

15.996 Cross-Cultural Leadership Assignment for 3rd class – Social Dimensions

- Uncertainty avoidance
- Power distance
- Assertiveness
- Gender Differentiation
- Cross cultural dialogue – Firing

Read (in packet):

- Javidan, Mansour and House, Robert J. “Cultural Acumen for the Global Manager: Lessons from Project GLOBE.” Organizational Dynamics, Vol 29, No. 4, pages 289-305, Spring 2001.
- House, Robert J.; Hanges, Paul J.; Javidan, Mansour; Dorfman, Peter W. and Gupta, Vipin. Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies. Thousand Oaks, California, 2004, pages: 410, 365, 622, 539.
- Schneider, Susan and Barsoux, Jean-Louis. Managing Across Cultures (2nd edition). Essex, England: Pearson Education Limited, 2003, pages 87-94.

For the next class, the organizing principle will be each of the dimensions (not the regions) we are discussing. I will introduce a dimension – then each team will discuss how its region/country maps to that dimension. This is an informal discussion. You are NOT expected to make a presentation. Your team should

- Determine where your country/region is on each dimension (eg: extremely assertive, in the middle, extremely cooperative and attentive)
- Come up with one anecdote for each dimension
- Write up your point of view briefly.

Cross-Cultural Dialogue: Can someone be fired? Why or why not? What are considered valid reasons? If so, how is it done?

If you are in a Lead Team:

The topic is how to make a firing decision. This presumes a multi-national company where a firing decision crosses national boundaries. The purpose of this dialogue is to illustrate the cultural assumptions around why and how a person gets fired and to underscore where the differences between those assumptions can lead to disagreement or misunderstanding.

- Prepare a presentation on “how to fire someone” for your country/region.
- Include a framework on when it is possible and when it is not possible to fire someone
- What are considered “good” reasons for firing someone
- How would you go about terminating someone’s employment

Other teams

- Know whether, why and how someone might be fired in your country/region.
- Be prepared to describe how your country/region differs or is the same as the two lead teams.