

Technion Multi-Cultural Team Project
Instructions for Participants
November 2017

Project site: <http://tmctp.technion.ac.il/>

Dear Participants,

Welcome to the Technion Multi-Cultural Team Project – TMCTP 2017!

This project is a great opportunity to experience, and learn about cross-cultural management and virtual teamwork, as well as improve your skills of interacting with and managing people in a global business environment!

To make your experience at TMCTP the most pleasant and productive, please keep in mind to respect your team members by using appropriate language, actively participating in team meetings and tasks, acknowledging geographic and time differences, keeping the deadlines and following the project instructions.

Please note that to your team members, you represent your school and your culture.

Please read the TMCTP instructions prior to the beginning of the project.

Enjoy the TMCTP 2017!

Technion Multi-Cultural Team Project (TMCTP) Instructions

The goal of this project is to provide you with an opportunity to experience work in a virtual multicultural team, on a joint project with MBA and graduate students from other countries. You will work with your team on a business proposal aimed at persuading investors to start a new business in a specific country.

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Project overview:

The project has four phases (for more details see [Appendix 1](#)).

Communication

All project communication will be held in English. See [Appendix 2](#) for information on ways to communicate with your team. **All e-mail correspondence should be forwarded to the project coordinators: Shelly Lev-Koren, Ori Ronen and Marnina Herrmann, at: tmctp2017@gmail.com.**

Platform

All project materials can be found on the project website at: <http://tmctp.technion.ac.il/>. Project assignments are coordinated via the project website. Prior to the beginning of the project you will receive a username, your team number, and the names and email addresses of your team members.

Grading

- 20% completion of 3 online questionnaires: pre-project, mid-point, post-project; and active participation.
- 70% business proposal (in power-point presentation, according to instructions, with notes).
- 10% in class presentation of the business-proposal.

Team progress reports

Along phase 1 and phase 2 (start to finish) you are asked to report your team progress on the TMCTP website, under "Team Progress Board". See [Appendix 3](#) for details.

Participation

This project requires the active participation of ALL team members. Please note that your level of participation will be monitored by the coordinators and will be evaluated by your team members. Please respect your team members by keeping deadlines, showing up on time for team meetings (chats), and submitting your personal assignments and questionnaires on time. Please note: some tasks are individual and may be completed at your own convenience within the given time frame. The team tasks should be coordinated with the entire team.

I. Pre-Project Preparations: Oct. 31 – Nov. 02

This phase consists of two assignments (assignments 1 - 2):

Assignment 1 (Individual): Register.

Go to the project website and complete registration.

Assignment 2 (Individual): Pre-Project Questionnaire.

Complete the pre-project questionnaire by Nov. 02 (takes app. 15 minutes).

You will receive feedback on your individual scores and class scores.

II. Phase 1 - Get to Know Each Other: November 03-08

This phase consists of six assignments (assignments 3 – 8):

Assignment 3 (team): Team On-line Meetings

Schedule your first team chat and determine times when ALL team members are available to work together on the project.

Be sure to account for time differences and holidays (see [Appendix 4](#) on time differences).

Complete at least TWO on-line group meetings with ALL team members present during Phase I (November 03-08). For further information on communication and reporting on your progress please see [Appendixes 2 & 3](#).

Assignment 4 (team): Interview Each Other

This should help the team improve communication processes and work effectively. It should also enhance your personal learning experience during the project.

Learn about your team members (personal background, values, beliefs, behavioral norms, habits, and plans for the future).

Share things that are important to you with your team members.

Exchange personal information.

Assignment 5 (individual): Personal photographs

Help others get to know you, by sharing pictures with your team members.

Share four pictures of yourself, in the company of others, that show who you are and what you value most.

Assignment 6 (individual + team): Cultural Prototype Exercise

1. Prepare two slides that describe (1) **A typical person in your own culture** (for example, a typical Israeli, a typical Italian, etc.) (2) **How you perceive the “global person”** – a citizen of the world. Be sure to include personal characteristics such as dominant traits, family life, work life, social life, hobbies and leisure activities.
2. Prepare one or two slides that describe the extent to which you are similar to /or different from a typical person in your culture and a “global person”.
3. Share these slides with your team by uploading them to your team website section.

Have a group meeting and discuss these cultural prototypes.

Questions to consider during your discussion:

1. Similarities and differences between cultural prototypes of team members.
2. Similarities and differences between the “global person” prototypes.
3. Reasons for similarities and differences.
4. The extent to which a typical member of your culture fits the expectations of other team members.
5. Differences in expectations.

