



**University
of Victoria**

Graduate Studies

Notice of the Final Oral Examination
for the Degree of Doctor of Philosophy

of

MICHAL SZYMANKSI

MA (University of Warsaw, 2012)
MA (Warsaw School of Economics, 2011)
BSc (University of Warsaw, 2010)
BSc (Warsaw School of Economics, 2009)

**“Team Effects of Bicultural Individuals: Insights from Football Team
Performance”**

Peter B. Gustavson School of Business

July 27, 2017
10:00 A.M.
David Turpin Building
A144

Supervisory Committee:

Dr. Richard Wolfe, Peter B. Gustavson School of Business, University of Victoria (Co-Supervisor)
Dr. Roy Suddaby, Peter B. Gustavson School of Business, UVic (Co-Supervisor)
Dr. Joshua Alt, Thunderbird School of Global Management (Additional Member)
Dr. Paul Schure, Department of Economics, UVic (Outside Member)

External Examiner:

Dr. David Thomas, Beedie School of Business, Simon Fraser University

Chair of Oral Examination:

Dr. Frederick Grouzet, Department of Psychology, UVic

Dr. David Capson, Dean, Faculty of Graduate Studies

Abstract

The recent wave of globalization triggered by the end of the Cold War and stimulated by progressing liberalization of trade and international migration policies has led to a significant surge in numbers of bicultural individuals, i.e. people with more than one ethnic identity (Nguyen & Benet-Martinez, 2007), and thus, a surge in bicultural employees. An emerging stream of research from psychology and organizational studies indicates that bicultural individuals have a particular set of skills and competencies that can contribute to the performance of international teams and, in turn, organizations. However, to date there has not been a large sample empirical study investigating the oft-stated relationship between biculturals and performance. This dissertation seeks to fill this gap in the literature by examining said relationship by relating the composition of national association football teams to results in six consecutive FIFA World Cup and six UEFA European Championship tournaments (i.e., the results of 272 teams in 12 competitions). The results indicate that biculturalism does not directly improve team performance, other than when moderated by the cultural diversity of the competitive environment of the team.

Keywords: biculturals; team diversity; cross-cultural management; global leadership skills; team performance