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The Management Brief

The Newsletter of the School of Management at Ben-Gurion University of the Negev

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Prof. Amos Drory addresses the assembly

The Feher Institute for Public Policy and Management

Senior personalities from the Israeli public sector took part in the first special seminar of the Feher Institute for Public Policy and Management that took place in November. The seminar was in memory of the late Dr. Paul Feher. Entitled, **Public Policy and the Capacity to Govern**, the seminar was organized by the Department of Public Policy and Administration in collaboration with the School of Public Policy at the Hebrew University.

Guests speakers included the Israeli Administrator General, Mr. Shlomo Shahar, sister of the late Dr. Feher, Ms. Agnes Bruma, former minister, Attorney Dan Meridor, and former head of the Mossad, Ephraim Halevy.

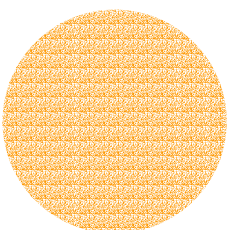
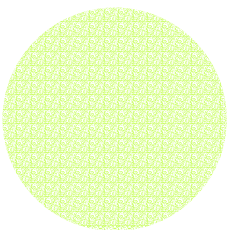
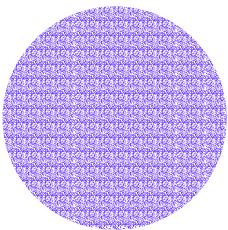
The seminar discussed several issues relating to the Israeli public sector,

emphasizing three specific areas; bureaucratic/legal, social, and economic.

From the bureaucratic & legal perspective, the discussion revolved around improving the efficiency of the Israeli public service, paying increased attention to the importance of planning.

On the social level, a panel dealt with the difficulties inherent in creating comprehensive policies where the government has to represent the interests of a large number of diverse interest groups, often with incongruous demands.

Economically, the concentration of power in the Ministry of Finance was discussed and its consequent influence upon the whole spectrum of government policy-making.



Honors MBA Program Underway

The School of Management's new Honors MBA program began this semester with 18 students in the charter class. Modeled on leading American business schools, the full-time course will extend over four uninterrupted 12-week semesters concentrated into about 13 months of study. Students will complete 20 courses.

The program - the first of its kind in Israel - is designed for exceptional students and those in the charter class were admitted on the basis of their very high academic aptitude. The course emphasizes a multidisciplinary approach to all aspects of global management.

Students of the charter class hold bachelor degrees from leading Israeli universities including, Tel Aviv, Haifa, the Hebrew University, and BGU. As well as Israel-born students, there are immigrants from Russia, Romania and Argentina, and they hold degrees in engineering sciences, humanities, and life sciences. Several are graduates of computer sciences and one is a medical doctor.

The Program is overseen by an international advisory board of leading business personalities and chaired by Ehud Houminer, Executive-in-Residence and Professor at the Columbia Business School, Columbia University.



Students in the new Honors MBA program



News in Brief

■ Twelve students from the Department of Business Administration and two undergraduates have been appointed this year as traders in the **Eva and Irwin Simon Trading Room**. The students manage a joint portfolio on behalf of the University and Bank Hapoalim while learning the theory and practice of securities trading. Plans are underway to hold a course in the summer for students in the new Honors MBA program.

■ One of the top ten most downloaded articles for 2003 from "Science Direct" was **Dr. Dov Dvir's** article *An Empirical Analysis of the Relationship Between Project Planning and Project Success*, appearing in the *International Journal of Project Management*. The

article was prepared jointly with Tzvi Raz and Aaron J. Shenhar.

■ **Dr. Aviad Israeli's** paper discussing a model for decision-making in tourism management received the Tourism Economics award for Journal Article Excellence (2002).

■ **Dr. Eli Cohen** of the Department of Hotel and Tourism Management received the Hospitality and Tourism Educators "best paper award" at the Annual Convention in Palm Springs in August.

■ **Prof. Benny Gidron** of the Department of Business Administration took first place in the 2003 Virginia A. Hodgkinson Research Prize awarded by Independent Sector

- a nonprofit coalition of more than 700 organizations - for his book *Mobilizing for Peace: Conflict Resolution in Northern Ireland, Israel/Palestine and South Africa*. The book was written in cooperation with Stanley Katz (Princeton University) and Yeheskel Hasenfeld (UCLA).

■ **Gil Shalem**, one of the students of the Department of Tourism and Hotel Management who participated in this year's internship program in New York featured as "Concierge of the Month" in *City Info* one of New York's leading tourist information brochures.



New Faculty



Dr. Dina Van-Dijk received both her BA (Behavioral Science) and MA (Organizational Psychology) from BGU, and her PhD from the Hebrew University of Jerusalem.

Dina specializes in work motivation (practice and theory), feedback and its effects on performance and emotions. A recent study shows that

in certain circumstances positive feedback can be detrimental to a worker's motivation.

Dina joined the Department of Health Systems Management.