Create *the first slide* on your team’s Power Point Project Presentation

This slide should summarize what you have learned about each other during the “getting to know each other” phase.

Assignment 7 (team): Team Leader

Every team must choose one member to serve as team leader.

Team leader responsibilities during Phase 2 (the team’s next phase):

- (1) Facilitating and documenting team meetings (at least twice during Phase 2).
- (2) Verifying all team members participate in each team meeting.
- (3) Assuming responsibility for submission of the team project on time.
- (4) Verifying project guidelines are followed and that all team members contribute equally to the project.
- (5) Sending requests and questions on behalf of the team to the project coordinators (be sure to copy all team members on all correspondence).
- (6) Verifying that all team members complete and submit project questionnaires on time.
- (7) Updating the ‘Teams Progress Board’ on the TMCTP website, according to teams' progress.

Report on the ‘Teams Progress Board’ when a leader is chosen and send an email to the project coordinators with the leader’s name.

Assignment 8 (team): Nominate three possible countries for your future business

See details under ‘business proposal’ section ([appendix 7](#)).

ALL team members should participate in making the decision.

Upload the countries of your choice to the ‘Teams Progress Board’.

III. Phase 2 – Complete Your Team Project: November 09-22

This phase consists of three assignments (assignments 9 - 11):

Assignment 09 (team): Team work exercise and assessment

For the team exercise you should schedule a 30 minutes meeting with all team members present between Nov. 9 and Nov. 13 (after completing the **Mid-Point questionnaire**).

The exercise objectives are to measure your team’s ability to solve problems collectively, and to provide assessment on your work as a team (see [Appendix 6](#) for detailed instructions).

The exercise should be done simultaneously by all team members after the completion of the Mid-Point questionnaire and by Nov. 13.

You will receive feedback on your team scores at the end of the project.

Please update the ‘Teams Progress Board’ to notify us of the exercise completion.

Assignment 10 (individual): Mid-Point Questionnaire

Login to the project website and complete the mid-point questionnaire on Nov. 14-16

(takes app. 20 minutes). You will receive feedback on your individual scores, team scores, and class scores at the end of the project.

Assignment 11(team): Business Proposal

Prepare a business proposal, which is aimed at persuading investors to start a new global business in the country you have been allocated by the TMCTP coordinators. Remember that potential investors receive many proposals. In order to attract investors’ interest, you are asked to consider: the creativity of your proposal, its suitability to the host country culture, and its potential contribution to the stakeholders.

The scope may be an entire new business, or a new department / branch of a bigger organization (e.g. manufacturing line, local service, local marketing etc.).

Please see [appendix 7](#) for detailed guidelines on the business proposal. A “*.pptx” template is available on the TMCTP website.

Report on the ‘Teams Progress Board’ after completion of part 3 & completion of part 6 of your business proposal (see [appendix 7](#) for parts description).

Be sure to submit your business proposal to the project website by Nov. 22, 14:00 GMT, and report it on the “Teams Progress Board”.

IV. Post-Project Wrap Up: November 23 – 28

This phase consists of two assignments (assignments 12 -13):

Assignment 12 (individual): Post-project Questionnaire

Complete the post-project questionnaire after your project is submitted. Be sure this is completed by Nov. 28.

Assignment 13 (individual): Class Presentation

This assignment is conducted individually by each team member in their own class. The success of this part depends on the entire team's collaboration and preparation of the project. Presentation dates will be independently scheduled by local instructors.

Leave time for questions and discussion.

Each course instructor will provide guidelines on timing and format for the presentations

Considering the time limit, you cannot present all slides and would need to prioritize; be sure to put an emphasis on:

- comparisons between the host country culture and that of individual team members
- analysis of fit between the proposed business initiative and the cultures of team members (to what extent the business would fit the culture of each team member).
- fit of business initiative to the host culture and advice on best practices in that culture
- reflections on your team processes (agreements versus challenges you encountered)

Good Luck! Enjoy!

Appendix 1: Time Table for Assignments

Assignment	Beginning date	Submission / final date
Pre-Project Preparation 1. Register 2. Complete pre-project Q	Starting October 31	Due by November 02
Phase 1 Get to know each other 3. Group Chats 4. Interview each other 5. Photographs 6. Cultural Prototype Exercise 7. Select Team Leader 8. Choose three countries	Starting November 03	Due by November 08
Phase 2 9. Complete Team exercise 10. Complete mid-point Q 11. Prepare Proposal	Starting November 09	Due by end of November 13 November 14-16 Due by November 22, 14:00, GMT
Post-Project Wrap-Up 12. Class Presentation 13. Complete post-project Q	Starting November 23	Due by November 28

Appendix 2: Communicating with Your Team

You may use emails and chats – written and oral – for communication with your team.

