

MGMT 893 -- Lessons from Israeli Innovation – December, 2015 Offering

A Wharton International Program Offering

A joint Wharton – Recanati Course

**0.5 c.u. for Wharton Students
2 SU for Recanati Students**

Version 8 – As of December 22, 2015– Subject to Change

Faculty: Professor David Hsu (Management, Wharton School)
Professor Stephen Sammut (Health Care Management and Wharton Entrepreneurial Programs)
Professor David Zvilichovsky, Recanati School, Tel Aviv University

Israeli partner: Recanati School of Business, Tel Aviv University

Location: Tel Aviv, Israel

Dates: Sunday, December 27, 2015 (9:00 AM to 10:00 PM)
Monday, December 28, 2015 (9:00 AM to 6:45 PM)
Tuesday, December 29, 2015 (7:30 AM to 7:00 PM)
Wednesday, December 30, 2015 (9:00 AM to 5:30 PM)

Faculty and

Staff Directory:

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Course Theme:

Individuals and organizations originate, survive, adopt, improve, grow and sustain themselves through innovation in many guises. The cliché, “necessity is the mother of invention” rings true, but it presumes that individuals and organizations know necessity when they see it. Innovators see gaps, inefficiencies, failures, wastes and lost opportunities (for feeding the body as well as the soul), but are committed to finding solutions through the creation and application of something new or the synthesis and integration of what is already known. And then experiment. And then commercialize. And then experiment again.

The State of Israel is itself the product of innovation in the face of relentless necessity. Israel is a peculiar mix of scarce physical and natural resources, limited financial reach, and a diverse population

disproportionately over-represented across the full range of scientific and artistic talents. Israelis have found ways to innovate in response to necessity across all social and commercial dimensions – not just “high technology.” Finance, media, agriculture, food, wine, healthcare, education, disaster response, military and security strategies are all arenas of innovation; peace will require innovation. The demographics, history and geo-political dynamics of Israel are unique, but there are numerous lessons from the Israeli experience of innovation that can be applied to regional economic growth, human resource development, effective use of capital, management of technological resources, and fostering an innovative culture and organization.

Course Objectives:

Participants in this course will take-away:

1. A working knowledge of the principles of innovation management, particularly in Israel.
2. How Israeli entrepreneurs and venture capitalists identify opportunities, capture potential solutions and build new enterprises
3. Approaches to applying the Israeli experience to other countries, regions and companies

The course format will include readings (to be completed before the start of the course), lectures, guest speakers and panels, interactive case discussions, and company visits.

Team Formation

Enrollment is expected to include MBA and EMBA students from Wharton and Recanati, and Undergraduate students from Wharton. Learning and project teams will be structured to take full advantage of the diversity and the final group paper will be designed accordingly. Teams should be anywhere from 3 to 4 students, and should each include students from both universities.

Grading criteria:

20% for attendance, participation in class and site visits. Students are expected to attend all classes and all company/site visits and show evidence that they have prepared for the sessions, read the assigned materials and are fully engaged in the exchange of ideas.

20% for Pre-course assignment. See separate: “Pre-Course Assignment” (Appended to this syllabus but also sent separately). **It is due by 11:59 PM EST on December 24.** Post under Assignments on Canvas.

60% final group project. The goal of the group project is to analyze an innovative, publicly traded Israeli company to better understand both how the company got to where it is today and how as an organization it might proceed to create and capture further value in the future. Specifically, students will probe the question “How has the Israeli context influenced the start, growth and prospects of the company?” Moreover, as an Israeli-based company how does the company conduct its business internationally? Probe how the company benefits from being Israeli today? What are the expectations going forward? Most importantly, what recommendations can be made for growing the business?

Examples of companies that can be studied are: Checkpoint Software, Comverse Infosys, EZchip Semiconductor, Melanox, Netafim, NICE Systems, Perrigo, Teva, Sodastream, Tnuva and Vocal Tec. **Students are free to propose others.**

Deadlines:

Proposal identifying company and team members by January 14, 2016. Post under Assignments on Canvas.

Final group project is due Thursday, February 18, 2016 at 11:59 PM EST. Post under Assignments on Canvas. Papers should be roughly 20 pages in length (not including exhibits), 12 point type, 1 inch margins, 1 ½ line spacing.