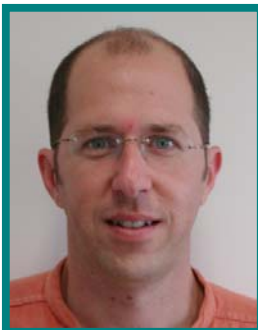


Dr. Yaniv Gvili received his Ph.D. from Temple University in Philadelphia from which he graduated last summer. Just a few weeks later he joined the Department of Business Administration. Yaniv was the recipient of a prestigious scholarship provided by the M. Ernst Fund of Geneva, under the direction of BGU Swiss Associates, Advocate Michel Halperin.

Yaniv is a graduate of BGU's Department of Industrial Engineering. He received his MBA from Bar Ilan University.

Yaniv's research interests are e-commerce and services marketing.

Yaniv joined the Department of Business Administration.



Dr. Erez Tzfadia received both his MA & PhD from BGU's geography department before becoming a Lady Davis postdoctoral fellow at the Hebrew University.

Recently Erez has been involved in a multi-disciplinary endeavor to study the social, political and economic consequences of changes in Israeli

immigration and settlement, focusing on the peripheral urbanizing sphere. He is currently furthering these issues into more policy-orientated attitude, spotlighting research on the powerful forces of land-privatization, regional governance and spatial control.

Erez joined the department of Public Policy and Administration.

Bengis Center Business Plan Competition

The Bengis Center for Entrepreneurship & Hi-tech management is shortly to launch the first Business Plan competition of its kind in Israel.

The competition, in cooperation with Israel's Small & Medium Sized Business Development Authority and the Small Business Development Center, Beersheva (MATI), will be open to all students at the School of Management.

Business plan competitions are common at leading US business schools, providing practical experience to students and often leading to the establishment of successful start-ups.

The Bengis Center competition will have prizes of 7,000, 4,000 and 2,500 Shekels for the first three places. Consultation to students will be given by MATI at the Bengis Center.

"We were surprised to discover that none of the schools in Israel run a business plan competition", says Dr. Dafna Shwartz, Director of the Bengis Center. "It has become a very successful vehicle for training students in the US and there are many examples of successful businesses that started out as competition business plans. It is very exciting to be the pioneers in Israel and we're hoping to emulate the US success."

New Heads of Department

Department of Management

Dr. Dov Dvir took up the post as chairman of the Department of Management this year, succeeding Dr. Aharon Rosenfeld. As new chairman, Dov will be encouraging academic research, highlighting the Department's already impressive history of academic publishing.

The Department is taking part in three out of four academic tracks available for trainee pilots in the University's new Israel Air Force training program under which trainee pilots obtain a BA degree while at training school. The courses include Economics & Management, Politics & Government, Management, and Information Technology Management.

An application is being prepared to the Council for Higher Education for a general dual-track program which will enable students to combine management education with another concentration in Humanities and Social sciences of their choice.

There was a great upsurge in student applications this year with a resulting increase in entrance thresholds. Demand for the three tracks currently available is still very high and of about 1,200 applications, only 115 were accepted.

Three of the Department's BA students will participate in trading room activities this year as part of their final project.

For the first time, students at the Achva college who have completed two years of study, will take their final year in the Department and receive Ben-Gurion University degrees.

Department of Business Administration

Prof. Ayala Malach Pines replaced Prof. Arie Reichel as Chair of the Department of Business Administration.

As a clinical, social and organizational psychologist, Ayala believes in an integrated approach that includes the

individual, the team, the organization and the culture. In the context of the Department of Business Administration, this means encouraging research collaboration among colleagues coming from different disciplines with different theoretical perspectives and different research methodologies. "The advantage of our department, as well as the School of Management as a whole, is the great diversity of perspectives and areas of interest and expertise brought forth by our staff members. This has already resulted in some unique and fruitful research collaborations and exciting results and publications made richer and more profound by the combined perspectives."

The integrated approach also promotes a combination between academic research and field experience. The 238 students who were accepted to the Department this year (out of 1,111 applicants) and the rest of the active students in the Department (altogether 762) are encouraged to conduct research as part of empirical seminars, go on to do an MA thesis and think about a PhD degree. "Many of our students work in various companies and organizations and conduct their research there, to the benefit of both student and organization. In addition we are offering a practicum that enables students to work in organizations under supervision, once again benefiting both."

Citing social psychological Kurt Lewin's famous dictum "there is nothing more practical than a good theory" Ayala asserts her belief that research experience makes for a better manager. "Reading about theories and previous research and formalizing hypotheses, collecting data, analyzing them, interpreting and arriving at conclusions is an excellent experience. It teaches to assess and analyze information in a

more coherent, organized and objective manner."

The integration of academic research with the business world is part of Ayala's greater vision of "a web of connections among the Department's staff members, its students, the school, the university, the business community as well as the local, national and international community. "We are part of a community and I think we should be a vital part that makes a significant contribution."



Dr. Dov Dvir



Prof. Ayala Malach Pines

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