



**The Management Brief will be happy to receive reader's comments, observations, and contributions.**

**Inside this issue:**

Employment for  
Physically Challenged **2**

Cooperation with  
Costa Rica **2**

International  
Connections **3**

New Faces **4-5**

Global Entrepreneur-  
ship in Technology **6**

Cultural Business  
Strategy **6**

## School of Management Celebrates 10 Years

With the opening of the new academic year in October 2005, the School of Management entered its tenth year. In that time, more than 7,000 managers have entered an increasingly professional Israeli workforce, contributing to the rapid modernization and development of the economy. The School's programs, today covering the private, public, and voluntary sectors are unique in conception and broad in scope.

"In many ways, this is a milestone not just for Ben-Gurion University," explains Dean, Prof. Arie Reichel, "but for the entire Israeli economy. Our School has been a major contributor to the paradigm shift in Israeli management. At the same time as educating gifted, professional managers, we have trail blazed the Israeli management arena, setting new standards and targets."

With the introduction of Third Sector Management in 2004, the School completed its cluster of programs that now meet the needs of all economic sectors. "Israel's corporate world is full of our graduates, while health funds and hospitals couldn't run without them. The public service has absorbed talented graduates in recent years, adding their experience and professionalism to this essential branch of the economy. The voluntary *Third Sector* will benefit from new levels of professionalism when our

first graduates emerge into the marketplace."

In October 2005, phase two of the School's development commenced with the introduction of its first all English-language MBA. The Honors MBA is the only full time MBA in the country, modeled on leading American business schools. The 13-month course immerses students in a demanding schedule unparalleled in Israel. Only the highest qualified students are accepted into the program which is implemented in cooperation with senior faculty members at Columbia University Business School. "Eventually we will become an international center for management studies," explains Prof. Reichel.

The second class of the Honors MBA Program completed their studies in November 2005, following on the commenced in October of classes of the third intake.

"These are exciting times for the entire School," says Prof. Reichel. "With global business increasing constantly, and society becoming ever more complex, there will be a constant need for top class managers."

To celebrate its 10th anniversary, the School will be holding an event in October 2006 to which all alumni and faculty members, past and present will be invited.



## Bengis Center Helps Create Employment for Physically Challenged

*"Visually impaired transcribers can hear in the tone of a respondent's voice things that go unnoticed by a sighted listener"*

In an economy where 70% of physically challenged people are unemployed, a student in the MBA program at Ben-Gurion University is helping to create positions for those who would not normally be able to find a job.

Eynav Maharabani, a blind student at the School of Management, is engaged in a project that has already brought work to 20 visually impaired and physically challenged people from all over country.

"Many university researchers use recorded interviews as the basic data for their studies," explains Eynav. "These interviews have to be transcribed verbatim so that they can be used for later analysis."

This is where the Maof (Vision) project steps in.

Acting as transcribers in their own homes, the participants listen to the tapes and type the oral information and emphatic reactions (like emo-

tions) into the computer, allowing the researcher to carry out his/her analysis.

Recognizing the program's commercial possibilities, within the framework of the School of Management's Bengis Center for Entrepreneurship and Hi-tech Management, Eynav is working on Marketing and Business plans. "There are scores of potential users at BGU and other universities. Because distance is no object, we could serve foreign universities too. We have a large number of immigrants in Israel and would have no problem finding someone conversant in a desired language."

Maharabani explains the program's heavy dependence on technology. "Ideally, we'd like to create an intranet site to allow our employees and customers to work interactively, posting audio files to be picked up by the first available transcriber. To do this we need more funding and hopefully the Business Plan we're

preparing will show the economic viability of the program."

Maof is a cooperative effort of the Bengis Center, for Entrepreneurship & High Tech Management at the School of Management, the Israeli Center for Qualitative Methodologies, the Government's Fund for Vocational Rehabilitation and MATI, Beersheva's Small Business Development Agency.

"One benefit of blind transcribers is their ability to hear things in the tone of a voice that go unnoticed to a sighted listener. This is very important to researchers who are often looking not just for **what** is said, but **how** it is said," says Eynav.



## Cooperation with INCAE - Costa Rica

A group of faculty members recently returned from a visit to INCAE in Costa Rica where they concluded an agreement for student and faculty exchanges as well as joint research programs.

