



The Leon Recanati Graduate School of Business Administration

1243.3550.02 – Relocation- How to Succeed in a Global World

Second Semester – 2018/19

Section	Day	Hour	Exam date	Lecturer	Email	Telephone
02	Monday	18:45-21:30 (Second half)	No exam	Dr. Carmit Tadmor	ctadmor@post.tau.ac.il	03-6408188

Office Hours: 17:30-18:30 (by appointment)

Course Units

1 course unit = 4 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

Course Description

INTRODUCTION

How do people get ahead in their careers? What distinguishes those who succeed professionally from their equally qualified peers? With increased globalization, as managers are compelled to cope with cultures strikingly different from what they have grown accustomed, international experience is becoming vital for managerial success and advancement. This course focuses on providing students with an understanding of the potential advantages and challenges of working in a multicultural environment, on learning the effects of culture on attitudes and behavior, and on developing a set of tools for how to function effectively on international assignments and manage multicultural teams. To help facilitate the experience of working in a global world and to maximize class diversity, the course will be taught in English. It will incorporate class discussion, video clips, case studies, and a final group presentation.

COURSE STRUCTURE

The class consists of lectures, discussions, videos, experiential exercises, case analyses, and presentations. Because the effectiveness of the course depends on active learning, it is essential that students regularly attend class, prepare in advance of the classes, and participate productively.

Course Objectives

Upon completion of the course, the student will be able to:

1. Understand the potential advantages and challenges of working in a multicultural environment
2. Learn about the effects of culture on attitudes and behavior
3. Establish strategies for responding productively to cultural differences
4. Develop a set of tools for how to function effectively on international assignments
5. Learn how to successfully lead and manage multicultural teams

Evaluation of Student and Composition of Grade

Percentage	Assignment	Date	Group Size/Comments
Mandatory	Class attendance		
20%	Reflections on class readings	See table below	Two individual assignment to be submitted via Moodle before class—by Sunday—no later than 10:00.
30%	Expatriate Manager Interview	Due May 19 th	The assignment needs to be emailed to the instructor by Sunday at 10:00 on May 19 th . Assignment will be conducted in pairs.
50%	Cross-cultural Training Project	Due June 10 th	Group project presented in class.

* According to University regulations, participation in all classes of a course is mandatory (Article 5).

* Students who absent themselves from classes or do not actively participate in class may be removed from the course at the discretion of the lecturer. (Students remain financially liable for the course even if they are removed.)

Course Assignments

1. Class attendance: Because this course depends a great deal on in-class discussion, class attendance is mandatory. If you must miss a class, it is essential that you notify the lecturer *at least 24 hours* in advance. For every unexcused absence, you will lose 10% of your grade. No exceptions!

2. Reflections on Class Readings (20% of final grade): Students are expected to complete all assigned readings prior to class. In addition, they have two reflection assignments in which they will be asked to answer two short questions (10% for each reflection).

The reflections can be written in Hebrew or English. The answers must be sent through the Moodle system: Please attach your answers in a separate word file, and click "save changes".

The questions will be uploaded to the class website (see below) by Tuesday 18:30 and the answers must be submitted by 10:00 on the Sunday before class.

3. Expatriate Manager Interview (30% of final grade): In this assignment, you are requested to interview a business person who has worked outside his/her home country for *at least 1 year*. **You are to do this assignment in pairs – please find your partner by the end of the first class.** Please note that this assignment can be written in either Hebrew or English. More details about the interview and the questions you'll be required to answer are provided on the course website in a separate handout.

4. Cross-cultural Training Project (50% of final grade): Students will work in groups to put together a training packet that could be used to prepare a manager for working in a specific country or culture. The guide should help the manager adapt to the chosen culture, avoid misunderstandings, and manage effectively. **Groups will be assigned during the first class.** More details about the project are provided on the course website in a separate handout.

GENERAL GUIDELINES:

- Every inability to meet a course assignment/requirement requires notification (by email) prior to the due date to the lecturer of the course. Assignments submitted after the deadline *without* written consent from the instructor will not be accepted. No exceptions!
- The syllabus and schedule is subject to change. We will cover the topics as time permits. Moreover, we may not finish a topic in one class. Nonetheless, the assignments will be due as scheduled.
- **Criteria for Grading the Written Assignments:**
 - Quality and clarity of writing
 - Synthesis, linkage, and appropriate use of course material
 - Quality of appearance of the material
 - Use of additional resources, beyond the reading material

Grading Policy

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Accordingly, this policy will be applied to this course's final grades.

Additional information regarding this policy can be found on the Faculty website.

<https://coller.tau.ac.il/MBA-students/programs/2018-19/MBA/regulations/exams>

Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey to evaluate the instructor and the course, to provide feedback for the benefit of the students, the teachers and the university.

