



## Sofaer Global MBA

*Course NUMBER - Applying Theory to Practice*

*Note: This class will be held Live and In-Person*

Prerequisites: None

Module 2 – 2020/21

### Course Section Details

| Section | Day  | Hour             | Lecturer                 |  |
|---------|--|------------------|--------------------------|--|
| Class   | Sundays,<br>December 14-<br>January 31<br>(Module 2) | 9am –<br>11:45am | Dr. Leslie Broudo        | <a href="mailto:leslie@taux.tau.ac.il">leslie@taux.tau.ac.il</a>   |
| TA      |  |                  | Katie Kushnir-<br>Ventur | <a href="mailto:katiekv@taux.tau.ac.il">katiekv@taux.tau.ac.il</a> |

Leslie's Office Hours (Recanati Room 327): 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, like many others in our MBA, is a unique combination, and in this case is intended to reinforce the synthesis of tools and frameworks delivered elsewhere in the curriculum that will help ensure your success 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. As fellowships and jobs after graduation with span a range of industries (fintech, agri-tech, healthcare IT) and functions (marketing, strategy, finance), this class will help you gain facility with wide application, team composition, and the cultural and social context.

**The course goal:** The goal of this course is to support you to bring theory to practice. It is one thing, for example, to do an “industry analysis” in the classroom, where data and case materials are provided. But what happens when one must conduct due diligence 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. Where does one get the data? How does one synthesize and integrate it? How does one use his/her synthesis to connect to data-based decision-making in the workplace? Penultimately, 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 tools and frameworks you are already learning and apply them fluidly and draw conclusions tied to action in an opaque, complex, and dynamically changing workplace.

**How?** This course will emphasize the application of MBA frameworks to real life problems. Particular emphasis will be placed on parsing your career decisions, identifying goals at the root cause; framing your choices based on data and 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 with data; generating and interpreting the data you generate; and then developing a plan for implementation.

As noted above, Katie will be available in specially scheduled meetings to gain greater knowledge of the industry/functional area in which you wish to focus during your Fellowship, and the connection of this experience to your full-time job search.

## Course Objectives

Upon completion of the course, you will be able to relate what you are learning in terms of MBA 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
- Testing your hypotheses about alternatives
- Measuring and interpreting performance

- Translating from data into 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 medium, how you lead, and how you support others to lead.

**There will be an end-of-year presentation in May 2021 on your fellowship experience that will follow from this class. This will include your identifying the specific MBA tools and frameworks you applied in your fellowship; it's impact on the business; and its relation and significance in your job search.**

## Assessment and Grade Distribution

| Grade weight   | Assignment   | Requirements   |
|--|--|--|
| 10% for each of 5 (out of 6) Weekly Assignments for a Total of 50% | Weekly Reflection Paper – less than 2 pages single spaced.<br><br>Questions for each week follow below in the <i>Course Outline</i>          | There are 6 weekly assignments. Any 5 must be completed. Note the readings each week are still required and must be prepared. 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 weekly assignment is due by 11:59pm Wednesday night before the following Sunday's class.   |
| 10%  | Class Participation  | Quality counts more than quantity. <i>This class is intended to be held live and in-person.</i>  |
| 20%  | Industry and Opportunity Analysis related to the Ed-Tech – Due January 3 <sup>rd</sup> (Class 3) – <b>Bring Printed Hard Copy to Class.</b>  | We are using the EdTech Industry as a “dry run.” You will work in teams of 3 and gain and learn to apply skills from one another. We will also use the opportunity to compare and contrast among teams. This assignment is no more than 10 power-point pages long. The goal of the assignment is not just to see that you can do an Industry Analysis, but also that you can develop a model of change that leads to identifying the competitive white space in a particular part of the value chain, including your potential role (s) in it. |
| 20%  | Industry and Opportunity Analysis related to your target Fellowship – Due January 31 (Last Class) – <b>Bring Printed Hard Copy to Class.</b> | 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   |

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|  |  | <p>cannabis industry” may also be too broad. Part of the challenge is understanding the content (the industry) you want to focus on and the range of change (the leadership) you want to bring forward. We will bring 2 guests – <b>Laly David from OurCrowd and Ed Frank from Axis Innovation</b> who will give you feedback. Specific examples of industry areas of focus follow at the of this syllabus – please review carefully.</p> |
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## Course Assignments

Each recurring weekly assignment must be submitted by 11:59pm Wednesday the Sunday before each week’s class. This is so there is time to write and share feedback before each 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

| Session | Date         | Topic(s)   | Submissions  |
|---------|--------------|--|--|
| 1       | Dec 20, 2020 | <p>Your Best Self at Work: Leadership, Upward Leadership, and Exemplary Followers</p> <p><i>“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?</i></p> <p><b>Readings:</b></p> <ol style="list-style-type: none"> <li>1) Case: <u>Career at a Crossroad: Akhil Patel</u></li> <li>2) Article: <u>Create Three Distinct Career Paths for Innovators</u>. O’Connor, Corbett, and Pierantozzi</li> <li>3) Article: <u>Thriving in the Gig Economy: How Successful Freelancers Manage the Uncertainty</u>. Petriglieri, Ashford, Wrzesniewski</li> <li>4) Article: <u>Global Strategy: How to Successfully Work Across</u></li> </ol> | <p>First Submission (These questions are only meant as prompts or guides).</p> <ol style="list-style-type: none"> <li>1) Briefly summarize Akhil’s seeming dilemma. What does this resonate with in your own life recently, or in the past. How do you recall making the decision? How would you anticipate making a similar decision?</li> <li>2) What are the three “distinct” paths for innovators? Which one(s) do you most resonate with based on your existing skill set and track record? How do you imagine this might change?</li> <li>3) As you consider your future career options, how might grounding yourself in place, purpose, routines, and people/connections</li> </ol> |

