Global Innovation and Entrepreneurial Leadership

BUSADM 7525-0010 (class #4653)
Fall Semester II 2014

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Office Hours: Monday 11:45 AM - 12:45 PM and by appointment

Class Hours: Monday, Wednesday 10:15-11:45 AM (applies only to first meetings; later meetings are held at mutually convenient times in my office or on firms’ premises.
Class Location: Gerlach 285

Objective

This course is a hands-on field project giving students the opportunity to apply the theories and tools acquired previously and in this class towards the solution of real-life challenges facing smaller businesses seeking to globalize. While accounting for over 30 percent of US merchandise exports, smaller firms face significant knowledge and resource constraints straining their ability to compete in a global economy. By working closely with those firms, students will not only learn how to operate in a global economy but will also be accorded exposure to fundamental strategic, managerial and operational issues that may be less transparent in a large enterprise.

Procedure

Each student team will be matched with a small to medium-size firm that is either undertaking its first steps towards internationalization or is facing key challenges in its approach to international markets. To the extent possible, we will match your preferences and capabilities with small to medium sized companies recommended by the US Commercial Service (a Federal agency). In addition to class meetings and team meetings with me, you will be meeting regularly with company officials. You will also be
reminded of your responsibilities as a representative of the Fisher College and of Ohio State University.

Deliverables

Each team will submit a written “consultant report” containing recommendations to the firm that engaged your services. The report will delineate the team’s assessment of the firm’s global position and prospects, an analysis of its current strategy and operations, recommendations regarding future strategy and operations, and a list of concrete steps that should be taken to implement the proposed strategy. Since you will be dealing with real companies in real time, the report must be sufficiently detailed so as to provide operational measures, including but not limited to, resource provisions and implementation schedule.

Evaluation

You will be evaluated on the basis of the quality and usefulness of the report that your team will write and present. The quality will be measured in terms of your ability to utilize theoretical frameworks and methodological tools towards the solution of a real life problem. The usefulness will be assessed in terms of your ability to solve the underlying issues you have agreed to resolve at the beginning of the project. Please remember that your goal is not to show mastery of theory and method but rather to select and utilize appropriate frameworks, concepts and tools towards the solution of actual problems and challenges. Each member is expected to fully contribute to the team effort and to show mastery of the entire project rather than merely his/her portion (in case you have decided on such a division of labor).

Schedule

October 20 Registration: You will receive the course syllabus and asked to provide contact information.

October 22 Company offerings: A presentation by Mrs. Roberta Ford, United States Department of Commerce

October 27 Class meeting

October 28 – December 09 Company work
Readings

Please note: This is a generic reading list pertaining to the internationalization of small and mid-size firms; other readings will be necessary to address international business concepts as well as specific project-related issues.


Bell, J. The Internationalization of small computer software firms – a further challenge to “stage” theories, European Journal of Marketing, 29, 8, 60-75.


Shuman, J.C. and Seeger, J.A. The theory and practice of strategic management in smaller rapid growth companies. *American Journal of Small Business*, 11, 1, 7-18