Course Site (Moodle)

The course site will be the primary tool to communicate messages and material to students. You should check the course site regularly for information on classes, assignments and exams, at the end of the course as well.

Course material will be available on the course site. About 24 hours before class, we will upload the class presentation. Generally, the online presentations will be slightly different from those presented in class, so that we can have meaningful discussion in class. At the end of the course, we will also upload all the cultural training projects.

Please note that topics that are not covered in the course material but are discussed in class are considered integral to the course and may be tested in examinations.

Course Outline*

WEEK 1 <i>April 29th, 2019</i>	The Business Case and Challenges of Relocation
Assignment	<u>No assignment due</u>
Readings	1. William W. Maddux, Adam D. Galinsky, & Carmit T. Tadmor (2010). Be a better manager: Live abroad. <i>Harvard Business Review</i> , 88, 24-24.

WEEK 2 <i>May 6th, 2019</i>	Leading Across Cultures (A)
Assignment	<u>Reflection #1 (due May 4th): Leading across culture and mapping yourself on cultural dimensions.</u>
Readings	1. Erin Meyer & Sapna Gupta (2009). Leading across cultures at Michelin (A). <i>INSEAD case # 01/2009-5538</i> , pp. 1-5. https://hbr.org/product/leading-across-cultures-at-michelin-a/INS049-PDF-ENG 2. Phillip M. Rosenzweig (1994). National culture and management. <i>Harvard Business Review</i> , 394-177, pp. 1-13. https://hbr.org/product/national-culture-and-management/394177-PDF-ENG

WEEK 3 <i>May 13th, 2019</i>	Leading Across Cultures (B)
Assignment	<u>No assignment due</u>
Readings (optional)	1. Gordon Adler (1995). The case of the floundering expatriate. <i>Harvard Business Review</i> , 73, 24-40. https://hbr.org/product/the-case-of-the-floundering-expatriate-hbr-case-and-commentary/95401-PDF-ENG

WEEK 4 <i>May 20th, 2019</i>	Expatriation (and Repatriation)
Assignment	<u>Expatriate Manager Interview due on May 19th</u>
Readings	1. Stahl, G. & Chua, C.H. (2003). Jaguar or Bluebird? (A): Mark Chan's Decision to Stay Overseas or Return Home after his Expatriate Assignment. <i>INSEAD case # 08/2014-5158</i> , pp. 1-5. https://hbr.org/product/jaguar-or-bluebird-a-mark-chan-s-decision-to-stay-overseas-or-return-home-after-his-expatriate-assignment/INS764-PDF-ENG 2. Stahl, G. & Chua, C.H. (2003). Jaguar or Bluebird? (B): Mark Chan's Decision to Stay Overseas or Return Home after his Expatriate Assignment. <i>INSEAD case # 08/2014-5158</i> , pp. 1-2. https://hbr.org/product/from-jaguar-to-bluebird-b-mark-chan-returns-home-after-his-expatriate-assignment/INS765-PDF-ENG

May 27th, 2019	<p>No class due to Conference.</p> <p>A makeup class will take place on Friday, May 31st, 2019</p> <p>BUT THE REFLECTION #2 DUE DATE WILL REMAIN ON MAY 26TH</p>
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WEEK 5 May 31st, 2019 Please note: this is the makeup class (0900-11:45) and that the reflection is due on Sunday, May 26th despite cancelled class	Stereotyping and Prejudice in Organizations
Assignment	Reflection #2 (due May 26th): Managing international careers (please note that the assignment is <u>on last week's reading</u>).
Readings	<p>1. Siri Carpenter (2008). Buried Prejudice: The bigot in your brain. <i>Scientific American</i>, 19, pp. 33-39.</p> <p>2. Keith A. Caver & Ancella B. Livers (2002). "Dear White Boss..." <i>Harvard Business Review</i>, 80, pp. 76-81. https://hbr.org/2002/11/dear-white-boss</p>

WEEK 6 June 3rd, 2019	Leading Diverse and Cross Cultural Teams
Assignment	<u>No assignment due</u>
Readings	<p>1. Robin J. Ely, Debra E. Meyerson, & Martin N. Davidson (2006). Rethinking political correctness. <i>Harvard Business Review</i>, 78-87.</p>

WEEK 7 June 10th, 2019	Cross Cultural Training Packets
Assignment	<p>Group presentations (PowerPoint slides and Word copy combining slides and note pages must be emailed to instructor by 10:00 on June 10th, 2019. Also bring the instructor a printed copy to class).</p>
Readings	<p>Two articles of your choosing (see group project handout for details)</p>

***Subject to change**

Recommended Reading

Charlene M. Solomon & Michael S. Schell (2009). *Managing Across Cultures: The Seven Keys to Doing Business with a Global Mindset*. McGraw Hill: New York, NY.