

15.996 Cross-Cultural Leadership

Assignment for 4th class – Orientation to Time and Space

- Focus on past, present or future
- Monochronic or polychronic activities
 - Rigid or fluid schedules
- Short- or long-term horizon
- Space – public, mixed, private.

Read (in your packet):

- Trompenaars, Fons and Hampden-Turner, Charles. Riding the Waves of Culture: Understanding Cultural Diversity in Global Business (2nd edition). New York: McGraw-Hill, 1998, pages 123 - 144.
 - Gesteland, Richard R. Cross-Cultural Business Behavior: Marketing, Negotiating and Managing across Cultures (2nd edition). Copenhagen: Copenhagen Business School Press, 2000, pages 55-62.
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For the 4th class, the organizing principle will be each of the dimensions we are discussing. I will introduce a dimension – then each team will discuss how its region/country maps to that dimension. Your team should

- Determine where your country/region is on each dimension
- Come up with one story or anecdote to illustrate each dimension

DUE by the 4th class – your paper topics and teams

Cross-Cultural Dialogue: How do teams in your region successfully complete a large complex project? What constitutes “success?” How is a project framed to best achieve success? If there is a project plan, what does it look like?

If you are in a Lead Team:

The topic is how to successfully complete a large complex project. This presumes a multi-national company where the sub-groups of the larger team come from different geographic areas. The purpose of this dialogue is to illustrate the cultural assumptions around definitions of “success” and ways of achieving that success and to underscore where the differences between those assumptions can lead to disagreement or misunderstanding.

- Prepare a presentation illustrating how to complete a large project successfully for your country/region.
- Include the parameters for success
- Include examples of how to best achieve success
- This may include some kind of project planning framework
- Include your expectations around communications between different sub-groups and across the group as a whole

Other teams

- Know the hallmarks of a successful complex project in your country/region.
- Be prepared to describe how your country/region differs or is the same as the two lead teams.