

**MBA – Focusing on Entrepreneurship, Innovation & Technology Management**

**CROSS-CULTURAL MANAGEMENT**

**Course Number: 098763**

**Mini-semester 5, 2024**

**Thursday, 14:00-17:30**

	<b>Lecturer</b>	<b>Teaching Assistant</b>
	Dr. Allon Vishkin	Naama Brayer
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<b>Meeting time</b>	By request	By request

**COURSE BACKGROUND**

*You will most likely work with others who are culturally diverse and located in different geographical zones.*

*What do you know about these people, their way of understanding situations and responding to them, their cultural norms, and work behaviors?*

*How do you work effectively in virtual, multicultural teams, and how to manage such teams successfully?*

In this class, you will learn and experience the cross-cultural differences in values and behavioral norms and their impact on work behavior. You will learn and practice how to work and lead effectively a virtual, multicultural team. In addition to the class lectures and discussions, you will have the opportunity to collaborate on a short team project with MBA students from the U.S., Brazil, France, and India, and implement what you learn.

**LEARNING OUTCOMES**

- a. Knowledge Acquisition: Learn about the geopolitical forces that influence the global market.
- b. Learn about cultural differences in values, behavioral norms, tolerance for deviation from the norm, cognition, and motivation
- c. The impact of culture on performance outcomes, including creativity, quality, and efficiency, and on the organizational culture and structure and intra- and inter-organizational communication processes.
- d. Acquire social and communication skills to enable you to effectively communicate and coordinate the work in a virtual, multicultural team context.
  1. Identify the diverse capabilities of the team members.
  2. Coping strategies for overcoming conflicts and misunderstanding
- e. Managing the duality of global integration and local responsiveness.

## **CONTENT & SCOPE**

The course material consists of the following key factors:

- Cultural values, cognitive processes, and behavioral norms across cultures.
- Cultural influence on efficiency, creativity, innovation, and entrepreneurship.
- Global mindset – global identity, cultural intelligence, communication skills, and adaptation to the global, virtual work context.
- Social and communication skills acquisition.
- Leading across cultures.

## **TEACHING METHODS**

The teaching methods integrate:

- Lectures and discussion-based sessions.
- Guest lecturers
- Experiential learning – acquiring virtual communication skills.
- Teamwork.

## **TEACHING MATERIALS**

Teaching materials consist of lectures, case analyses, and readings of relevant articles. All the class material appears on the course Moodle.

## **STUDENT ASSESSMENT**

15% Taking part in class discussions

60% Team Project. *The project consists of a proposal for a new social venture in a specific country with a potential societal contribution.*

- Submission: November 29th

10% Class presentation of the team projects

- Class Presentation: December 12<sup>th</sup>

15% Personal reflection on what you learned from the course for your future work

- Submission Deadline: December 19<sup>th</sup>

## COURSE PLAN

### Class 1: 31.10.2024

**Lecture: Cultural characteristics that shape work behaviors and differ across cultures.**

Cultural Differences in:

- Values and behavioral norms
- Tolerance for deviation from the norm (Tightness – Looseness)
- Context dependence – high-low context cultures
- Cognition

**Readings:**

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, p. 1100 ( 1 page).

Hofstede, G. website <https://geerthofstede.com/culture-geert-hofstede-gert-jan-hofstede/6d-model-of-national-culture/>

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. GLOBE Project website: <https://globeproject.com/>

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### Class 2: 7.11.2024

**Lecture: Individuals' adaptation to the global work culture.**

- Cultural Intelligence
- Global Identity
- Tolerance for diversity
- Adaptation, resilience, and Grit

Guest Speaker: Dr. Shira Mor on cultural intelligence

**Readings:**

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

Maddux, W.W., Lu J.G., Affinito, S. J., & Galinski, A.D. (2021). Multicultural experiences: A Systematic review and new theoretical framework. *Academy of Management Annals*, 15, 345-376.

Lu J., Nisbett, R. & Morris, M. (2022). *The surprising underperformance of East Asians in US Law and business schools: The liability of low assertiveness and the ameliorative potential of online classrooms* (PNAS, in press).

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### Class 3: 14.11.2024

**Lecture: The Global Business World**

- The Geopolitical context and its impact on the work and business context
- How to integrate globally and respond locally?
- Characteristics of the multinational organization

- International Human Resource Management
- International alliances

Guest Speaker: David Litoff, COO, MILLION STEPS 株式会社  
<https://www.millionsteps.jp/>

**Readings:**

Samuel Huntington. The Clash of Civilization  
[https://en.wikipedia.org/wiki/Clash\\_of\\_Civilizations](https://en.wikipedia.org/wiki/Clash_of_Civilizations)

Lazarova, M, et al., (2023). Global Work in rapidly changing work: implications for MNEs and individuals. *Journal of World Business*, 58, 1-13.

Li, J. et al. (2022) Corporate diplomacy in the age of U.S. – China rivalry. *Academy of Management Perspective*, 36, 1007-1032.

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**Class 4: 21.11.2024**

**Lecture: Multi-cultural teams, Communicating across cultures.**

- Leverage the wide pool of knowledge in multi-cultural teams.
- Virtual Communication skills and coordination in multicultural teams
- Building a sense of inclusion to overcome challenges in working across cultures
- Listening skills and elaboration

Guest Speaker: Inbar Yagur, Marketing Executive, on doing business in the United States

**Readings:**

Lu, J.C., Swaab, R.I. & Galinsky, A.D. (2022). Global Leaders for Global Teams: Leaders with Multicultural Experiences Communicate and Lead More Effectively, Especially in Multinational Teams. *Organization Science*, 33(4):1554-1573

Gibson, B. G., Huang, L., Kirman, B. L. Shapiro, D.L. (2014). Where Global & Virtual Meet: The value of examining the intersection of these elements in the 21<sup>st</sup> Century teams. *Annual Reviews of Organizational Psychology & Organizational Behaviors*, 1: 217-244.

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**Class 5: 28.11.2024**

**Lecture: The Global Leader**

- Challenges of the global versus local leaders
- Dominant global characteristics of global leaders
- Effective leadership behaviors across cultures – Leaders' ambidexterity

Guest Speaker: Chaim Motzen, Managing Director at Gigawatt Global, on doing business in East Africa

**Readings:**

**\*Satya Nadella: The C In CEO Stands For Culture**

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

Lu, J. (2021). A Social Network Perspective on the Bamboo Ceiling: Ethnic Homophily Explains Why East Asians but Not South Asians Are Underrepresented in Leadership in Multiethnic Environments. *Journal of Personality and Social Psychology*, 122, No. 6, 959–982.

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**Class 6: 5.12.2024**

**Lecture: The impact of culture on creativity, innovation, and entrepreneurship**

- Culture and its effect on innovation and entrepreneurship.
- Differences across cultures in innovation and entrepreneurship

**Readings:**

Chuang, L.M.et. al., (2019). Culture and entrepreneurial opportunity recognition: Evidence from GEM and WVS. *Advances in Management and Applied Economics*, 9, 11-24.

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 U.K.: Oxford University Press.

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**Class 7: 12.12.2024**

**Students' Class Presentations; Class wrap-up.**