הפקולטה לניהול ע"ש קולר
אוניברסיטת תל אביב

Coller School of Management
Tel Aviv University

Sofaer Global MBA

1238.2215.01- Applying Theory to Practice

Prerequisites: None

Module 1 – 2021/22

Course Section Details

Section	Day	Hour	Lecturer	
Class	Wednesdays October 13-November 24	10 am – 12:45pm	Dr. Eric Saranovitz	ericsa@tauex.tau.ac.il
TA			Katie Kushnir-Ventur	katiekv@tauex.tau.ac.il

Eric's Office Hours (Recanati 211): By Appointment
Katie's Office Hours: By Appointment. Please plan to meet with Katie to discuss your target Fellowship and your job/entrepreneurial target outcomes upon graduation.

Course Units

1 course units = 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

The course setting: As a student in the Sofaer Global MBA, you are expected to learn experientially as well as didactically. This class combines the two to help ground the tools and frameworks that are delivered elsewhere in the curriculum in order to help you succeed in the workplace. The "workplace" in this context includes both the Fellowship you may choose to complete in modules 3 and 4, with a venture in the Israeli start-up ecosystem, as

well as the job you secure upon graduation. This class will help you gain facility with personal, cultural and social context within a range of industries (fintech, agri-tech, healthcare IT) and functions (marketing, strategy, finance).

The course goal: The goal of this course is to support you to ground theory in practice by contextualizing your past experiences and future expectations in higher-level analysis. For example, it is one thing to do an "industry analysis" in the classroom, where data and case materials are provided in order to provide hypothetical solutions. But what happens when you actually encounter providing analysis for a company in an industry that does not even yet exist? What happens if one needs to develop a marketing plan for an industry in which the competitors are opaque. What resources does one use to gather the data? How does one synthesize and integrate it? How does one use his/her synthesis to connect to decision-making processes in the workplace? Finally, how does one lead change, from a range of bureaucratic roles and power? To answer these and related questions, this class will help you harness the experiences and skills you already possess with the tools and frameworks you are and will be learning in order to center yourself in the industry and career of your choice.

How? This course will emphasize the application of management frameworks to real life problems. Particular emphasis will be placed on analyzing and understanding your career decisions, identifying goals; framing your choices at the appropriate level of analysis (neither too narrowly nor too broadly); relating your hypotheses about potential interests to useful questions that can be resolved; generating and interpreting the data you generate; and then developing a plan for implementation.

Course Objectives

Upon completion of the course, you will be able to relate what you are learning in terms of management tools and frameworks and begin to think about how you will apply them. This includes translating the goal "I want to work with interesting people" (for example) into action. This further includes:

- Learning to parse options analytically
- Relating your interests and talents to specific tools and frameworks
- Thinking reflectively about opportunities and decision making processes
- Testing your hypotheses about alternatives
- Performing an individual-centered industry analysis
- Translating potential options into actual conclusions that you can use to confidently lead action, including, in this context, a job after graduation

Beyond the analytical steps, we will focus on your leadership and stewardship of change. This includes how you communicate across a range of media, how you lead, and how you support others to lead.

Assessment and Grade Distribution

Grade weight	Assignment	Requirements
15% for each of 3 (out of 5) 45%	Weekly Reflection Paper – 300-500 words Guiding questions for each week follow below	• There are 5 weekly reading assignments. • Students must submit any 3 reflection papers out of the 5 by week 6. • Each weekly assignment is due **before** the class for which the readings are due • Each written submission should cover all the readings of that week. However, your written analysis may give extra weight to one article or case that carried extra meaning or generated valuable insights for you. • Each week's required readings must still be prepared.
15%	Group article presentation	Each group of three students must give a 3-5 minute slide presentation of one assigned class reading at the beginning of the class. The presentation should provide a brief synopsis of the main arguments of the article along with a central question for the rest of the class.
10%	Class Participation	Quality counts more than quantity. *This class is intended to be held live and in-person.*
30%	Industry and Opportunity Analysis related to your target career – Presentation Due November 24 (Last Class) – **Paper due November 31.**	Building on your professional development and career goals, you will develop an industry and opportunity analysis in an industry of your choosing. You will have the challenging of defining your industry: All of "ag-tech" is too broad. All of "the cannabis industry" may also be too broad. Part of the challenge is to understand the content (the industry) you want to focus on and the range of change (the leadership) you want to bring forward. Specific examples of industry areas of focus in the appendix.

