



Ben-Gurion University of the Negev

Ben-Gurion Research Institute for the Study of Israel and Zionism

The Woodman Scheller Israel Studies International MA Program

Spring Semester 2024

David Ben-Gurion's Leadership as a "Two-Way Interaction Process"

An Archive Based Workshop for Graduate Students

Prof. Paula Kabalo

Course Description:

The persona, influence, and Modi operandi of Israel's first PM, David Ben-Gurion, have been central in studies on the history of Israel. Relatively few studies, however, focus on the patterns of Ben-Gurion's leadership in an attempt to decode his personality and the sources of his influence. This course seeks a better understanding about one pattern in Ben-Gurion's leadership—his communication with "the public" or, to be more precise, with his followers. Using Ben-Gurion as a case study, a model is proposed that applies current leadership theories that view the leadership phenomenon as "a relationship that is jointly produced by leaders and followers."

The course proposes an analysis of Ben-Gurion's leadership through the conceptualization of leader-follower interrelations, following Sheer's paradigm of leadership as a "two-way interaction process. The course will follow BGs decision making and policies throughout the history of Israel using the BG archives as a learning tool and offering students an opportunity of research and discovery

Course Objectives:

- A preliminary encounter with Leadership-Followership theories and historical studies
- Covering BGs Public Biography since the establishment of Israel and throughout his PM years and post PM years
- Tracking down and analyzing historical records.
- Experiencing research as a learning process – uncovering historical episodes through archive items

Course Structure:

Following chronological and thematic outline of BGs Biography – classes will lean on historical records

Teaching Method:

The course is designed as a workshop and each meeting will include team research in small study groups and class discussions following them. Students will be required to complete reading before Each class (according to the syllabus). All readings are available on the course website. In addition to these readings, primary sources will be tracked, presented, and discussed during class meetings. See below the full reading list.

Course Requirements

Compulsory attendance: **YES**

Pre-requisites: **NONE**

Proficiency Exam: Anita Shapira (2014). *Ben-Gurion: Father of Modern Israel*. New Haven: Yale University Press. Ch. 8-11, pp. 154-241

Structure of Final Course Grade

- | | |
|--|------------|
| 1. Active Participation (including weekly presentations of archive findings) | <u>40%</u> |
| 2. Paper (either seminar paper or small paper) | 60% |

Note:

Students will have their final grade lowered if they miss more than 2 class meetings unexcused.

Course Schedule Layout:

May 2nd 2024

Leadership as a Relationship - Introducing Terms and Theories

Reading:

Howell and Shamir (2005). The Role of Followers in the Charismatic Leadership Process: Relationships and their Consequences

Graen & Uhl-Bien (1995). Relationship-Based Approach to Leadership: Development of leader-Member Exchange (LMX) Theory of Leadership over 25 years: Applying a Multi-Level Multi-Domain perspective.

Sheer (2014). Exchange Lost in Leader-Member Exchange Theory and Research: A Critique and a Reconceptualization.

May 9th 2024

Leadership as a Relationship – Case Studies from History

Reading:

Burns (1978). *Transforming Leadership*. Pp. 1-31

Penlar (2020). Theodor Herzl: the Charismatic Leader. Introduction, pp. 1-11

May 16th 2024 [Proficiency Test – Shapira, 2014, pp. 154-241]

A state in The Making – Tensions From Within (Altalena)

Reading:

Sprinzak (1999). On the Brink of Civil War: *Crisis at Year One*

May 23rd 2024

The BG - Blaustein Agreement – Mamlakhtiyut across the Ocean?

Sherzer (2019). Mamlakhtiyut from Across the Ocean: Ben-Gurion and the American-Jewish Community

Shiff, Sherzer, Gordis (2020). The Ben-Gurion–Blaustein Exchange: Ben-Gurion's Perspective Between an Ideological Capitulation and A Strategic Alliance

Elmaliach (2020). Beyond *Mamlakhtiyut* and *Halutziyut* : The Ben-Gurion–Blaustein Understanding in Light of Ben-Gurion's Theory of Revolution

May 30th 2024

The Shaping of the New Israeli Citizen – Youth

Reading:

Kabalo (2009). Pioneering Discourse and the Shaping of an Israeli Citizen in the 1950s

Yanai (1996). The Citizen as Pioneer: Ben-Gurion's Concept of Citizenship

June 6th 2024

The Shaping of the New Israeli Citizen –Immigrants

Reading:

Kabalo & Shalem Baharad (in print). Reclaiming “Belonging”: Immigrants’ Letters to David Ben-Gurion

Kabalo (2019). Israeli Jews from Muslim Countries: Immigrant Associations and Civic Leverage

June 13th 2024

Searching for New Allies – Asian and African Leadership

Reading:

Caplan (2020). Israel V. Oom-Shmoom Sharett V. Ben-Gurion

Lorch (1991). Ben-Gurion and the Sinai Campaign, 1956

Ben-Gurion (1960). Towards a New World

June 20th 2024

Good Governance and Separation of Powers – The Lavon Affair and BGs Resignation

Reading:

Aharonson (2011). David Ben-Gurion and the Jewish Renaissance, pp. 272-301

June 27th 2024

A Leader in Decay? Rafi and BGs Post Premiership Leadership

Reading:

Aharonson (2011). David Ben-Gurion and the Jewish Renaissance, pp. 302-331

July 4th 2024

BG and the Six Day War – Territory

Reading:

Kabalo (2018). City with No Walls: David Ben-Gurion's Jerusalem Vision Post June 1967

July 11th 2024

BG and the Six Day War –Demography

Reading:

Chazan (2021). Aliya from ‘affluent countries’ and David Ben- Gurion’s descent from the political scene.

July 14th 2024 (Sunday, Student Presentations)