



הטכניון - מכון טכנולוגי לישראל
הפקולטה להנדסת תעשייה וניהול ע"ש ויליאם משה דוידסון
Technion - Israel Institute of Technology
The William M. Davidson Faculty of Industrial Engineering
and Management



MBA - תואר שני במינהל עסקים עם דגש על חברות עתירות טכנולוגיה

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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Meeting time: by request
Room: Bloomfield 411a.

Telephone: 04-829-4461

TEACHING ASSISTANT:
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Meeting time: by request
Room: to be updated

Telephone:
Shelly: 054-3974329

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

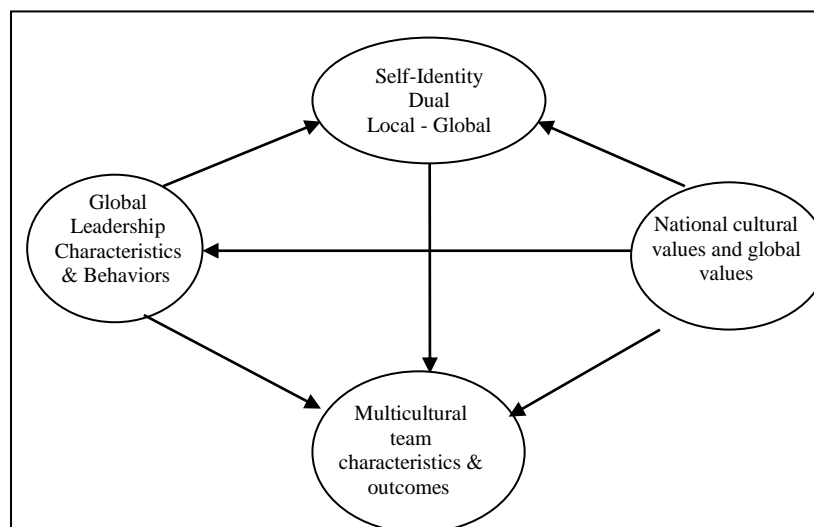
The leading outcomes are:

- 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 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. 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- assesment 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

***Gelfand, M. J., Raver, J. L., Nishii, L., Leslie, L. M., Lun, J., Lim, B. C., et al. (2011). Differences between tight and loose cultures: A 33-nation study. *Science*, 332 6033), 1100.**

***Hofstede, G. (2001), *Culture's consequences: Comparing Values, Behaviors, Institutions and Organizations across nations*. Thousand Oaks: Sage Publications. Ch: 1 p.9-13; 24-34.**

House R.J., Hanges P.W., Javidan M, Dorfman P, Gupta V, (Ed). (2004). *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA:Sage Publications. Ch: 2-3 p.9-48

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

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:

Erez, M. & Shokef, E. (2008). The culture of global organizations, in Smith, P., Peterson, M., & Thomas, D. (Eds.) "*Handbook of Cross-Cultural Management Research*", (pp. 285-300); Sage Publications.

Friedman, T.L. (2005). *The world is flat*. NY: Farrar, Straus and Giroux. Chapter 1, p. 3-47.

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:

***Gibson, B. G., Huang, L., Kirman, B. L. Shapiro, D.L. (2014). Where Global & virtual Meet: The value examining the intersection of these elements in the 21st century teams. *Annual reviews of Organizational Psychology & Organizational Behavior*, 1: 217-244,**

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**

*** Lisak, A. & Erez, M. (2015). Leadership Emergence in Multicultural Teams: The power of Global Characteristics. *Journal of World Business*, 50, 3-14.**

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:

***Miron-Spektor, E., & Erez, M. (2017). Looking at creativity through a paradox lens: Deeper understanding and new insights. In Lewis, M.W., Smith, W.K., Jarzabkowski, P. & Langlely, A. (Eds.). Handbook of Organizational Paradox: Approaches to Plurality, Tensions and Contradictions, pp. 434-451. Oxford UK: Oxford University Press.**

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:

*** Erez, M. Lisak, A., Harush, R. Glikson, E., Nouri R. & Shokef E. (2013). Going global: Developing Management Students' Global Characteristics through a Multicultural Team Project. *Academy of Management Learning & Education*, 12, 330-355.**

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

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