



MBA

1231.3956.01 – Navigating Complex Challenges in Business

(Prerequisites/ Parallel requirements: None)

Summer Semester – 2023

| Days | Hour | Final Task | Lecturer | Email | Telephone |
|------------|-------------|------------|--------------------------------|--|-----------|
| July 16-20 | 17:15-20:45 | Exam | Pierre Gentin Roger Machlis | pgentin@gmail.com roger.machlis@gmail.com | |

Teaching Assistant: mayafinger1@gmail.com

Office Hours: Flexible, according to student and instructor schedules. Zoom “office meetings” will be available to students.

As a significant portion of the learning in this course involves active participation in intensive classroom discussions, **timely attendance at each of the 5 classes is mandatory.**

Course Units

1 course unit = 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

This intensive one-week program is intended to provide students with a pragmatic, real-world approach for understanding, analyzing and successfully managing complex ethical/values-related challenges they will encounter in business organizations. These challenges can include, for example, cross-cultural conflicts in business transactions, conflicts of values and interests among different stakeholders, and divergence between personal and corporate values. Students will be encouraged to cultivate and refine a personal framework of values to guide them in capably managing future challenges. During class, we will debate how to handle many realistic workplace situations from the business world and we will seek guidance and wisdom from a diverse range of sources in tackling those challenges. These sources will include legal and economic texts, films, song lyrics, and religious and philosophical teachings. Students will also be encouraged to integrate their personal and professional experiences in discussing their evolving values framework and in identifying a diverse group of advisers and counselors.

The ultimate goal of our course is for students to aim high both in business and in life, and to aspire to bring a purpose, and values-driven, approach to business, such that the success they ultimately achieve will foster personal and professional fulfillment and growth.

Course Objectives

Upon completion of the course, the student will be able to:

1. More effectively identify and understand ethical/values-related challenges in the workplace.
2. Engage in a structured and thoughtful approach to analyzing and addressing those challenges.
3. Develop a greater appreciation for the rich sources of wisdom that can assist the student in managing the inevitable challenges and crises they will face in the business world.
4. Use those sources of wisdom, together with accumulated life experience, to refine a framework of values that will grow and evolve with the student over time, and will help the student manage personal and professional ethical dilemmas and crises in future.

Evaluation of Student and Composition of Grade

| Percentage | Assignment | Date | Group Size/Comments |
|------------|---|------------|---|
| 33.3 | Class Participation | July 16-19 | Individual |
| 33.3 | Ethical dilemma written and oral presentation | July 20 | Individual written and oral presentation to the class |
| 33.4 | Multiple choice final exam | July 20 | Individual |

* Students who are absent from classes or who do not actively participate in class may be removed from the course at the discretion of the lecturers. (Students remain financially liable for the course even if they are removed.)

Course Assignments

Students will be required to read (or watch) a small number of relatively short pieces prior to each of classes 1 through 4. These assignments encompass multi-disciplinary sources of wisdom (e.g., classic literature, legal cases, religious and philosophical teachings, business and economics texts, films and song lyrics, etc.) For example, a short story by Anton Chekhov, an excerpt of a book written by Henry David Thoreau, a philosophical writing from Jean-Paul Sartre, an economics piece from Milton Friedman, one or more seminal legal cases from the US and/or Israeli Supreme Courts, a religious/philosophical essay by Rabbi Joseph Soloveitchik, and a song by Bob Dylan, are among the sources that may be assigned to students. Final assignments will be posted in the syllabus.

In class 5, students will be required to present an ethical or moral dilemma that they have previously encountered. Students will be encouraged to think deeply about how their dilemma illustrates concepts that we have discussed in classes 1 through 4. Students will be required to submit their ethical dilemma in a brief written format (that the instructors will provide to students) prior to the start of class 5, and to make a short presentation to the class during class 5. Student presentations will be limited to 5 minutes to simulate the real-world pressures that professionals often face when presenting to senior management and recommending a course of action.

During class 5, students will take a multiple-choice final exam (expected to be approximately 1 hour in length) that will assess students' grasp and understanding of the key concepts and principles covered in the assigned readings and class discussions.

Grading Policy

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Accordingly, this policy will be applied to this course's final grades.

Additional information regarding this policy can be found on the Faculty website.

[Score Retention Policy](#)

Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey to evaluate the instructor and the course, to provide feedback for the benefit of the students, the teachers and the university.

Course Site (Moodle)

The course site will be the primary tool to communicate messages and material to students. You should check the course site regularly for information on classes, assignments and exams, at the end of the course as well.

Course material will be available on the course site.

Please note that topics that are not covered in the course material but are discussed in class are considered integral to the course and may be tested in examinations.

Course Outline*

| Class | Date | Topic(s) | Required Reading | Submissions | Comments |
|-------|---------|---------------------------------|--|---|----------|
| 1 | JULY 16 | FOUNDATION AND LAW | SEE SYLLABUS | NONE | |
| 2 | JULY 17 | IMPACT AND VALUES | SEE SYLLABUS | NONE | |
| 3 | JULY 18 | CONFLICTS OF INTEREST | SEE SYLLABUS | NONE | |
| 4 | JULY 19 | INTEGRITY AND TRUTH | SEE SYLLABUS | NONE | |
| 5 | JULY 20 | ETHICAL DILEMMAS AND FINAL EXAM | REVIEW ALL ASSIGNED READINGS IN PREPARATION FOR FINAL EXAM | WRITTEN PRESENTATION OF A BUSINESS ETHICAL DILEMMA EXPERIENCED BY THE STUDENT | |

*Subject to change

Required Reading

SEE SYLLABUS FOR REQUIRED READING ASSIGNMENTS.