Course Assignments

Each recurring weekly reflection paper must be submitted before the start each week's class.

Attendance: Effective participation includes: (1) providing insightful questions and comments on concepts from lectures and readings; (2) sharing your experience or point of view with the class; (3) building on points raised by others; (4) clarifying issues; and (5) relating ongoing topics to previous class discussions. Please keep in mind that I will base your score on the quality of your comments and not their quantity.

Should a student become unable to complete an assignment or course requirement, s/he must notify the TA of the course in advance via email

Grading Policy

As of the 2008/9 academic year the Faculty has implemented a grading policy for all graduate level courses. This policy applies to all graduate courses in the Faculty, and will be reflected in the final course grade. Accordingly, the final average of the class for this course (which is not a core course) will fall between 83-87. Additional information regarding this policy can be found on the Faculty website https://coller.tau.ac.il/MBA-students/programs/2019-20/MBA/regulations/exams

Evaluation of the Course by Student

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

Course Site (Moodle)

The course Moodle site will be the primary tool used to communicate messages and material to students. It is, therefore recommended to periodically check the course site in general, periodically, before each lesson, at end of the course as well. (For example: exam details and updates regarding assignments)
Course slides will be available on the course site.
Please note that topics which are not covered in the slides, but are discussed in class are considered an integral part of the course material and may be tested in examinations.

Implications for Business Ethics

Issues in business ethics will be discussed throughout. A key area of emphasis will be on the balance between individual gain and group outcome in the workforce.

Another area of emphasis will be on how data is represented and then retold to tell a story to generate consensus and buy-in, sometimes even obfuscating trends lines. A core theme in this regard will be how to balance between data that is clear and compelling, and data that does not recognize contravening inputs that might change the conclusion.

Course Outline

(readings available to change)

Session	Date	Topic(s)	Submissions
1	13.10.21	Your Best Self at Work: Leadership, Upward Leadership, and Exemplary Followers *"Doing the job" is not all that is required for successful engagement in the workforce. How do you develop yourself in order to work consistent with your goals in the context of a varied and changing socio-economic context?* **Readings:** 1) Chapter: Managing Oneself; Peter Drucker 2) Case: Career at a Crossroad: Akhil Patel 3) Article: Create Three Distinct Career Paths for Innovators. O'Connor, Corbett, and Pierantozzi	
2	20.10.21	Contemplating and Framing Your Choices in Industry Context and Analysis Understanding the industry in which you might compete provides strategic context and helps inform decision-making. Applying relevant management tools and frameworks will help you to analyze inter-dependencies and, eventually, see the threats and opportunities linked to longer-term change. **Readings:** 1) Article: What to Do When Industry Disruption Threatens Your Career. Groysberg, Johnson, Lin 2) HBS Core Curriculum Series: Industry Analysis. Casadesus-	First Submission ***Remember that all weekly assignments must be submitted before the start of the class.***

		Masanell, Series Editor, Harvard Business Publishing	
3	27.10.21	Structuring and Restructuring Your Industry Analysis During a Time of Change, and What it Might Mean for You **Reading:** 1) Case: Career Karma: Growth in a Time of Global Uncertainty. Huang, Jiang, Yu	Second Submission ***Remember that all weekly assignments must be submitted before the start of the class.***
4	03.11.21	Framing Your Options – Developing Your Human Capital and the Effect on Your Social Embeddedness and Relational Social Capital **Readings:** Case: McKinsey & Co: Early Career Choices Case: Models of Entrepreneurial Acquisition (Search Funds) Article (recommended): Is This For Me? Career Decision Making in a Family Business. Ferraro and Marrone	Third Submission ***Remember that all weekly assignments must be submitted before the start of the class.***
5	10.11.21	Framing Your Options –Artifacts, Assumptions, and Values **Readings:** Case: Managing Your Career Article: Before you Make that Big Decision Article: Making Yourself Indispensable	Fourth Submission ***Remember that all weekly assignments must be submitted before the start of the class.***

6	17.11.2021	Developing Your Best Practices on the Job **Readings:** Article: Could Your Personality Derail Your Career? Article: What Self-Awareness Really Is (and How to Cultivate it).	Fifth Submission ***Remember that all weekly assignments must be submitted before the start of the class.***
7	24.11.27	Final Presentations –	In-class presentation with feedback as basis for final written submission of industry analysis report

Required Reading

There are generally 2-3 readings required for each of the first 6 classes – either articles or case studies, all listed by session date in the table above. Cases are from HBS, MIT Sloan, and Stanford Publishing. In addition, you will need to read analyses related to the intended industry of your Fellowship for your final class deliverable.