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|   |              | <p><u>Countries, Languages, and Cultures</u>. Neeley</p>  | <p>help you to work more fluidly?</p> <p>4) Think about “positive indifference” in your future global work. How are you engaging with that concept here in Tel Aviv?</p> <p><b>Remember that all weekly assignments must be submitted by 11:59pm on the Wednesday evening before the upcoming Sunday class</b></p>   |
| 2 | Dec 27, 2020 | <p>Contemplating and Framing Your Choices in Industry Context and Analysis</p> <p>Understanding the industry in which you might compete provides strategic context and helps inform decision-making. Applying relevant MBA tools and frameworks will help you to analyze inter-dependencies and, eventually, see the threats and opportunities linked to longer-term change.</p> <p><b>Readings:</b></p> <p>1) Article: <u>What to Do When Industry Disruption Threatens Your Career</u>. Groysberg, Johnson, Lin</p> <p>2) HBS Core Curriculum Series: <u>Industry Analysis</u>. Casadesu-Masanell, Series Editor, Harvard Business Publishing</p> | <p>Second Submission (These questions are only meant as prompts or guides).</p> <p>1) 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?</p> <p>2) 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</p> |

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|   |                 |   | <p>consideration, identify the data sources you used, and the data sources (or type of data) you wish you had had access to.</p> <p>3) How does your analysis in #2 above help you think about new opportunities in the market and, potentially for your skills and talents?</p> <p><b>Note that the first 20% Assignment is due in class January 3rd.</b></p>   |
| 3 | January 3, 2021 | <p>Structuring and Restructuring Your Industry Analysis During a Time of Change, and What it Might Mean for You</p> <p><b>Reading:</b></p> <p>1) Case: <u>Career Karma: Growth in a Time of Global Uncertainty</u>. Huang, Jiang, Yu</p> <p><i>This lecture includes will include an in-class exercise.</i></p> | <p>Third Submission (These questions are only meant as prompts or guides).</p> <p>1) What was Career Karma’s pre-COVID model?</p> <p>2) What are the company’s competitive advantages? Do you think they are unique to EdTech?</p> <p>3) What opportunities does Career Karma face as a new business?</p> <p>4) How would you frame these decisions as a leader? Would you enjoy it?</p> <p>5) Would you invest in Career Karma post COVID?</p> <p>6) What do you think a founder’s biggest challenges are during a recession?</p> <p><b>Note that the first 20% Assignment Due on</b></p> |

|   |                  |   | <b>January 3<sup>rd</sup></b>  |
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| 4 | January 10, 2021 | <p>Framing Your Options – Developing Your Human Capital and the Effect on Your Social Embeddedness and Relational Social Capital</p> <p><b>Readings:</b></p> <p>Case: <u>McKinsey &amp; Co: Early Career Choices</u></p> <p>Case: <u>Models of Entrepreneurial Acquisition (Search Funds)</u></p> <p>Article: <u>Is This For Me? Career Decision Making in a Family Business.</u> Ferraro and Marrone</p> | <p>Fourth Submission (These questions are only meant as prompts or guides).</p> <p>1) 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.</p> <p>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.</p> <p>Where possible, draw specifics from the readings. We will discuss in class.</p> |
| 5 | January 17, 2021 | <p>Framing Your Options –Artifacts, Assumptions, and Values</p> <p><b>Readings:</b></p>   | <p>Fifth Submission (These questions are only meant as prompts or guides).</p> <p>1) What are some of the</p>  |

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|   |                  | <p>Case: <u>Managing Your Career</u></p> <p>Article: <u>Before you Make that Big Decision</u></p> <p>Article: Is This For Me? Career Decision Making in a Family Business. Ferraro and Marrone</p> <p>Article: Making Yourself Indispensable</p> | <p>special dilemmas of early careers? Which ones do you most relate to?</p> <p>2) 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?</p> <p>3) 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?).</p> |
| 6 | January 24, 2021 | <p>Developing Your Best Practices on the Job</p> <p><b>Readings:</b></p> <p>Article: <u>Could Your Personality Derail Your Career?</u></p> <p>Article: <u>What Self-Awareness Really Is (and How to Cultivate it).</u></p>                       | <p>Sixth Submission (These questions are only meant as prompts or guides).</p> <p>1) 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?</p> <p>2) What are the four self-awareness archetypes? How can you work on building the best of internal and external self-awareness? Give examples.</p>                           |
| 7 | January 31, 2021 | <p>Final Presentations – Laly David from OurCrowd and Ed Frank from Axis Innovation will be our invited guests and be prepared</p>   | <p>Final of Two 20% Project Assignments Due – You must bring your printed submission to class</p>   |

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|  |  | to share feedback. | containing your name and ID Number. |
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## Required Reading

There are generally 3 readings required for each of the first 6 classes – an article and two 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.

## Recommended Reading

I often recommend reading biographies of historically great leaders. One of my favorites is Peter the Great by Robert Massie. Please share your favorites with me and your class colleagues. Sharing literature is a great way to expand our intellectual diversity.

## 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 billion 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.