול תעשייה וויליאם מ. דוידסון
MBA - תוכור שני במינהל עסקים עם רשת תעשיית טכנולוגיה

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COURSE OBJECTIVES and CONTENT

COURSE BACKGROUND
This course offers the students to learn about cross-cultural differences in values, norms and behaviors, that have relevant to the workplace. Furthermore, the course offers a hands-on experience in working in multicultural virtual 3-person teams, on a short project, with other team members from: U.S. and India, and Israel. Lectures will be given in Hebrew, provided that no international students are attendent in class.

LEARNING OUTCOMES
The leading outcomes are:

a. Knowledge Acquisition: Learn the cross-cultural differences in values, norms and practices relevant to working with individuals from other cultures.

b. Skills: First-hand experience in working in a 3-member multicultural, virtual team, as a learning experience. Learn how to cope with the challenges of working in virtual, multicultural teams.

c. Learn how to successfully lead multicultural teams in the global work context and reach high levels of team performance and team innovation.

d. Develop a global identity, which reflects the student’s sense of belongingness to the global virtual team, in parallel to one’s local identity.

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 shared 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 in to 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.

![Diagram]

- Self-Identity
  - Dual
  - Local - Global
- National cultural values and global values
- Multicultural team characteristics & outcomes
- Global Leadership Characteristics & Behaviors

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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. and Israel. The project is accompanied by class discussions, personal feedback and feedback on team processes.

TEACHING MATERIALS
Teaching materials consist of: Power Point presentations, exercises and simulations, class discussions, self-assessment questionnaires.

READINGS: This class has a website –Moodle, on which we post all the class material.

STUDENT ASSESSMENT
Attendance of 6 out of 7 class sessions is mandatory, including the last class of team project presentation on Dec 4.
15% - Participation in class activities, contributions to class discussions and preparation for class discussions.
70% - The Technion Multi Cultural Team Project (TMCTP), including all project assignments. Final project submission on Nov. 30, 2020. A detailed description of the project and instructions, including the grade per assignment, appear in the project instructions document, see course Moodle.
15% - One page/one slide of personal reflection on coping with the challenges of working in a multicultural, virtual team and if possible bring also from your life experience, to be submitted on Dec. 13, 2020.

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, for you to learn.

COURSE PLAN

Class 1: 23.10.2020: 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


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

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**Class 2: 30.10.2020: 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:**


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**Class 3: 06.11.2020: 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:**


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**Class 4: 13.11.2020: 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


Class 5: 20.11.2020: 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:

Class 6: 27.11.2020. 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:

Submit TMCTP presentation by Nov. 30th, 19:00 Israel time

Class 7: 04.12.2020: Students' presentations of their Multi Cultural Team Project.