Grade Reporting

Grading will be done according to the Wharton letter grade framework. Recanati students, however, will be issued the numerical grade equivalent.

Instructor Biographies:

David Hsu is the Richard A. Sapp Professor of Management at the Wharton School, University of Pennsylvania. He graduated from Stanford University with undergraduate majors in economics and political science. After a few years working in industry, he received his master's degree in public policy from Harvard University, followed by his Ph.D. in management from the Massachusetts Institute of Technology. Hsu's research interests are in entrepreneurial innovation and management. Within that domain, he has investigated topics such as intellectual property management, start-up innovation, technology commercialization strategy, and venture capital. His research has appeared in leading journals such as *Journal of Finance*, *Management Science*, *RAND Journal of Economics*, and *Research Policy*. He is past associate and department editor of the Entrepreneurship and Innovation department of *Management Science*, and is currently on the editorial review board of *Strategic Management Journal*. In 2008, Hsu was awarded an Alfred P. Sloan Foundation Industry Studies Fellowship. At Wharton, he has taught two MBA electives, Entrepreneurship and Technology Strategy, as well as a core MBA class on Entrepreneurial Strategy. At Penn, Hsu is Associate Faculty Director of the Weiss Tech House, which encourages and supports students in the creation, development, and commercialization of innovative technologies.

Stephen M. Sammut is Senior Fellow, Health Care Management and Lecturer Wharton Entrepreneurship, Wharton School, University of Pennsylvania and Venture Partner, and Founder and VP of One University Network. During his 24 years on the Wharton faculty, he has created eight courses including: Health Care Entrepreneurship, Private Equity in Emerging Markets, and The Role of the Private Sector in Global Health. During his private sector career, Steve has been involved in the creation or funding of nearly 40 biotechnology and information technology companies globally. He is on numerous Boards of Directors. He is a member of the editorial board of the *Journal of Commercial Biotechnology*. He is also lead editor of *Scientific American Lives: New Answers for Global Health*. Steve previously held the positions of Vice President of Development of Teleflex Incorporated and Vice President, S.R.One, Ltd., GlaxoSmithKline's venture fund. During his career he was Managing Director of the Center for Technology Transfer at the University of Pennsylvania, and held a similar

position at Thomas Jefferson University. At the start of his career, Mr. Sammut co-founded and served as CEO of the Delaware Valley Organ Transplant Program.

Dr. David Zvilichovsky is a senior faculty member at the Tel Aviv University - Recanati Graduate School of Business. He holds a Ph.D. in Economics as well as an MSc. in Computer Sciences from the Tel Aviv University. He completed his undergraduate studies in Computer Sciences, Mathematics and Economics at the Hebrew University of Jerusalem.

David has been involved with the Israeli High Tech industry for over 20 years. He started his career as a software developer for Eshed Robotec and later became the company's head of R&D. David worked with and consulted to some of Israel's leading technology companies including Comverse, Scitex and Electric Fuel. David co-founded IPHighway, a pioneer in the Network QOS space and has been active in numerous financing and M&A transactions pertaining to technology startups including the sale of Ad4Ever to aQuantive (now Microsoft). Over the years David has been active as a board member and advisor in the areas of Venture Capital, Technology Innovation and Early Stage Ventures. Dr. Zvilichovsky also served as a special economic advisor to the national economic council at the Israeli prime minister's office, during the 2008 market crisis.


Dr. Zvilichovsky teaches courses in economics, entrepreneurship, and innovation.

His current research interests include: Crowdfunding, Networks, Externalities, Innovation Strategy Technology Change, Bubbles, Entrepreneurship and the Internet Economy.