INCAE is a private, non-profit, multinational, business school devoted to teaching and research in business and economics. The school is regarded as one of the top management training centers in Latin America.

"INCAE is under the technical supervision of the Harvard

Business School," explains Prof. Ayala Malach Pines, Head of the Department of Business Administration, and one of the delegation members. "Joint programs will add considerably to both our institutions."

Plans are being drawn up to allow BGU and INCAE students to attend one another's institution for semesters, while faculty members will present guest lectures and courses.

"Eventually we will conduct joint programs in subjects of

mutual interest to our researchers."

The first group of INCAE students will arrive in Israel shortly to conduct an applied project in water management.



## International International International International International International International International

The School of Management prides itself in its international orientation, seeing multiculturalism as a vital tool in training effective managers for today's global markets. A variety of programs is underway that add scope to our students' education, and depth to our research.

### Learning Abroad

The School continues its exchange relationships with several international institutions:

- ▶ Three MBA students participated in a 21-day educational program in California funded and organized by the **Merage Foundation** which is dedicated to increasing Israeli exports to the United States as a means of promoting economic growth and expand job opportunities in Israel.
- ▶ Another student, this time from the Department of Management, is currently participating in a one-year full scholarship exchange at **Brown University**. The program is designed to advance the study of economics and entrepreneurship at BGU and Brown.

- ▶ The close cooperation with **Reims Management School** in France continues, with student exchanges during the year. In March 2006, a group of French students is expected to join our School for a semester of studies.
- ▶ The third group of students from the Department of Hotel and Tourism Management returned from a two-month **internship in Manhattan Hotels** where they experienced working in one of the most intense tourist environments in the world.

### Visiting Lecturers

During the academic year, the School plays host to many visiting scholars who present intensive courses.

Recognizing the rapid growth of the emerging economies of India and China, two senior lecturers from top management schools presented courses.



- ▶ Prof. **Dr V Chandrasekar**, Executive Director of the Wadhvani Centre for Entre-

preneurial Development (WCED) at the **Indian School of Business (ISB)** in Hyderabad, one of India's leading business schools, visited for two weeks to present a course entitled "Entrepreneurship and Doing Business in India."

Since his return to India, Prof. Chandrasekar (Chandru) has remained in touch with his Ben-Gurion students on a regular basis.

- ▶ Chandru's visit was closely followed by that of **Prof. Chunguang Ma** of the **University of International Business and Economics in Beijing**. His course, Enterprise Management in China, gave students an insight into the different cultural standards and expectations of the Chinese business environment.
- ▶ Other visitors included **Prof. Kathryn R. Harrigan** of Columbia University Business School who presented a course *Implementing Business Strategy*. This was Prof. Harrigan's second visit to the School. **Prof. Sam Bacharach**, Director, School of Industrial and Labor Rela-

tions, Cornell University, presented a course *Political Skills for Organizational Leaders*. **Prof. Nachum Sicherman**, also of Columbia University Business School, took a seminar entitled *Incentives in the Labor Market*

"While we host numerous international guests, our faculty members also attend foreign universities to conduct research and present seminars" says Dean, Prof. Arie Reichel. "This complements our impressive record for publishing research in leading academic journals."



Prof. Dr V Chandrasekar  
Indian School of Business

## Prof. Joseph Pelzman - Fulbright at BGU

The School is delighted to welcome **Prof. Joseph Pelzman**, who joined the faculty for a year as a Fulbright Scholar from George Washington University. Prof. Pelzman, a specialist in Economics, International Affairs and Law, moved to Beersheva with his family in October.



In addition to his teaching responsibilities, while at the School, Pelzman will be investigating how Israel, in contrast

to other developing economies, managed to shift from a dependency on border taxation, to one of internal taxes,

so allowing growth and economic prosperity.

"Israel is the only developing economy in the world that's managed to do it," says Pelzman. By studying how it was achieved, it could be used as a model for other developing economies.

Pelzman's wife Linda is a Prof. of Philosophy and Religion, and she's using her time in Israel to write a book that

she's been planning for years.

