

**Course Name: Honors Program**  
**Professor Tamar Almor**  
**Mr. Daniel Berliner**

Schedule:

Wednesdays 16:00-15:30 (IL time)

Course Summary:

During the course, we will engage with unique content, meet key figures from academia and industry, and collaboratively conduct up-to-date research.

Course Learning Outcomes:

Upon completion of the course, students will:

- Know how to read academic articles and summarize them.
- Be familiar with uncertainty and understand how organizations cope with uncertainty.
- Have experience in conducting surveys and approaching organizations for research purposes.
- Be able to present preliminary research findings.

Teaching Methods:

Lectures, workshops, and independent research work.

Course Requirements:

Student obligations and grading breakdown (See appendices detailing the various components):

1. Academic Article Presentation: 15%
2. Final Presentation of Research Findings: 40%
3. Poster and pitch: 35%
4. Reflection: 10%

Course Schedule:

		HHN Joint Project
1	6.3	<ul style="list-style-type: none"><li>• Introduction and Self-Presentation</li><li>• Presentation of the Course</li><li>• Building a Leading Group to Assist in Coordinating the Program</li><li>• Presentation of the Research Project</li><li>• What is Success, and Why Do We Focus on Success? (Tamar)</li></ul>
2	13.3	<ul style="list-style-type: none"><li>• Team Formation</li><li>• Explanation of the Work Process</li><li>• Reading Assignment</li><li>• Discussion on the Question: What is Uncertainty, VUCA Model, Culture (Hofstede)</li></ul>
3	20.3	<ul style="list-style-type: none"><li>• Panel discussion by students</li></ul>

4	27.3	<ul style="list-style-type: none"> <li>Students present summaries of the articles and a presentation about the organization they are interviewing.</li> </ul>
5	3.4	<b>First joint meeting with HHN</b> Getting to know each other International group formation Tasks and guidance Companies (International activities) Questionnaire
6	10.4	Discussion on research progress Students work with their counterparts (outside class hours)
7	17.4	Discussion on research progress Students work with their counterparts (outside class hours)
8	24.4	Joint meeting Presenting a summary of projects- ORAL presentations - NO PPT One slide summary Maybe allocate more time for this session.
9	1.5	Guest Lecture by Moti Kaplon: LinkedIn and Job Searching
10	8.5	Festive last meeting (Daniel Tjurnalund – Guest lecture What it means to be a startup CEO Thesis talk: Business model during a crisis )
11		Guidance
12		Guidance – How to present How to design a poster
13		Elevator pitch
	End of June	Aharoni Conference

#### Required Reading List and Sources for the Course:

1. Brillinger et al (2020). Business model risk and uncertainty factors Toward building and maintaining profitable and sustainable business model
2. Courtney et al (1997). Strategy under uncertainty. HBR
3. Delaney, L. (2021). A model of investment under uncertainty with time to build, market incompleteness and risk aversion
4. Furr (2022) Strategy in an Age of Uncertainty. HBR
5. Giones, F. Brem, A. Berger, A. 2019. Strategic decisions in turbulent times: Lessons from the energy industry. Business Horizons, 62: 215-225
6. Katsos and Miklian (2021) A New Crisis Playbook for an Uncertain World. HBR
7. Katsos, Miklian, and McClelland (2021) Building a Culture That Can Withstand a Crisis. HBR
8. Lakomaa, E. (2017). The history of business and war introduction. Scandinavian Economic History Review, 65(3), 224-230.

9. Leading a Business in Ukraine During the War\_HBR
10. Liu, Y. and Almor, T. 2016. How culture influences the way entrepreneurs deal with uncertainty in inter-organizational relationships: The case of returnee versus local entrepreneurs in China. *International Business Review*, 25(1A): 4-14.
11. Milliken (1987). Three types of perceived uncertainty about the environment\_State, effect, and response uncertainty
12. Nielsen & Aagaard (2021). The fifth stage of business model research The role of business models in times of uncertainty
13. Obłój & Voronovska (2023). How business pivots during war\_Lessons from Ukrainian companies' responses to crisis. *Business Horizons*.
14. Sharma, P. Leung, T.Y., Kingshott, R.P.J., Davcik, N.S., Cardinali, S. 2020 Managing uncertainty during a global pandemic: An International Business perspective. *Journal of Business Research*, 116: 188-192
15. Subaşı, B. (2018). Research: People Share More Information with Colleagues of Similar Cultural Backgrounds. HBR
16. Vecchiato, R. 2015. Strategic planning and organizational flexibility in turbulent environments. *Foresight Emerald* 257-273
17. What Covid-19 Taught Us About Doing Business During a Crisis. HBR
18. Zucker, R., and Rowell, D. 2021. 6 strategies for leading through uncertainty. HBR  
<https://hbr.org/2021/04/6-strategies-for-leading-through-uncertainty>

#### Culture and Crisis

1. Bajaj, G., Khandelwal, S., & Budhwar, P. (2021). COVID-19 pandemic and the impact of cross-cultural differences on crisis management: A conceptual model of transcultural crisis management. *International Journal of Cross Cultural Management*, 21(3), 569-601.  
<https://doi.org/10.1177/14705958211060189>
2. Caputo,A., Ayoko,O.B.; Amoo, N. (2018) The moderating role of cultural intelligence in the relationship between cultural orientations and conflict management styles, *Journal of Business Research*,89,10-20, <https://doi.org/10.1016/j.jbusres.2018.03.042>
3. Diers-Lawson, A. (2017) A State of Emergency in Crisis Communication an Intercultural Crisis Communication Research Agenda, *Journal of Intercultural Communication Research*, 46:1, 1-54,  
<https://doi.org/10.1080/17475759.2016.1262891>
4. Falkheimer, Jesper and Zhao, Hui (2020). "26. Intercultural and multicultural approaches to crisis communication". *Crisis Communication*, edited by Finn Frandsen and Winni Johansen, Berlin, Boston: De Gruyter Mouton, pp. 523-540. <https://doi.org/10.1515/9783110554236-026>
5. Frandsen, Finn and Johansen, Winnie. "19. Corporate crisis communication across cultures". *Pragmatics across Languages and Cultures*, edited by Anna Trosborg, Berlin, New York: De Gruyter Mouton, 2010, pp. 543-570. <https://doi.org/10.1515/9783110214444.4.543>