Assignments

Topics for weekly reflection papers (These questions are only meant as prompts or guidelines):

Week 2: It is "easy" to say that one might want to disrupt their own career before being blindsided. But think back to your own career, your last job. How was it disrupted (for better or worse) during COVID? Could you have anticipated it? How? How would you have diversified your skills if you had potentially more foresight?
Considering the Porter 5-Force Framework, think of one industry where you have worked and want to work, and discuss one of the factors affecting any one Force (see Tables 1-5 in the Industry Analysis reading for examples). Make sure to give examples and be prepared to discuss in class. For extra consideration, identify the data sources you used, and the data sources (or type of data) you wish you had had access to.
How does your analysis above help you think about new opportunities in the market and, potentially for your skills and talents?

Week 3: What was Career Karma's pre-COVID model? What are the company's competitive advantages? Do you think they are unique to EdTech? What opportunities does Career Karma face as a new business? How would you frame these decisions as a

leader? Would you enjoy it? Would you invest in Career Karma post COVID? What do you think a founder's biggest challenges are during a recession?

Week 4: Each of this week's readings addresses Human Capital (general, firm specific, and task specific); Social Embeddedness (structural and relational); Early Career Experiences and crucible experiences; and the possibility for Geographic Mobility and Knowledge Recombination.

Thinking about these concepts compare an option you are considering to any one from the reading (Consulting: A Search Fund; A Family Business; and Entrepreneurship (from last week). Question: How does your potential choice compare in terms of how you will grow professionally; the relationships you will make; the key lessons you will internalize; and your possibility to grow into other fields. Where possible, draw specifics from the readings. We will discuss in class.

Week 5: What are some of the special dilemmas of early careers? Which ones do you most relate to? Think about an industry you have analyzed or one you think you may want to enter. What decision-making heuristics can you use? Can you provide some examples? What do you think you do really well, and how do you think you might integrate those skills managerially and organizationally (e.g., communicating, building relationships, championing change?).

Week 6: What is the potential downside of some so-called "dark-side trait"? How might these relate to a specific career choice you are considering? How would you consider managing against it? What are the four self-awareness archetypes? How can you work on building the best of internal and external self-awareness? Give examples.

Addendum: Research Topics of Potential Interest To Your Professional Next Steps (for Industry and Opportunity Analysis related to your target Fellowship)

The In-Car Digital Driver Experience: How to keep drivers engaged while driving can include Software, Hardware, and Human Machine Interface (HMI). With car production increasing steadily over the last 40 years to almost 18 million units in 2019, according to U.S Bureau of Economic Analysis, this has created a very dynamic automotive infotainment market that alone is expected to reach USD 8 billion by 2025 , according to Grand View Research, Inc.

Trends:

- Touch screens have become the industry standard. **Inpris**, an Israeli Start Up, have developed a Sightless Touch technology, now users can control the screen without looking.
- Voice based on speech recognition is a valuable tool for automotive HMI. Although they have always suffered from low accuracy and frustration among drivers. **Kardome** is a startup aiming to solve this problem by developing a multi-user speech to text algorithm that hones on a person's voice.

New offers to the market:

- Gesture and eye recognition - Using this technology, a driver can wave their hand to control any predefined features in the car. **EyeSight** is a leader in this field, created through sensing and gesture recognition technology, based on Infrared or Time of Flight (TOF) sensors.
- Heads Up Display (HUD) projections on the windshield, are aimed at shifting the focus of the driver to the roads and away from a console system. **Way Ray** developed the first holographic AR navigation systems for cars. The information displayed is seamlessly integrated.

5G Technology is the fifth generation of cellular data technology, succeeding 4G and related technologies, including LTE, becoming widespread in 2020. 5G supports multiple frequencies that can be optimized for different areas, instead of broadcasting all signals at a low frequency. The 5G infrastructure market was valued at USD 2 billion in 2019 and it is expected to reach USD 30 million by 2025 according to McKinsey analysis.

Trends

- Emerging applications and business models.
- Industry focus on deploying a connected ecosystem.
- Industrial Revolution 4.0 is aiding cellular connectivity throughout the industry.

New offers to the market;

- Virtual and augmented reality (VR) (AR). - For a cloud-based server to provide a real-time sensory environment to a wireless user, as a mobile processor.

