Course Title: Leading in Dynamic Environments

Course Number: 99765  
Number of credit points: 2  
Mini-Semester: 6 of the Academic Year: 2021-2022  
Time: Thursday, 18:00-21:30

Course Instructor: Dr. Moran Lazar  
E-mail: moranlazar@campus.technion.ac.il  
Meeting time for students: By appointment

Teaching Assistant: Yael Shavit  
E-mail: yaelrubin88@gmail.com  
Meeting times for students: By appointment

Syllabus:

Course Objectives:  
The course attempts to expose students to leadership and management in dynamic environments. Leading in dynamic environments includes guiding and managing employees, teams, and organizations, as well as projects, products, and strategy in an ever-changing atmosphere. This course aims to provide students with profound understanding of key elements in leading in dynamic environments, thus helping them become better managers and leaders.

Course Content & Scope:  
The course will introduce central theories related to leadership and management in dynamic environments. We will discuss both the personal (i.e., leading individuals, groups, and organizations/new ventures) and the more instrumental (i.e., leading projects, products, ideas, strategy) elements of navigating in dynamic environments. We will discuss key variables that each theory identifies and the implications it holds for leaders, managers, and founders.

Teaching Methods:  
Classes will include presentations, class discussions, case analyses, class exercises, videos, and may include guest speakers. Class materials will be posted online. Students are responsible to obtain and review class materials.

Teaching Materials:  
Course slides (presented weekly, available online) and reading materials (available online).
Readings (Recommended):

Books:


In addition, there are recommended reading and papers covered in class.

Student Assessment:
(1) Class participation (10%): Attendance and participation in class discussions and exercises.
(2) Team presentation (30%): Instructions are on Moodle; performed in 4-5-member teams.
(3) Team project (60%): Instructions are on Moodle; performed in 4-5-member teams; Submitted via the course website on Moodle by **26.12.2019**.

Course Plan

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<th>Date</th>
<th>Topic</th>
<th>Readings and materials</th>
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<tr>
<td></td>
<td>Market and technology orientation</td>
<td>Simon Sinek (2009). How great leaders inspire action <a href="http://www.youtube.com/watch?v=l5Tw0PGcyN0">http://www.youtube.com/watch?v=l5Tw0PGcyN0</a></td>
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<td>Stephen Carter (2018). Decision Making Deconstructed - Understanding the Role of Bias <a href="https://www.youtube.com/watch?v=jpLC6P08FA&amp;t=459s&amp;ab_channel=TEDxTalks">https://www.youtube.com/watch?v=jpLC6P08FA&amp;t=459s&amp;ab_channel=TEDxTalks</a></td>
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| 11.11.21   | Building and leading teams  
What’s The Best Way To Build A Startup Team?  
[https://www.youtube.com/watch?v=it_VQceo9wM&ab_channel=MarylandSmith](https://www.youtube.com/watch?v=it_VQceo9wM&ab_channel=MarylandSmith) |
| 18.11.21   | Leading for innovation and entrepreneurship  
Astro Teller (2016). The unexpected benefit of celebrating failure  
[https://www.youtube.com/watch?v=2t13Rq4oc7A&ab_channel=TED](https://www.youtube.com/watch?v=2t13Rq4oc7A&ab_channel=TED) |
| 25.11.21   | Leading for learning and flexibility  
• Paradoxical leadership  
• Ambidextrous leadership  
Steve Rogers (2013). The power of entrepreneurial pivoting  
[https://www.youtube.com/watch?v=s3xcJptA9_g&ab_channel=TEDxTalks](https://www.youtube.com/watch?v=s3xcJptA9_g&ab_channel=TEDxTalks) |
| 9.12.19    | Leading in global environments  
• Global leadership  
Michele Gelfand (2018). The Secret Life of Social Norms  
[https://www.youtube.com/watch?v=oqkzp9C2VvI&ab_channel=TEDxTalks](https://www.youtube.com/watch?v=oqkzp9C2VvI&ab_channel=TEDxTalks) |
| 16.12.19   | Conclusion                                                                      | Team presentations                                                                                                                   |