

WINTER 2018

**ORGB 434: Special Topics in OB
Social Leadership, Entrepreneurship, & Sustainability –
Perspectives from Israel**

3 Credits

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COURSE DESCRIPTION

Using an organizational behavior perspective, and leveraging real-world experiences from a week-long study trip in Israel taking place during the Winter Break (March 3-11, 2018), this course examines and integrates 3 themes: (1) Social Leadership, (2) Entrepreneurship and intrapreneurship, and (3) Sustainability. Israel is an exemplar in each of the first two themes. Israel is second only to Canada in its nonprofit sector's contributions to GDP. Israel is also known as the "Startup Nation," and routinely tops international rankings for innovation and entrepreneurship. The third theme, Sustainability, is an increasingly important consideration for all organizations around the world, but often viewed as having important overlaps with both the social sector and the technological innovation sector. This course scrutinizes these themes and examines how real-world Israeli organizations manage these overlaps. Prior to the study trip, there will be 3 (evening) lecture / discussion meetings – one per theme – taking place at McGill in January and February. The theoretical perspectives offered by these will be contrasted with a series of organization and speaker visits in Israel with organizations whose work integrates one or more of these themes into their mission and operations.

NOTES AND RESTRICTIONS

- Course is offered contingent upon sufficient student enrollment. (Students: 20 min., 32 max).
- Instructor's permission is required for enrollment.
- Students must take part in the Israel trip.
- There will be a substantial fee (\$3200) associated with this course. The fee covers ground transportation in Israel, breakfasts and lunches in Israel, accommodation, venue and speaker fees, and additional administration costs associated with the study trip.
- Students are responsible for: their own travel to Israel, most dinners in Israel, and their tourist visa (<http://mfa.gov.il/MFA/ConsularServices/Documents/VisaRequirements-Tourists.pdf>).

LEARNING OBJECTIVES

- To understand the three themes of social leadership, entrepreneurship and intrapreneurship, and sustainability; and how they relate to organizational concerns and efforts;
- To gain an integrated perspective of how these three themes interact in real-world organizations;
- To gain exposure to and learn about actual organizations' efforts to manage policies and practices related to these three themes directly from the organizations themselves;
- To broaden students' cultural exposure via a week-long study trip to Israel.

COURSE MATERIALS

MyCourses will serve as the central course website providing:

- Announcements and information
- Reading materials
- Assignments (submissions via MyCourses also)
- On-line discussion groups and virtual office hours

TENTATIVE TOPIC SCHEDULE*

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|-----------------------|-------------------|---|
| 1. Entrepreneurship | Date: TBD | Guest Lecturer: Peter Younkin, McGill University |
| 2. Sustainability | Date: TBD | Guest Lecturer: Dror Etzion, McGill University |
| 3. Social Leadership | Date: TBD | Guest Lecturer: Pierre Kletz, Ben Gurion University |
| 4. Study trip | Dates: March 3-11 | Sites: Multiple in Tel Aviv, Be'er Sheva, & Jerusalem |
| 5. Final projects due | Date: April 16 | |

EVALUATION METHOD

Grades are based on the following set of graded assignments and evaluation elements:

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| 1. Individual assignments: reflection memos (3, 10% each) | 30% |
| 2. Prospective 3-theme integration assignment (15%) | 15% |
| 3. Team assignments: site briefings (1 written, 1 presentation, 10% each) | 20% |
| 4. Final reflection paper (25%) | 25% |
| 5. Participation and professionalism | 10% |

GRADED ELEMENTS

Individual assignments: Theme reflection memos (3 x 10% ea.)

Each of the 3 themes (Social Leadership, Entrepreneurship, and Sustainability) will have a separate set of assigned readings. All students are responsible for writing a 2-page reaction memo due immediately before the class meeting where the students discuss the readings with the guest lecturer for each topic. Memos will be submitted (and grades returned) via MyCourses.