1. Modes of Communication

Message Boards

- a) The main website Message Board will contain updates from the project coordinators.
- b) Each team room Message Board can be used for team communication.

Chats

- a) You may use either the TMCTP website chat-rooms or any other platform you prefer (such as Skype, WhatsApp, WeChat).
- b) Regardless of the platform all teams must document their chats (see documentation below) and **report them on the ‘Teams Progress Board’**.

2. Documentation

Be sure to document all communication throughout the project. This will help in coordinating the process and allow the project coordinators to respond to questions and provide feedback.

Document e-mail messages:

- Indicate your team number in the subject line
- Copy the project coordinators on **ALL** e-mail messages at: tmctp2017@gmail.com.

Document chats in the TMCTP website:

- Instructions on chatting via the TMCTP website can be found in the website user manual.
- Documenting a chat when it ends should be done by the chat manager (the chat manager is always the team member who opened the chat). To document the chat, the chat manager should do the following: Click on "Manage this chat" and then on "Archive this chat".

Document chats in other chat programs:

- Before closing a chat, copy the written text and paste it into your team’s chat logs section in the TMCTP website under "chat content".
- Write a chat title that includes the chat’s date and chat number, and then click save.
- If you did a voice chat, you should summarize the conversation (in e.g. Word), copy, paste and save it into the chat logs in. Please indicate that it is a voice chat summary, chat number, participants and date.
- The documentation should be detailed and include: discussed subjects, procedures, resolutions, agreements / conflicts, members' opinions, etc..

Please report on the Team Progress Board when you have completed a required chat.

3. Communication with Project Coordinators

- **Messages** – Please check your e-mail and the main website Message Board regularly for postings.
- **E-mails** – Feel free to email the coordinators if you have specific questions. Write under the Subject: **“For the coordinators” and your team number** in the subject line.

Appendix 3: Team progress reports

During phase 1 and phase 2 (start to finish), you are asked to report on your team progress via the TMCTP website, under “My team” => "Team Progress Board".

The Team Progress Board purpose is to allow monitoring of all the teams’ progress. These two phases are divided into items (requirements and/or assignments). Each time you complete an item you should report on your progress.

Example: In the example below team 3 has reported that all students made contact on 01.11.2011, were trying to coordinate the first chat on 3.11.2011, and completed their first chat with all team members on 4.11.2011. It is possible to compare all teams’ progress under “Teams Progress Board” tab.

Technion Multi Cultural Team project

My Team | Teams Progress Board | Questionnaires

■ Team chats ■ **Team Progress Board**

Title: Team 3
All Students made contact: Tue, 2011-11-01
Trying to conduct first chat: Thu, 2011-11-03
1st chat: 04/11/11
2nd chat: Sun, 2011-11-06
Cultural Prototype Exercise: Sun, 2011-11-06
Team Leader nomination: Sun, 2011-11-06

Technion Multi Cultural Team project

My Team | **Teams Progress Board** | Questionnaires | Col

Team	All Students made contact	Trying to conduct first chat	1st chat	2nd chat	Cultural Prototype Exercise	Team Leader nomination
Team 1	03/11/11	03/11/11	06/11/11	06/11/11	06/11/11	06/11/11
Team 2	31/10/11	01/11/11	05/11/11	06/11/11	06/11/11	05/11/11
Team 3	01/11/11	03/11/11	04/11/11	06/11/11	06/11/11	06/11/11
Team 4	03/11/11	05/11/11	05/11/11	06/11/11	06/11/11	05/11/11

Specific instructions for this page’s interface are available in the TMCTP website user manual document.

Your team progress reports are very important. The project coordinators will rely on these progress reports to monitor your progress. Please make sure to assign a team member to update your team progress, and to report accurately and on time.

Appendix 4: Coordinating Time Differences

For additional information:

<http://www.timeanddate.com/worldclock/converter.html>

<http://www.timeanddate.com/worldclock/meeting.html>

The tables below summarize time differences across the participating classes.

Use the rows to select your time zone; use columns to identify times for others on your team.

Note: DST ends in the USA on November 05 - So be sure to switch tables.

