

General Management in the Field

Period 2, December – February 2018

Lecturer:	Dr. Nir Brueller	Classroom:	TBA
Course Time:	Thursday 18:00-21:00	Office:	611
Office Hours:	By Appointment		
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Course objectives

General Management in the Field (GMF) deals with the role of general management, integrating academic and practitioner perspectives. The course covers top management processes like strategic planning, business development, and budgeting in various companies and industries. The actual experiences of top level executives from several executives is shared with the class, enabling students to relate back to the academic tools to which they have been exposed throughout their MBA studies. This course explores various periods in companies' lives where the role of the general manager is critical such as change, turnaround, and mergers and acquisitions periods. The objectives of the course are to (1) present real-life experiences of top-level executives in various industries, (2) develop insights into a firm's top-level processes and (3) integrate across various cases the prerequisites for successful business leadership.

Course structure

The course will be taught using guest lectures, class discussions, reading material, student presentations and a final project.

Requirements

All students are required to read the relevant conceptual reading materials, make a class presentation, and submit a final group project report. If you are unable to read an assigned reading, please alert me via email in advance. If you are short on time, read the speaker's assigned material and then the conceptual readings.

Your grade is established as follows: [sometimes we gave less for the Final project/exam and more for class participation in order to motivate fruitful discussions as well as reading the materials they are given. **In any case the individual component of the grade is at least 40%**]

Participation/contribution	20%
Presentation (group of four)	20%
Final group project report (same groups)	60%

Quality of class participation

Students are expected not only to attend all classes, but also to actively participate by significantly contributing to in-class discussions. The evaluation of participation will be based on the extent to which it is relevant to the discussion, insightful, and progressive (e.g. builds or challenges previous comments, and thus helps move the discussion along, rather than restate what has already been said). Roll is taken at the beginning of each class.

Final group presentation and project

- The final project is, as mentioned, a group assignment with two main deliverables: (1) class presentation and (2) final report.
- The group project is intended to be a hands-on experience of analyzing the experience of general manager chosen by the group. Students will interview the selected general manager, analyze his/her leadership of the company, the main challenges he/she encountered, and how they were dealt with. This analysis will then be contrasted against the lessons from the various guest lecturers throughout the course. Students are required to generate novel insights that may be generalizable.
- Students are required to submit the proposed project by email before the third class for approval.
- Students are required to send a short abstract containing the highlights of the presentation a week before the project presentation session.
- Participation in the last class, devoted to project presentations, is **mandatory**. Each group will make a short presentation in which all group members will play the role of consultants, invited by the firm to draw lessons from the chosen event. During the presentations the class will play the role of the board of directors of the analyzed firm, evaluating the consultants' analysis, asking questions, and filling feedback forms, to be collected and serve for grading.
- The project report should be written as a consulting-firm business report, including a table of contents, executive summary, introduction (explaining the purpose of the report), criteria for choosing the case, description of case, analysis, insights and conclusions. References should be given accurately whenever someone else's work is quoted (include the source immediately next to the piece of data, even with page number in the original document, if applicable).
- Technical matters: up to 10 pages (not including appendices), font size:12, lines spacing:1.5.

Course Outline and Topics (tentative and subject to changes)

No.	Date	Subject	Readings	Preparation Questions
1	27.12.18	Guest Lecture 1	1. Class 1 Readings on Moodle	
2	03.01.19	Guest Lecture 2	2. Class 2 Readings on Moodle	
3	10.01.19	Guest Lecture 3	3. Class 3 Readings on Moodle	
4	17.01.19	Guest Lecture 4	4. Class 4 Readings on Moodle	
5	24.01.19	Guest Lecture 5	5. Class 5 Readings on Moodle	
6	31.01.19	Guest Lecture 6	6. Class 6 Readings on Moodle	
7	07.02.19	Project Presentations		