



# *The Hebrew University of Jerusalem*

## *Syllabus*

### *Global Competence: Thriving in Multicultural Landscapes - 55223*

*Last update 04-03-2025*

*HU Credits:* 2

*Degree/Cycle:* 1st degree (Bachelor)

*Responsible Department:* Business Administration

*Academic year:* 0

*Semester:* 2nd Semester

*Teaching Languages:* Hebrew

*Campus:* Mt. Scopus

*Course/Module Coordinator:* Dr. Shaorn Arieli Langer

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*Coordinator Office Hours:* TBA

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Teaching Staff:

Dr. Sharon Arieli

Course/Module description:

*The 21st century has brought with it a powerful wave of changes that are reshaping economic, social, and professional perspectives. Globalization, the digital revolution, mass migration, and the potential for climate instability are significant trends that have gained momentum in recent decades and demand attention. The world of work in the 21st century is also evolving, presenting organizations and their employees with diverse challenges as well as new opportunities for growth.*

*These processes highlight the need to understand the world around us and the cultural diversity that characterizes it. The goal of this course is to enhance adaptability to the global and multicultural workplace. The first and main part of the course focuses on defining culture and cross-cultural differences. Over the years, researchers have proposed various ways to compare cultures. In this course, we will focus on two key paradigms that shape behavior: cultural values and the structure of norms. We will discover that the first theory of cultural values was developed among IBM employees worldwide and was actually born out of a strong need for organizations and businesses to understand the cultural diversity that characterizes the global arena and the ways in which culture influences organizations, teams, and employees.*

*The second part of the course deals with the social and multicultural identity that people develop when they come into contact with more than one culture. In this section, we will explore the challenges people face when encountering a new culture and how to cope with and overcome them. Finally, in the third part of the course, we will examine the implications of cultural differences in the organizational sphere, including communication, negotiation patterns, and management. The course combines experiential learning with case analysis and studies of global companies. Active participation in the course enables a significant improvement in the cultural competence of students.*

Course/Module aims:

*The primary goal of this course is to enhance adaptability to the global and multicultural workforce by providing a deep understanding of the diversity that defines the global environment and exploring effective strategies for managing this diversity within organizational and business settings.*

Learning outcomes - On successful completion of this module, students should be able to:

- *Understanding key theories for distinguishing between cultures: cultural values*

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and the structure of norms.

- *Becoming familiar with theories that examine the impact of cultural and social environments on individual identity and, as a result, on behavior.*
- *Gaining experience with the process of conducting cultural-business analysis at the organizational level to understand how culture influences organizations and their operations.*
- *Developing strategic thinking and analytical skills for addressing multicultural challenges in the business world and beyond.*
- *Building global competence, demonstrated by understanding the global arena, recognizing local cultures, and adapting behavior and communication—both verbal and written—accordingly.*

Attendance requirements(%):

80%

*Teaching arrangement and method of instruction: This course features a unique structure that emphasizes active learning. To fully understand the global arena, it's essential not only to study theories but also to apply them. The theoretical content will be delivered asynchronously through videos and preparatory assignments, allowing for independent study and practice. In-person sessions will focus on workshops and hands-on exercises, modeled after training programs for professionals preparing for international relocation.*

*We value learning communities, so the course combines both individual and team assignments. Regular attendance and active participation are expected, as videos and readings are not a substitute for class presence. We also encourage open discussions on course topics and assignments via the course website.*

Course/Module Content:

*What is diversity and its role in the workplace*  
*Acquiring knowledge and theories to distinguish between cultures as a foundation for building global competence*  
*What is culture: cultural values and the strength of norms*  
*How multiculturalism affects our identity: cultural, multicultural, and global identity*  
*What is cultural intelligence*  
*Managing in the global arena.*

Required Reading:

*The full list is in the Moodle*

Additional Reading Material:

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*See list in the Moodle*

*Grading Scheme:*

*Additional information:*