**RECANATI Wharton Course: Lessons from Israeli Innovation
MGMT 893
Daily Structure
Sunday, December 27, 2015 to Wednesday, December 30, 2015**

Day, Time, Location	Session Title and Faculty	Description, Preparation and Deliverable
Day 1		
Sunday, December 27, 2015 Session 1 9:00 AM to 9:30 AM Location: Dan David Building Room 303 Elevator Code 1010	Introduction to the course Instructor Greeting Student introductions	This session will allow students from Wharton and Recanati to introduce themselves briefly.
Sunday, December 27, 2015 Session 2 9:30 AM to 10:30 AM Location: Dan David Building Room 303 Elevator Code 1010	Lecture Part 1: The Israeli High Tech industry Environment: Background and Introduction. Professor David Zvilichovsky	The lecture will provide an overview of the Israeli innovation landscape and the factors that have shaped its development, progress and prospects. The discussion will also address: -- The Israeli HT backdrop (current & historic perspective) -- Government Policy instruments for supporting R&D / Innovation -- The Israeli science & technology backdrop -- How has Israel become what it is today? -- Entrepreneurial culture & environment.
Brief Break		

(10:30 to 10:45 AM)		
Sunday, December 27, 2015 Session 3 10:45 AM to 11:45 AM Location: Dan David Building Room 303 Elevator Code 1010	Lecture Part 2 The Israeli High Tech industry Environment: Background and Introduction. Professor David Zvilichovsky	Continuation of above
Break (11:45 to 12:00 PM)		
Sunday, December 27, 2015 Session 4 Noon to 1:15 PM Location: Dan David Building Room 303 Elevator Code 1010	The Foundations of Innovation Management Discussion of readings with special emphasis on: --The innovative enterprise --Internal and External Networks --Capturing innovations and inventions Lecture by: Stephen M. Sammut	The instructor will provide a brief lecture on the architecture of innovation, the drivers and the role of networks. Students should consult the syllabus for the course pre-readings and must read prior to the commencement of the course.
1:15 to 2:30PM Lunch on own + form teams		
Sunday, December 27, 2015 Session 5 2:30 PM to 3:15 PM Location: Dan David Building Room 303	Guest Speaker – Cyber Policy and innovation Dr. Tal Steinhertz CTO National Cyber Bureau Cyber Innovation and policy in	Dr. Tal Steinerz is the Chief Technological Officer (CTO) of the Israel National Cyber Bureau (INCB). Before joining the bureau, he served in various R&D positions within the security forces for almost twenty years, leading significant development teams that specialized in communication and cyber security. Dr. Tal Steinerz graduated the IDF's elite Talpiot program and received his Ph.D. in computer science from Tel-Aviv

Elevator Code 1010	Israel.	University.
3:15 PM to 3:30 PM Break		
Sunday, December 27, 2015 Session 6 3:30 AM to 4:15 PM Location: Dan David Building Room 303 Elevator Code 1010	Guest Speaker : Inbal Arieli 	<p>Inbal is the Vice President of Strategic Partnerships at Start-Up Nation Central, building bridges between Israel and companies, countries, and entrepreneurs from around the world; connecting you to the Israeli innovation and tech ecosystem.</p> <p>Before this, she founded GAMMADO, an elite talent incubator, targeting Israel's most outstanding tech young talent; and Israel's first Start-Up accelerator - the 8200 Entrepreneurship and Innovation Support Program.</p>
4:15 PM to 4:30 PM Break		
Sunday, December 27, 2015 Session 7 4:30 AM to 5:15 PM Location: Recanati School Room 303 Elevator Code 1010	Gigi Levy Angel Investor	<p>Gigi Levy is an angel investor, co founder and board member in many start ups including Playtika, Kenshoo, Plarium, SweetIM, Eyeview, RealMAtch, Lovelive.tv, NonoRep, Goodjob, Superfly, Massive Impact, SpaceApe, SpeakingPal, R2Net and many others. Till April 2011 Gigi Levy served as the CEO of 888 Holdings (LSE: 888.L), one of the world's leading online gaming entertainment companies. Prior to this role, Gigi worked for Amdocs, a world leading software provider and systems integrators for the Telecom market (NYSE: DOX). Before entering the business world, Gigi served as a pilot in the Israeli Air Force. Gigi holds an MBA from the Kellogg school of management in the Northwestern University. Gigi sits on the board of MEET (Middle East Education through Technology), the prominent Israeli-Palestinian educational organization (http://meet.mit.edu/) and is a member of the advisory board of</p>

