



The Leon Recanati Graduate School of Business Administration

1243.3550.01 – Relocation- How to Succeed in a Global World

Second Semester – 2017/18

Section	Day	Hour	Exam date	Lecturer	Email	Telephone
01	Wednesday	15:45-18:30 (Second half)	No exam	Dr. Carmit Tadmor	ctadmor@post.tau.ac.il	03-6408188

Office Hours: Wednesday 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
Mandatory	Class attendance		
24%	Reflections on class readings	See table below	Three individual assignment to be submitted via Moodle by the day before class—Tuesday—no later than 10:00.
26%	Expatriate Manager Interview	Due June 6 th	A printed version needs to be submitted in class
50%	Cross-cultural Training Project	Due June 13 th	Presented in class in groups of 3-5 students

* 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 (24% of final grade): Students are expected to complete all assigned readings prior to class. In addition, they have a choice of 3 of 4 reflection assignments in which they will be asked to answer one or two short questions (8% for each reflection).

The reflections can be written in Hebrew or English. The answers must be sent through the moodle system: You can write your answers in the text box or attached in a separate file, and click "save changes".

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

3. Expatriate Manager Interview (26% 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 and answer the questions

listed below. Be sure to substantiate your impressions using the ideas discussed in class and in the reading material.

- Background questions: What is her/his home country and what was the host country? For how long did s/he live there? Was this her/his first relocation experience? (If no, where else did s/he live?) Why did s/he go? What was her/his job title and job responsibilities? (up to 50 words)
- Describe 3 examples of cultural differences s/he experienced between the home country and host country. Use the seven cultural dimensions to try and make sense of these differences (up to 300 words)
- What was the biggest difficulty s/he experienced during the relocation process? What was her/his adjustment experience like? Did s/he go through the different phases of the adjustment cycle? (give specific examples) (up to 250 words)
- If you were going to that country, what advice would s/he give you on how you can try and immerse yourself in both cultures to become bicultural? (up to 200 words)
- What was the best part of the relocation experience? What advice would s/he give to others who are facing an international assignment to ensure success?? (up to 150 words)

Please note that this assignment can be written in either Hebrew or English. It must be printed out and submitted in class on June 6th.

4. Cross-cultural Training Project (50% of final grade): In groups of 3-5, students will 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. More details about the project are provided in a separate handout.

GENERAL GUIDELINES:

- Every inability to meet a course assignment/requirement requires prior notification (by email) 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.

<http://coller.tau.ac.il/MBA-students/programs/2017-18/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>May 2nd, 2018</i>	The Business Case and Challenges of Relocation
Assignment	
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 9th, 2018</i>	Leading Across Cultures (A)
Assignment	<u>Reflection #1 (due May 8th)</u> : 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. 2. Phillip M. Rosenzweig (1994). National culture and management. <i>Harvard Business Review</i> , 394-177, pp. 1-13.

WEEK 3 <i>May 16th, 2018</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.

WEEK 4 <i>May 23rd, 2018</i>	Expatriation (and Repatriation)
Assignment	<u>Reflection #2 (due May 22nd)</u> : Managing international careers
Readings	1. Phillip M. Rosenzweig (1994). Colgate-Palmolive: Managing international careers. <i>Harvard Business School case</i> , 9-394-184, pp. 1-21.

WEEK 5 <i>May 30th, 2018</i>	Stereotyping and Prejudice in Organizations
Assignment	<u>Reflection #3 (due May 29th)</u> : Understanding contemporary racism
Readings	1. Samuel L. Gaertner & John F. Dovidio (2005). Understanding and addressing contemporary racism: From aversive racism to the common ingroup identity model. <i>Journal of Social Issues</i> , 61, 615-626. (notice you are required to read only the first part of the paper). 2. Keith A. Caver & Ancella B. Livers (2002). "Dear White Boss..." <i>Harvard Business Review</i> , 80, pp. 76-81.

WEEK 6 <i>June 6th, 2018</i>	Leading Diverse and Cross Cultural Teams
Assignment	<u>Reflection #4 (due June 5th)</u> : Working in diverse teams Expatriate Manager Interview due in class
Readings	1. Elizabeth A. Mannix & Margaret A. Neale (2005). What differences make a difference? The promise and reality of diverse teams in organizations. <i>Psychological Science in the Public Interest</i> , 6, 31-55.

WEEK 7 <i>June 13th, 2018</i>	Cross Cultural Training Packets
Assignment	Group presentations
Readings	Two 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.