Prospective 3-theme integration assignment (15%)

Following the 3 themed guest lectures and discussions, students will write a 5-page paper synthesizing these themes. The paper will address the following questions:

- How are these 3-themes likely to come together for real-world organizations?
- Based on your readings and/or personal experiences, what are examples of challenges facing real-world organizations involving two or more of these themes simultaneously?
- Based on your readings and/or personal experiences, what are examples of organizational policies, strategies, or initiatives that affect two or more of these themes simultaneously?
- How might efforts to make organizational improvements aligned with one of these themes result in negative outcomes from the perspective of one of the other themes? How are organizations likely to manage and prioritize these competing goals?

Assignments are due (via MyCourses) immediately before the study trip (Friday, March 2, 2018).

Team assignment: 2-page written site briefing (10%)

Students will work in teams to develop a two-page brief for one of the organizations the class will visit during the study trip portion of the class. Each team will be tasked with preparing a single brief. Each team will prepare a brief for a different organization. The briefs are in service of the following goals: (1) provide a short introduction to the history, purpose, and details about the organization for the rest of the class; (2) summarize some of the issues and efforts related to the course's 3 themes that are relevant to the organization as identified from research into the organization; (3) pose several thought questions about the organization related to the course's 3 themes to help frame the eventual visit to the organization. The briefs will be due one week prior to the trip (Friday, February 23, 2018). The written briefings will be sent to the contacts at the respective organizations for verification and feedback.

Team assignment: Site presentation (10%)

During the study trip, each team will be responsible for leading a presentation prior to visiting each team's organization. The presentation will include: a sharing the written brief, a discussion of the brief and a question-and-answer period with classmates, feedback received from the organization from the written brief assignments, and any relevant updates.

Final reflection paper (25%)

Students are responsible for an 8 page final paper reflecting upon the following questions:

- How actual organizations' challenges and responses to those challenges in relation to the three themed areas differed from the student's expectations prior to the visits;
- How students' experiences of the Israeli organizations visited differed from their experiences with their local organizations;
- Ideas and suggestions for how their local organizations may benefit from the lessons they learned by visiting organizations in Israel; and
- Ideas and suggestions for how organizations in Israel may benefit from the approaches of local organizations.

Assignments are due (via MyCourses) on the last day of classes (Monday, April 16, 2018).

Participation and professionalism (10%)

The success of the course requires the active and thoughtful participation of all students. Punctual, respectful, mature, and responsible behavior is required of all students during all class activities. Students are expected to be inquisitive, attentive, and participatory during all site visits. Failures to meet these expectations will be reflected in this component of the course grade. Attendance is mandatory for all class meetings and all scheduled events and activities during the study trip. The study trip will include blocks of unscheduled time.

1. *"McGill University values academic integrity. Therefore, all students must understand the meaning and consequences of cheating, plagiarism and other academic offences under the Code of Student Conduct and Disciplinary Procedures (see www.mcgill.ca/students/srr/honest/ for more information)*

"L'université McGill attache une haute importance à l'honnêteté académique. Il incombe par conséquent à tous les étudiants de comprendre ce que l'on entend par tricherie, plagiat et autres infractions académiques, ainsi que les conséquences que peuvent avoir de telles actions, selon le Code de conduite de l'étudiant et des procédures disciplinaires (pour de plus amples renseignements, veuillez consulter le site <http://www.mcgill.ca/students/srr/honest/>)"

2. *"In accord with McGill University's Charter of Students' Rights, students in this course have the right to submit in English or in French any written work that is to be graded." (approved by Senate on 21 January 2009 - see also the section in this document on Assignments and evaluation.)*

"Conformément à la Charte des droits de l'étudiant de l'Université McGill, chaque étudiant a le droit de soumettre en français ou en anglais tout travail écrit devant être noté (sauf dans le cas des cours dont l'un des objets est la maîtrise d'une langue)."