		the Technology Management, Innovation and Entrepreneurship MBA in the Tel Aviv University.
Transfer to Dinner Location 6:00 PM to 6:45 PM		
Bus To Dinner Location will depart at 6:00 PM from the TAU Campus		
Sunday, December 27, 2015 Class Dinner 6:45 PM to 10:00 PM	Dinner Event at Vicky Christina	
DAY 2 - Monday,		
Monday, December 28, 2015 Session 8 9:00 AM to 10:15 PM Location: Dan David Building Room 303 Elevator Code: 1010	Case Discussion: Professor David Hsu Teva Pharmaceutical Industries, HBS case 9-707-441	Please come prepared to discuss these case questions: How did Teva succeed in Israel? Why did such a company emerge in Israel? As the CEO of Teva, which markets would you concentrate on developing going forward? Where is Teva vulnerable going forward?
Monday, December 28, 2015 10:15 to 10:30	Break	
Monday, December 28, 2015	Professor Stephen M. Sammut	

Session 9 10:30 PM to 11:45 PM	National Innovation Policies and the Israeli Strategy	
Monday, December 28, 2015 11:45 to 12:00 noon	Break	
Monday, December 28, 2015 Session 10 12:00 PM to 1:00 PM Location: Dan David Building Room 303 Elevator Code: 1010	Guest Speaker – Entrepreneur and executive – Gaming Industry Playtika Elad Kushnir VP Business Development, Playtika	
Monday, December 28, 2015 1:00 PM to 2:15 PM	Lunch Break + Team Sync	
Monday, December 28, 2015 Session 11 2:15 PM to 3:30 PM Location: Dan David Building Room 303 Elevator Code: 1010	Discussion of Pre-Course Assignment. Prof. David Hsu Prof. Stephen Sammut Prof. David Zvilichovsky	One or two students for each company will be selected at random to present their slides.
Break & Change Rooms		
Monday, December 28, 2015 Session 12 4:00 PM to 4:45 PM	Guest Speaker – Entrepreneur, Executive and Investor – Medical Technology	Syneron Medical Ltd. is a public company, that develops and markets esthetic medical products Beginning his professional career as a physicist at Rafael Advanced Defense Systems, Eckhouse's first success in the startup world came

Leon Hall	Dr. Shimon Eckhouse Founder and Chairman Syneron Medical, Ltd	as the founder of Lumenis, a maker of aesthetic laser devices known originally as ECS Medical Systems. After leaving Lumenis in 1999 he founded Syneron Medical, a developer of cosmetic devices, which he still heads. Along the way, Eckhouse, 68, has invested in some 15 other medical technology companies. Dr. Eckhouse has been the Founder of Orsense, Vantor, Tulip, Cardiodex, and NanoCyte. Dr. Eckhouse has more than 25 registered patents and published more than 50 papers in leading journals and conferences. He holds a Ph.D. in Physics from the University of California at Irvine and a B.Sc. in Physics from the Technion Israeli Institute of Technology.
4:45 PM to 5:00 PM	Brief Break	
Monday, 2015 Session 13 5 PM – 6 PM Panel + Q&A 6PM to 6:45 VC Mixer Location: Recanati - Leon Hall (Entrance Floor) Followed by Mixer in Recanati Room 102	Venture Capital Panel Part 1: Short Presentations Part 2: Moderated Panel Discussion Speakers: Yoav Chelouche , Aviv Venture Capital Dr. Benny Zeevi , DFJ Tel Aviv Ventures Modi Rosen , Magma Venture Capital Part 3: Mixer	This session will be a joint session together with students from a TAU MBA entrepreneurship class (Recanati MBA course: “ <i>Technology Ventures from Idea to Execution</i> ”) Israeli venture capitalists are in the same business as VCs throughout the rest of the world – they are in business to optimize returns for their own investors. Israel, however, presents VCs with a richness of opportunities as well as a set of unique challenges in selecting opportunities, structuring the most practical deal, and working with management in bringing the company to a successful exit. This panel of prominent Israeli VCs will describe their programs and strategies, how they manage innovative entrepreneurs, deal with adversity, and develop companies.

