

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

**CROSS-CULTURAL MANAGEMENT**

**Course Number: 00980763**

**Mini-semester 5, 2025**

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

	<b>Lecturer</b>	<b>Teaching Assistant</b>
	Dr. Allon Vishkin	Roni Cohen
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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?

**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

20% Application of one of the guest lectures (on East Asia, Latin America, or sub-Saharan Africa) to a local branch of your company

- Submission Deadline: December 4<sup>th</sup>

50% Interviewing a work colleague with international experience

- Submission deadline and class presentation: December 11<sup>th</sup>

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

- Submission Deadline: December 18<sup>th</sup>

## COURSE PLAN

### Class 1: 30.10.2025

**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: 6.11.2025

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

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

Guest Speaker: Osnat Lautman Mansoor, author of [Israeli Business Culture](#) and [Global Cultural Interplay](#)

**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: 13.11.2025

**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: Ilan Maor – President, Israel-China Chamber of Commerce

**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: 20.11.2025**

**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 Stein, Founder of [Isralat](#), on doing business in Latin America

**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.

מרים ארז. צוותי עבודה רב-תרבותיים (2020) אדם ועבודה

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**Class 5: 27.11.2025**

**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: Yaron Geffen, CTO of Innovation: 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: 4.12.2025**

**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

Guest Speaker: Dr. Mia Erez, The impact of culture on creativity, 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: 11.12.2025**

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