Blue Vision Labs enables multiple users to see the same virtual objects and interact with each other in that virtual space with high accuracy.

- Cloud computing- distributing cloud computing services much closer to users than most of Amazon's, Google's, or Microsoft's hyperscale data centers.
  Appcito delivers cloud-based services that make it fast and easy to keep cloud applications performant, secure, available, and always improving

- The Internet of Things-The role played today by IoT hubs, acting as service hubs for all the households in their coverage areas. **Smart Home** has become the revolutionary ladder of success in the residential spaces and it is predicted Smart homes will become as common as smartphones.

Transportation and Logistics Industry includes trucking, marine vessels, rail and air. Accounted for 8.3 percent of the annual gross domestic product, with spending in this industry totaling $1.45 trillion in 2014.

Trends:

- Autonomous Driving: The impact of advanced computing that is driving autonomous driving will have far reaching effects in commercial and passenger transportation and are now being tested around the world.
- Intelligent Public Transportation: With this system, the first-mile and last-mile problem will be taken care of by a station-based mobility solution, and intercity transport will be managed by buses and high-speed trains and metros.
- Alternative fuel Vehicles: Battery electric bus (BEB) : and alternate fuel (hybrid buses) will be needed. However the upfront costs of BEB would be the primary restraint for this transition as BEBs cost approximately 100% higher than diesel-powered buses.

New offers to the market

- Lightweight Vehicle Materials: manufacturers are under increasing pressure on vehicles as studies show that reducing the weight of the vehicle by as little as 10% can improve fuel economy by 6% or more. **Novelis Inc**, specialized on components for transportation, products in automotive and automotive heat exchanger.
- Hyperloop: The concept is a pneumatic tube that uses a series of linear induction motors and compressors to propel vehicles at super-fast speeds. The first proposed Hyperloop would connect Los Angeles and San Francisco.
  Virgin Hyperloop One American transport system company that reinvents transportation to eliminate barriers of time and distance.

Customer Relationship Management (CRM) software consolidates customer information and documents into a single database so business users can more easily access and manage individual needs. In 2008, only 12% of businesses used cloud-based CRM but by 2019 this increased to 87%. The global mobile CRM market will continue to grow to $15 billion worldwide as businesses seek to connect with their customers through their mobile devices.

Trends:

- Proactive Service: Empowering a sales team with the knowledge of what interests a particular customer, they can meet the customer's needs and solve problems more

proactively.

- Personalized Outreach with automation: This capability enables automated emails that speak to that audience specifically and are triggered by specific actions.

New offers to the market:

- The Age of Customer Experience: With a CRM implemented sales, marketing and customer service teams have a host of tools at their disposal that can empower CX initiatives. **Copper** provides features including automated data, smart identification,lead and customer tracking, plus optimization of sales contacts
- The role of AI: can improve predictive maintenance, analyzing large amounts of data from images and audio to detect anomalies in auto engines or assembly lines. **InsideSales** helps salespeople close more deals by incorporating Artificial Intelligence into the way they work.
- Mobile CRM: Mobility has long been a central component of sales activities. Strong security features, Intuitive interfaces and Apps that work across platforms are just some of the features that CRM has to offer. **Zendesk**, offer a mobile-based application that allows B2B and B2C sales professionals to manage sales teams.

Fintech encompasses the technologies that are changing the way transactions are done with the aim of making financial services more efficient. The global fintech market was valued at about $128 billion in 2018, and is expected to grow at an annual growth rate of 24.8% through 2022 to $309.98 billion.

Trends:

- Platform as a Service (PaaS): Financial institutions are adapting to changing needs with customized infrastructure on the cloud .
- Lower costs utilizing Intelligent technologies that deliver, manage and analyze data help financial services reduce time and cost.
- Mobile Payments Go Mainstream: Enabling a range of payment options, including virtual currency and blockchain, Internet of Payments.

New offers to the market:

- Public Cloud: Public cloud adoption has many benefits as it provides a faster way to deliver services to consumers and companies have to invest less capital. **Aiven** cloud data platform that offers managed services for open source projects.

- Quantum computing: Quantum computing is attractive to fintech institutions due to the possible increase in speed for financial transactions. **1Qbit** develops the tools to test and develop hardware-agnostic applications.

- Peer 2 Peer: P2P digital payment methods like Venmo and Zelle are growing indicating that consumers are ready to adopt these fintech technologies for daily use. **Chipper Cash** offers its mobile-based, no fee, P2P payment services, sharing data with investors.