Day 3		
<p>DAY 3 Logistics Students will tour companies on Tuesday, December 29 Buses have been chartered and will leave the Tel Aviv University campus at 7:30 AM SHARP. Bring your Passport or Israeli ID. For safety, wear long pants and closed shoes.</p> <p>Departure Location: George S. Wise Street.</p>		
<p>Tuesday, December 29, 2015 8:45-11:00</p>	<p>Teva Pharmaceutical Industries</p>	<p>Teva Pharmaceutical Industries Ltd) is an international pharmaceutical company headquartered in Israel. It specializes in generic and proprietary pharmaceuticals and active pharmaceutical ingredients. It is the largest generic drug manufacturer in the world and one of the 15 largest pharmaceutical companies worldwide.</p>
<p>11:00-11:45</p>	Travel	
<p>Tuesday, December 29, 2015 11:45-13:15</p>	<p>NICE Systems</p>	<p>NICE Systems (NASDAQ: NICE), is the worldwide leader of intent-based solutions that capture and analyze interactions and transactions, realize intent, and extract and leverage insights to deliver impact in real time.</p> <p>Driven by cross-channel and multi-sensor analytics, NICE solutions enable organizations to improve business performance,</p>

		increase operational efficiency, prevent financial crime, ensure compliance, and enhance safety and security. NICE serves over 25,000 organizations in the enterprise and security sectors, representing a variety of sizes and industries in more than 150 countries, and including over 80 of the Fortune 100 companies. NICE's offerings for the enterprise and security sectors serve three main needs: improving business performance, decreasing financial risk, and enhancing safety and security. NICE solutions capture interactions, transactions and video surveillance from multiple sources, including telephones, CCTV video feed, emergency services radio communications, emails, chat, social media, and more. They provide valuable insight about the business or security situation by applying real-time, cross-channel analytics to realize the intent of customers, criminals and terrorists, or fraudsters, to enable proactive response for real-time impact.
13:15-14:00	Lunch at Nice	
14:00-14:45	Travel to Netafim	
Tuesday, December 29, 2015 14:45-16:45	Netafim	Netafim is the global leader in drip and micro-irrigation solutions for a sustainable future. At the intersection of water, food security and arable land, drip irrigation enables growers to maximize food production with the lowest environment impact – this is sustainable productivity. Since introducing the world's first drip irrigation system in 1966, Netafim has led the way by developing reliable, simple and affordable products that help our customers achieve optimal and sustainable results. Netafim's products are everywhere to be seen. Look at any patch of soil I Tel Aviv. You will see the ubiquitous Netafim drip-hoses at work.
Tuesday, December 29, 2015	Tour at Kibbutz Magal	

16:45-18:00		
Day 4		
Wednesday, December 30, 2015 Session 14 9:00 AM to 10:15 AM Location: Dan David Building Room 303 Elevator Code 1010	Lecture: Professor David Hsu “Creating and Capturing Value from Innovation”	We will discuss how to tailor the innovative organization to address the differing needs of heterogeneous customer adopter groups. Please read Chapters 1 and 2 of the Moore book. The Foster chapter is optional. We will also discuss why there is sometimes a disconnection between organizations that create value and those that capture value from innovation. The Teece and The Economist survey on patents readings are optional.
Break -- 10:15 AM to 10:30 AM		

<p>Wednesday, December 30, 2015</p> <p>Session 15</p> <p>10:30 AM to 11:15AM</p> <p>Location: Dan David Building Room 303 Elevator Code 1010</p>	<p>Guest Speaker:</p> <p>Tal Slobodkin Founder and Managing Partner StageOne Ventures</p> <p>Former Director, Business Development, Cisco</p>	<p>StageOne Ventures focuses on early stage investments in innovative ideas, primarily in the enterprise and communication software fields. Prior to joining StageOne, Tal led Cisco's Corporate Development activities in Israel and Russia. Tal managed Cisco's venture capital portfolio in Israel. In addition, Tal led all Israeli-related portions of Cisco's acquisitions in Israel. Tal led Cisco's world-wide Smart Grid corporate development activities. Prior to joining Cisco in 2008, Tal was an investment banker at Goldman Sachs. Tal had served as a Captain in the Elite Technology Unit of the Israeli Intelligence Corp. Tal holds an MBA with honors from the Wharton School of Business, University of Pennsylvania, and is a graduate of the Talpiot Military Academy.</p>
<p>Wednesday, December 30, 2015 11:15 to 11:30</p>	<p>Break</p>	
<p>Wednesday, December 30, 2015</p> <p>Session 16</p> <p>11:30 PM to 12:45 PM</p> <p>Location: Dan David Building Room 303 Elevator Code 1010</p>	<p>Lecture:</p> <p>Professor David Hsu</p> <p>"Entrant Technology Commercialization Strategy"</p>	<p>We will discuss commercialization strategy from the entrant's point of view.</p> <p>Reading:</p> <p>M. Marx and DH. Hsu (2015), "Strategic 'switchbacks: dynamic commercialization strategies for technology entrepreneurs," <i>Research Policy</i>, 44: 1815-1826.</p>
<p>12:45 PM to 1:45 PM</p>	<p>Lunch on own Project Teams to Sync</p>	