Since the family's arrival in Beersheva, they've been turning heads for another reason. They brought their hybrid Ford SUV, the only car of its kind to be found on Israeli roads. "Wherever we go, its electric engine turns heads as we glide silently by," he says, grinning with glee. "Its electric/petrol combination drives the guys at the gas station crazy!"

## New Faces **New Faces** New Faces **New Faces** New Faces **New Faces** New Faces **New Faces** New Faces

**Dr. Hagai Katz** received his PhD in 2005 from the School of Public Affairs at UCLA. As past deputy director of the Israel Center for Third-Sector Research, he authored and co-authored various books and articles on the third sector in Israel. At UCLA he researched the nonprofit sector in L.A. and Global Civil Society, teaching Geographic Information Systems (GIS) to Urban Planning



graduate students. Since 2004 he is an author and data editor of the Global Civil Society Yearbook, an award-winning collaboration between UCLA and the London School of Economics. Hagai joined the School of Management and teaches in the third sector specialization offered jointly by the Departments of Business Administration and Public Policy.

**Dr. Miki Malul** took all his degrees at Ben-Gurion University culminating in a PhD (summa cum laude) from the Dept of Public Policy & Administration.

Miki recently returned from the Department of City and Regional Planning at Cornell University where he performed joint research exploring possible economic relations between the Israeli and the Palestinian economies using an



interregional input-output framework.

As a new faculty member, Miki will be teaching Quantitative Models in Public Policy Evaluation and Inequality and Growth Theory and Policy Implication in the Department of Public Policy and Administration. His research interests include Public Policy, Regional Development, Inequality in Income Distribution and Growth and Peace Economics.

**Dr. Fany Yuval** received her PhD in 2001 from the University of Haifa. A Political Scientist, she has just returned from a one-year post-doctoral position as a Fulbright Scholar at NYU.

Joining the Dept of Public Policy & Administration, Fany specializes in Voting and Game Theory. She is a member of the European Consortium for Political Research as well as the American Political Science Association.

In 2003 she won the Best Paper Award for her paper "Managerial quality, administrative performance, and trust in governance revisited: A follow-up study of causality" published in *The International Journal of Public Sector Management*. She teaches Strategic Management in Public Administration and Organizational Behavior in the Public Sector.



**Dr. Ilanit Gavious** got her Ph.D. (Finance) from the School of Management at BGU, specializing in valuation of firms. During her studies, she was a visiting scholar at Rotman School of Management, University of Toronto and continues to conduct joint research with Canadian colleagues. Her interests include



firm valuation, intangible assets' valuation, value-relevance of financial and non-financial information in high-tech firms, financial fraud, and auditors' independence.

Ilanit qualified as a CPA in 1996. She has practiced in two out of the big four accounting firms in Israel, as well as the headquarters of Bank Hapoalim,

**New Faces New Faces New Faces New Faces New Faces New Faces New Faces New Faces New Faces New Faces**

**Dr. Danny Shapira** is a physicist and computer scientist, specializing in quantum computations. He joined the School of Management to write his Post-Doc with Dr. Oded Lowengart.



"Physics is just another tool to understand the world," he explains. "It uses simple systems in an attempt to explain how things work. In my post doctorate, I will be applying the tools of physics to Marketing to investigate the penetration of a new product, and hope that my work will give a new insight into the field. It's a classic example of interdisciplinary research encouraged by Ben-Gurion University."

tems in an attempt to explain how things work. In my post doctorate, I will be applying the tools of physics to Marketing to investigate the penetration of a new product, and hope that my work will give a new insight into the field. It's a classic example of interdisciplinary research encouraged by Ben-Gurion University.

**Dr. Hila Reimer** just completed her PhD at University of Illinois at Urbana-Champaign and will shortly be returning to Israel to join the faculty at the School of Management. Hila specializes in consumer behavior and is currently a visiting assistant professor at the University of Illinois.



**Dr. Daria Maoz** continues her second year Post Doctorate under the supervision of Dr. Natan Uriely and Prof. Arie Reichel. Daria earned her PhD at the Hebrew University of Jerusalem and her current research focuses on the risk behavior of Israeli tourists in Sinai who choose to ignore government travel warnings.

**Ms. Mira Golomb** has been appointed the new Director of Administration of the School of Management, replacing Alexandra Yellin who passed away suddenly in March.

of academic and pre-academic programs at the Eilat campus.