Until Nov. 05 DST in the USA

	California UTC -7	Michigan, Georgia UTC -4	France UTC +1	Israel UTC +2	India UTC +5.30	West Australia, China UTC +8
California UTC -7	-	+3	+8	+9	+12.30	+15
Michigan, Georgia UTC -4	-3	-	+5	+6	+9.30	+12
France UTC +1	-8	-5	-	+1	+4.30	+7
Israel UTC +2	-9	-6	-1	-	+3.30	+6
India UTC +5.30	-12.30	-9.30	-4.30	-3.30	-	+2.30
West Australia, China UTC +8	-15	-12	-7	-6	-2.30	-

After Nov. 05. No DST

	California UTC -8	Michigan, Georgia UTC -5	France UTC +1	Israel UTC +2	India UTC +5.30	West Australia, China UTC +8
California UTC -8	-	+3	+9	+10	+13.30	+16
Michigan, Georgia UTC -5	-3	-	+6	+7	+10.30	+13
France UTC +1	-9	-6	-	+1	+4.30	+7
Israel UTC +2	-10	-7	-1	-	+3.30	+6
India UTC +5.30	-13.30	-10.30	-4.30	-3.30	-	+2.30
West Australia, China UTC +8	-16	-13	-7	-6	-2.30	-

Appendix 5: Typologies of Cultural Values

- (1) Dolan, S. L., Garcia, S., Garcia, S. G., & Richley, B. (2006). *Managing by values: A corporate guide to living, being alive, and making a living in the 21st century* Palgrave Macmillan. (The first author of this book is one of the professors participating in the TMCTP)
- (2) Dorfman, P. W., & Howell, J. P. (1988). Dimensions of national culture and effective leadership patterns: Hofstede revisited. *Advances in International Comparative Management*, 3(127-150)
- (3) Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations*. Thousand Oaks: Sage Publications.
- (4) House R., et al. (2004). *Culture Leadership and Organizations: The GLOBE study of 62 Societies*. Thousand Oaks: Sage. Chapter 2: Overview of GLOBE (pp. 9-27); Chapter 3: A Non-technical Summary of GLOBE Findings. (pp. 29-48).
- (5) Inglehart, R. *The World Values Survey*:
http://www.worldvaluessurvey.org/wvs/articles/folder_published/article_base_111
- (6) Schwartz, S. H. (1992). Universals in the content and structure of values: Theory and empirical tests in 20 countries. In M. Zanna (Ed.). *Advances in Experimental Social Psychology*, 25-65. NY: Academic Press.
- (7) Schwartz, S.H. (1999). A theory of cultural values and some implications for work. *Applied Psychology: An International Review*, 48 (1), 23-47.
- (8) Trompenaars, F., & Hampden-Turner, C. (1998). *Riding the Waves of Culture: Understanding Cultural Diversity in Business*. New York: McGraw Hill.

Appendix 6: Teamwork Exercise

The exercise involves some team games and problems developed by researchers at CMU, MIT and Union College. To participate, please read the following instructions carefully.

General Information:

1. Please plan on spending approximately **30 minutes** to get logged in and complete the full team exercise. Allocate collectively 30 minutes, when all team members are free to complete the exercise without interruption. You may complete the exercise after all team members have completed the Mid-Point questionnaire.
2. Your team will complete the tasks online by accessing <http://ladon.mit.edu>. The exercise will not begin until **every member** of your team enters the system. Because the exercise will start as soon as all your teammates have logged in, we recommend team members log in only when they are ready to complete the tasks.
3. During the exercise communication **with you teammates should be done only via the online chat** at the <http://ladon.mit.edu>.
4. Problems viewing pages or images are often addressed by refreshing/reloading the page, so please be sure to try that if you believe something is malfunctioning.
5. If you have a question or experience a problem, please email Ella Glikson eglikson@andrew.cmu.edu immediately.

Detailed Instructions:

1. Once you enter <http://ladon.mit.edu>, you will be asked to enter your user ID. We have assigned a user ID to each one of you, which will be emailed to you individually at the beginning of the project. Please find your user ID in the email you receive, enter it, and hit “Start.”
2. You will then be asked to set your display name. Please enter your **first name** here so that your teammates can recognize you.
3. There will be a countdown showing how much time is left before the exercise begins. Please watch the screen carefully because the exercise will begin as soon as your teammates have logged in, even if the time has not counted down to zero.
4. The website will lead your team through the exercise automatically. For the most part, each webpage has three panels:
 1. The task panel contains the instructions for the task. Its width can be resized using the arrows or it can be popped out into a separate window by pressing “new window.”
 2. The workspace is where your team completes the task. This panel is synchronized so that all team members will see in real time what everyone types into the workspace.
 3. The chat window allows your team to communicate online. **This is the only way for your team to communicate with each other.** There will be some tasks where the chat window will be blocked. In those cases, do your best to work collectively given the limited communication means.
5. Once the last task is completed, you are free to close the window. The completion of the exercise is automatically recorded into the system.