<p>Wednesday, December 30, 2015</p> <p>Session 17 1:45 PM to 3:00 PM</p> <p>Location: Dan David Building Room 303 Elevator Code 1010</p>	<p>University Sourced Ventures</p> <p>Turning Academic Research into Ventures.”</p> <p>Prof. Amir Averbuch Co-Founder, Chief Scientific Officer Thetaray & Professor at the Tel Aviv University</p> <p>Nava Swersky Sofer Co-Chair at NanoIsrael Former CEO of The Yissum Research Development Company of the Hebrew University</p>	<p>Prof Averbuch is a World renowned expert in applied and computational harmonic analysis, Big Data processing and analysis, wavelets, signal/image processing and scientific computing. At the Tel Aviv University, Prof. Averbuch has supervised fourteen post-doctoral researchers, as well as more than 30 PhD students and 100 MSc students. Prior to joining ThetaRay, Prof. Averbuch was Research Staff Member with IBM’s TJ Watson Research Center in New York.Nava Swersky Sofer, is an entrepreneur, venture capitalist, senior executive, innovation and technology commercialization expert and consultant with over 20 years of international experience. She is currently President & Founding Board Member of the International Commercialization Alliance, which incorporates members from 22 countries; Founder & Co-Chairperson of NanoIsrael, the international nanotechnology conference & exhibition.</p> <p>Ms Swersky Sofer is the past President & CEO of Yissum, the technology commercialization company of the Hebrew University of Jerusalem, a global leader in technology transfer. Prior to Yissum she spent over a decade in venture capital as a partner at Sanderling Ventures (Menlo Park, CA) Concord Ventures and Columbine (Israel) and a Vice President at Novartis (head office, Switzerland). She holds a law degree from Tel Aviv University, an MBA from IMD International in Lausanne, Switzerland and diplomas from the Sorbonne (Paris), the Goethe Institute (Munich) and the Instituto Trentino (Italy). She is a member of the Israel Bar Association, the youngest ever to have been admitted, a retired Captain in the Israel Defence Forces and President of the IMD alumni association in Israel.</p>
<p>3:00 PM to 3:15 PM</p>	<p>BREAK</p>	

<p>Wednesday, December 30, 2015</p> <p>Session 18 3:15 PM to 3:45 PM</p> <p>Location: Dan David Building Room 303 Elevator Code 1010</p>	<p>Miya Water</p>	<p>Miya was established by Shari Arison in 2008 as part of Arison Investments, with the vision of ensuring an abundance of fresh water through efficient management of our cities' existing fresh water resources.</p> <p>More than a third of the world's drinking water is lost from urban supply systems, mainly due to undetected underground leaks and mismanagement. The most sustainable and cost-effective way to alleviate such losses is to improve the efficiency of urban water distribution systems by effective water loss management.</p> <p>Miya optimizes water supply in urban water systems worldwide. It partners with utilities to design and implement comprehensive technology-based solutions that significantly improve the client's financial and operational efficiency, while also enhancing customer service levels, reducing energy consumption, and lowering contamination and health risks, to benefit people, the community and the environment.</p>
<p>3:45 PM to 4:00 PM</p>	<p>Break</p>	
<p>Wednesday, December 30, 2015</p> <p>Session 18 4:00 PM to 5:30 PM</p> <p>Location: Dan David Building Room 303 Elevator Code 1010</p>	<p>Lessons Learned Session</p> <p>Discuss Companies Visited.</p> <p>Course summation and discussion</p> <p>Prof. David Hsu Prof. Stephen Sammut Prof. David Zvilichovsky</p>	

