

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

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Meeting time for students: By appointment

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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:

Adam M. Grant (2016). Originals: How non-conformists move the world. Penguin.

Laura Huang (2020). Edge: Turning Adversity into Advantage. Little, Brown Book Group Limited.

Brene Brown (2018). Dare to Lead : Brave Work. Tough Conversations. Whole Hearts. Ebury Publishing.

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

Date	Topic	Readings and materials
28.10.21	Introduction Approaches to leading in dynamic environments Market and technology orientation	George, B., Sims, P., McLean, A. N., & Mayer, D. (2007). Discovering your authentic leadership. Harvard business review, 85(2), 129. Chen, Y. C., Li, P. C., & Evans, K. R. (2012). Effects of interaction and entrepreneurial orientation on organizational performance: Insights into market driven and market driving. Industrial Marketing Management, 41(6), 1019-1034. Simon Sinek (2009). How great leaders inspire action http://www.youtube.com/watch?v=l5Tw0PGcyN0
4.11.21	Decision making	Gino, F., & Pisano, G. P. (2011). Why leaders don't learn from success. Harvard business review, 89(4), 68-74. Hammond, J. S., Keeney, R. L., & Raiffa, H. (2006). The hidden traps in decision making. Harvard business review, 84(1), 118. Stephen Carter (2018). Decision Making Deconstructed - Understanding the Role of Bias https://www.youtube.com/watch?v=jpLC6P08F-A&t=459s&ab_channel=TEDxTalks

11.11.21	<p>Building and leading teams</p> <ul style="list-style-type: none"> • Shared leadership 	<p>Lazar, M., Miron-Spektor, E., Chen, G., Goldfarb, B., Erez, M., & Agarwal, R. (2021). Forming Entrepreneurial Teams: Mixing Business and Friendship to Create Transactive Memory Systems for Enhanced Success. Academy of Management Journal.</p> <p>Reynolds, A., & Lewis, D. (2017). Teams solve problems faster when they're more cognitively diverse. Harvard Business Review.</p> <p>What's The Best Way To Build A Startup Team? https://www.youtube.com/watch?v=it_VQceo9wM&ab_channel=MarylandSmith</p>
18.11.21	<p>Leading for innovation and entrepreneurship</p> <ul style="list-style-type: none"> • Creative leadership 	<p>Mueller, J. S., Goncalo, J. A., & Kamdar, D. (2011). Recognizing creative leadership: Can creative idea expression negatively relate to perceptions of leadership potential?. Journal of Experimental Social Psychology, 47(2), 494-498.</p> <p>Mainemelis, C., Kark, R., & Epitropaki, O. (2015). Creative leadership: A multi-context conceptualization. Academy of Management Annals, 9(1), 393-482.</p> <p>Astro Teller (2016). The unexpected benefit of celebrating failure https://www.youtube.com/watch?v=2t13Rq4oc7A&ab_channel=TED</p>
25.11.21	<p>Leading for learning and flexibility</p> <ul style="list-style-type: none"> • Paradoxical leadership • Ambidextrous leadership • Pivoting 	<p>Smith, W. K., Lewis, M. W., & Tushman, M. L. (2016). "Both/and" leadership. Harvard Business Review, 94(5), 62-70.</p> <p>Hampel, C. E., Tracey, P., & Weber, K. (2020). The art of the pivot: How new ventures manage identification relationships with stakeholders as they change direction. Academy of Management Journal, 63(2), 440-471.</p> <p>Steve Rogers (2013). The power of entrepreneurial pivoting https://www.youtube.com/watch?v=s3xcJptA9_g&ab_channel=TEDxTalks</p>
9.12.19	<p>Leading in global environments</p> <ul style="list-style-type: none"> • Global leadership • Cultural leadership 	<p>Morrison, A. J. (2000). Developing a global leadership model. Human resource management, 39(2-3), 117-131.</p> <p>Gelfand, M., Gordon, S., Li, C., Choi, V., & Prokopowicz, P. (2018). One reason mergers fail: The two cultures aren't compatible. Harvard Business Review.</p> <p>Michele Gelfand (2018). The Secret Life of Social Norms https://www.youtube.com/watch?v=oqkzp9C2VyI&ab_channel=TEDxTalks</p>
16.12.19	Conclusion	Team presentations