Appendix 7: Business Proposal Guidelines

Step 1: Nominate Three Possible Countries

Select three countries (all team members must agree on which countries).

You can NOT choose any of the team member's countries. For example, if your team is composed of one Israeli, one American, and one Brazilian student studying in Spain you can NOT choose Israel, U.S.A, Spain, or Brazil for your business proposal.

Please note: All team members should make this decision together. The team leader should NOT nominate the countries alone.

Our goal is to have a variety of countries. The coordinators will let you know which country is assigned to your team, preferably out of your choices. Please do NOT start working on your project until a country is assigned to you **by the coordinators**.

Step 2: Plan your Work on the Team Project

After being assigned a country, have a team meeting to plan the project.

Review the guidelines below for the power point presentation.

Outline the steps you will take to prepare your business proposal, including the topics, sources of information, and assignment distribution between team members.

All team members must contribute equally to the business proposal.

You should hold at least two team meetings with all members present to coordinate tasks and deliverables and work on the project together.

Please note: All team members should be involved in deciding how to divide the work up; the team leader or any other member should NOT make any decision single-handedly.

Step 3: Prepare the Business Proposal Power Point Presentation

Grades will be based on the quality of the slides and the information you include in the notes area to explain each slide. Special attention will be paid to the depth of knowledge, careful analysis, integration, clarity and coherence.

You should consider the requirements as stated in the assignment description: creativeness, cultural suitability, and potential contribution.

Guidelines for the Power Point Presentation

The presentation will include up to 15 slides according to the description below (not including the cover and the ending slides). A **“*.pptx” template is available on the TMCTP website.**

COVER SLIDE:

Identify the type of business and the country that is the focus of your business proposal.

PART 1: The Team (1 slide - 5%)

Introduce the team and the team members based on the "getting to know each other" phase.

PART 2: The Host Country Culture (up to 3 slides - 10%)

Describe the dominant values, customs, managerial practices, and typical behaviors in the host culture. Be sure to consider business implications of these characteristics. Present the information so that investors understand the pros and cons of investing in your business in the specific culture. See [Appendix 5](#) for resources. You can also obtain information from your course materials, academic journals, books, and a large variety of websites such as www.executiveplanet.com or www.businessculture.com.

Please note: information on Internet sites may or may NOT be accurate. Thus, you need to verify the information you use. This should include cross-checking across different websites and confirming information during interviews with experts.

PART 3: The Business initiative (1-2 slides - 10%)

Describe your proposed business initiative and the human resources needed to run the business. By human resources we mean individual/team/cultural characteristics embedded in the country of your choice and that will contribute to the success of your business. The business could be in any industrial sector and it can focus on a specific function such as an R&D center, manufacturing, marketing, etc.

Please note: **a financial business plan is not required.**

Report on the ‘Teams Progress Board’ when you have completed parts 1 - 3.

PART 4: Comparisons (1 slide - 5%)

Compare the host country culture with the cultures of each team member. Summarize similarities and differences in cultural values in a table using a typology: see [Appendix 5](#) for resources on cultural value frameworks (Hofstede, House, Schwartz, Trompenaars, etc).

PART 5: Fit Analysis for the Business Initiative (2 slides - 10%)

Analyze the fit of the proposed business initiative to the cultures of each team member based on the values comparisons in part 4.

PART 6: Advantages of the Culture and Best Practices (1-2 slides - 10%)

Analyze and explain the benefits of situating your business in this culture based on information in parts 2 - 4. Describe best practices for managing the business for high performance based on the host country culture.

Report on the ‘Teams Progress Board’ when you have completed parts 4 - 6.

PART 7: Validate your information (1-2 slides - 10%).

- Double check your information by verifying it with at least two alternative sources.
- Conduct two short interviews to validate the information in your proposal. One interview should be with someone who lives or has lived in the host country at least two years. The second interview should be with someone who is familiar with the chosen line of business. Summarize results of this validation process on your slides.

PART 8: Reflection on Team Processes (1-2 slides - 10%)

Describe your team processes. How did you coordinate the work? Did everyone contribute? Were some people especially helpful? What worked well and what was more challenging? How did you resolve or attempt to resolve difficulties? What would you do differently in the future?

Step 4: Submit Your Final Team Project

1. Submit your power point presentation to the project coordinators tmctp2017@gmail.com
2. Email the presentation to your course instructor

Report on the ‘Teams Progress Board’ when you have submitted your team project