5:30 PM		
Course Adjournment: Safe Travels		
A one-page project description due by 5:00 PM Eastern Time, Thursday, January 14, 2016 via posting to the “Assignments” section of Canvas.		
Final deliverable due 5:00 PM Eastern Time, Thursday February 18, 2016 via posting to the “Assignments” section of Canvas.		

What to Wear

Business casual attire is appropriate for class, social events and company visits. Avoid blue jeans. This time of year in Israel can have some surprising changes. There may be some chilly days or days with heavy rain. Bring a light jacket, ideally water-proof and perhaps a collapsible umbrella.

Directions to Campus

Ask the cab driver to bring you to Tel Aviv University. We recommend that you ask the driver to bring you to the Entrance Gate on Geroge S. Wise Street. The guards will want to look at any baggage that you have. It is possible that they might ask for ID. If so, have your Penn ID or Passport and tell them you are a visiting student.

Ask the guard to direct you to the Dan David Building. It is a short walk from the entrance.

Come to Room 303, Dan David Building on the first day. The elevator code is 1010

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TAs:

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Shir Sarouf (Wharton TA): shirsaro@wharton.upenn.edu

Pre-Course Assignment

A note about Canvas system: Wharton and Recanati Students will use the Wharton Canvas System as the course website and information resource. Recanati students will be issued keys directly from the Canvas Administrator but this might not occur until late in the week of December 13. The Canvas system is user-friendly and quite intuitive. The Wharton TA will be happy to assist the Recanati students in its use

Tuesday, December 29 will be dedicated to visiting companies including Nice Systems and Netafim (dress code: business casual). In order to make the most of these visits, the students will have preparation in advance.

Each student should prepare an assignment pertaining to EITHER Nice Systems or Netafim.

The assignment includes the creation of a short summary & slide presentation.

The summary should be no longer than 2 pages (in English, font Times New Roman 12, double space with normal margins) and the presentation no longer than 8 slides (not including the cover).

Company Selection – Wharton Students

The instructors want a roughly equal distribution of submissions on each company. Therefore, students should declare selection of one of the companies on the Canvas site. In order to do so, click People on the left of the site. Look for “Pre-Course Assignment Company Selection” then select your choice. **Choice is on a first come first serve basis. If your first choice is taken, you will have to select another company.** There are 16 slots for each company for Wharton Students.

Company Selection – Recanati Students

Recanati Students: The instructors want a roughly equal distribution of submissions on each company but there is no convenient mechanism for sign-up. Students are asked to confer with one another in an effort to diversify selection.

The assignments should be submitted no later than end of day Thursday, December 24, 2015.

Post your completed assignment on Canvas. Click Assignments on the left, then post BOTH YOUR NARRATIVE AND YOUR SLIDES on Pre-Course Assignment Postings.

Your submissions should use these File Names:

Precourseslides_YOURSURNAME_COMPANY NAME

Precoursewrite_YOURSURNAME_COMPANY NAME

On Monday, December 28 we will have a session to discuss the Pre-Course Assignment. The instructors will randomly select students to present all or part of their presentation in class.

The guidelines/questions for preparing the assignment are specific to each of the companies as follows:

1. NICE Systems

- a. A brief description of the Company's Business.
- b. A brief description of the Company's History.
- c. Please identify the strategy / methodology that helped NICE Systems succeed in becoming a leader in its market.
- d. Nice has recently announced the sale of two of its product units that provide solutions to law enforcement agencies and intelligence organizations. What in your mind is the rationale behind this move?

2. Netafim

- a. A brief description of the Company's Business.
- b. A brief description of the Company's History.
- c. Please identify the strategy / methodology that helped Netafim succeed in becoming a leader in its market.
- d. As a world leader, being headquartered out of Israel poses challenges. What do you see as the strategic and operational challenges for Netafim going forward?