



The Leon Recanati Graduate School of Business Administration

1243.3550 - RELOCATION-

HOW TO SUCCEED IN A GLOBAL WORLD

Prerequisites: -----None-----

Parallel requirements: -----None-----

Fall- Semester – 2022/2023

Section	Day	Hour	Exam date	Lecturer	Email	Telephone
01	Monday	15:45-18:30	None	Carmit T. Tadmor	ctadmor@tauex.tau.ac.il	8188

Teaching Assistant (TA): -None-

Office Hours: Monday 18:30-19:30 (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
20%	Class participation		
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.
60%	Cross-cultural Training Project	Due December 5 th ,2022	Group project presented in class.

* 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 participation (20% of final grade): Given the nature of the course, students must attend ALL sessions and actively participate in class discussions and in-class simulations/exercises for maximum course benefit. All efforts should be made to attend every session. In case a student must miss a session she/he must inform the instructor before the missed session to avoid interruptions to sessions and to allow the instructor time to adjust the class plan. A person who misses more than two sessions may not be able to pass the course (Students remain financially liable for the course even if they are removed). See criteria for grading below.

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 titled with your first and last name, and click "save changes".

The questions will be uploaded to the class website (see below) by Tuesday 21:30 and the answers must be submitted by 10:00 on the Sunday before class.

3. Cross-cultural Training Project (60% 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:**
 - Depth of knowledge and analysis
 - Synthesis, linkage, and appropriate use of course material
 - Use of additional resources, beyond the reading material
 - Quality of appearance and quality of writing
 - Clarity, creativity, and coherence
- **Criteria for Grading Participation:**
 - Attends classes regularly
 - Demonstrates excellent preparation
 - Offers interpretation, analysis, and synthesis of class material
 - Responds constructively to other students and moves discussion forward
 - Takes active role in class simulations/exercises

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 October 24 th , 2022	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 October 31 st , 2022	Leading Across Cultures (A)
Assignment	Reflection #1 (due October 30th): Leading across culture and mapping yourself on cultural dimensions.
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 November 7 th , 2022	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 November 14 th , 2022	Expatriation (and Repatriation)
Assignment	<u>No assignment due</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-

	<p>to-stay-overseas-or-return-home-after-his-expatriate-assignment/INS764-PDF-ENG</p> <p>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</p>
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WEEK 5 <i>November 21th, 2022</i>	Stereotyping and Prejudice in Organizations
Assignment	Reflection #2 (due November 20th, 2022): 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 <i>November 28th, 2022</i>	Leading Diverse and Cross Cultural Teams
Assignment	No assignment due
Readings (optional)	1. Robin J. Ely, Debra E. Meyerson, & Martin N. Davidson (2006). Rethinking political correctness. <i>Harvard Business Review</i> , 78-87.

WEEK 7 <i>December 5th, 2022</i>	Cross Cultural Training Packets
Assignment	Group presentations (PowerPoint slides and Word copy combining slides and note pages must be emailed to instructor by 10:00 on December 5th, 2022 . Also bring the instructor a printed copy to class).
Readings	Three articles of your choosing (see group project handout for details)

*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.