She holds a BA in Geology & Computer Science, and a Masters in Health Systems Management, both from BGU.

Over her 16 years at BGU Mira has performed several functions, including administrative head of the Recanati School for Community Health Professions, Head of Human Resources of the university's administrative staff, and head

"During my time in Eilat I got to know the School of Management well," explains Mira in her trademark quiet, unassuming tone. "Through joint projects, I got an insight into its workings and I'm delighted now to join the team."



**Ms. Judith Keren** joined the Department of Hotel & Tourism Management in August. Responsible for student internships, one of her first tasks was to organize this year's very successful Manhattan project which sent eight students to New York hotels.



Judith has been lecturing in tourism management in the Department for five years. A former head of several tourism schools, for 15 years she has been training managers for

the industry. Latterly, she headed the training department of Diesenhaus, one of Israel's largest tourist companies. She has extensive connections within the industry.

"Cooperation between academia and industry is imperative for the proper development of Israel's tourism," says Judith. "By joining the Department, I will have the opportunity to bring them together to their mutual advantage."

*"Physics is just another tool to understand the world. It uses simple systems in an attempt to explain how things work."*  
Dr. Danny Shapira

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

Designed, written, edited and produced by  
Mike Diamond Adv.

Photography: Mike Diamond

Phone: 972-8-6472728  
Fax: 972-8-6472866  
E-mail: sompr@som.bgu.ac.il

**If you would like to subscribe  
to The Management Brief,  
please send an email to the  
above address requesting to  
join the mailing list.**

We're on the web!

<http://cmsprod.bgu.ac.il/Eng/som>

## Global Entrepreneurship in Technology

*"We expected an academically focused (albeit industry biased) marketing report. What we got, to our pleasant surprise, was a commercial-grade summary and comparative analysis, which led to a defining moment for us."*

– Ray Bennett, VP Product Management, Interactive Enterprise

Students from the Department of Business Administration continue to play a key role in the Global Entrepreneurship in Technology Program (GET) in cooperation with US and European Business Schools. In its 7th year of operation, the Program pairs BGU students with counterparts abroad to analyze the strategies of new businesses.

About 25 Israeli businesses have so far benefited from the program.

Teams of students from Israel, Europe and America collaborate closely, analyzing Israeli and foreign startups, designing business and marketing plans, technology assessment reports, financial reports and company presentations. They meet several times throughout the year, in Israel, Europe, and the US to further their understanding of companies under investigation.

At the conclusion of the project, the combined teams help entrepreneurs to present themselves to venture capitalists and other investors at a venture fair in Philadelphia.

"Many businesses have altered their strategies following our students' assessments," says Prof. Dov Dvir, Head of the Department of Management. "In effect, they receive consultancy services from a team of students and academic supervisors for a fraction of the cost of similar services from a commercial consultancy firm."

## Does Successful Business Strategy Vary According to Culture?

A group of students in the Department of Business Administration have just completed a project involving the collection and analysis of data about management of Israeli multinational companies. Firms in their sample include 3M, Motorola and Qualcomm. The project was part of an empirical seminar conducted in the framework of the International Business and Strategy specialization headed by Dr. Nurit Zaidman. The 33 surveys conducted were added to a database of over 340 international companies collected by the course lecturer, Dr. David Brock.

"Among other things, the survey examines the strat-

egy, planning systems, structural characteristics, country of origin and profitability measures of international concerns," explains Dr. Brock. "Analysis of the data allows us to compare different strategies and planning concepts applying to various cultures and countries. The students were asked to complete detailed surveys of Israeli companies, and with the data collected, test an hypothesis. An example might be a test of the effect on profitability of cultural distances between a multinational company's headquarters and its subsidiary. If there is an effect, how do we measure the cultural element?"

Some findings revealed that cultural differences do not have as dramatic an effect on profitability as was anticipated; corporate country of origin does not seem to influence the profitability of Israeli multinational subsidiaries - an indication of how well Israeli local managers adapt to international corporate realities. This stands in contrast to other countries where cultural differences have a more significant effect.

Prizes, including certificates and book vouchers, were awarded at the recent MBA "Open Day" to the best research project conducted by the students of the seminar.

