

**Fisher College of Business  
The Ohio State University**

**BUSMHR 7010 - 0010 Advanced Topics in Multinational Business**  
Class # 33435 Innovation Israel Program – Multinational Business

**Professor Oded Shenkar**

Ford Motor Company Chair in Global Business Management

Class meets Spring Term I, 2015, Monday, 6:00-9:15 PM, Gerlach Hall 210  
Israel Study Tour, March 13-17, 2017

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**Objective**

The course is intended to introduce students to the historical, economic, cultural, social, and geopolitical features of Israel and their business repercussions. A special focus of the class and the accompanying study tour is on Israel as a global innovation hub and the ramifications of that unique position for multinational firms as well as for small and middle market firms in the United States and other countries. In addition to learning about the roots of Israel's innovation climate and system, you will learn about the competitive advantages and disadvantages of Israeli firms and how companies from other countries can leverage the opportunities embedded in the entrepreneurial Israeli environment.

**Methodology**

Course methodology includes class lectures, discussion, case analysis, independent study, and team-based project work.

**Readings**

Senor, Paul, and Singer, Saul, **Start-Up Nation: The story of Israel's economic miracle**. New York: US Council on Foreign Relations, 2009 (2011 edition)

Additional readings may be assigned in class or specifically for your project.

Case Studies: Please refer to Course Schedule.

**Grading and Deliverables**

Class participation, in particular case presentations (each student will have specific case leadership responsibilities but will be expected to read and contribute to all case discussions), represents 20% of the final grade while a team-based project report will account for 80%.

The key function of the final project is *learning*, with evaluation and grading secondary. The idea is to provide you with an opportunity to apply the concepts and tools you have learned in a real

world context on its complex myriad of facets and, at times, contradictory demands. This is a team project but it will have identifiable individual components: each student will choose a sub-topic on a functional (e.g., operations versus human resources), divisional (e.g., the various businesses of a diversified company) or another basis, to which he/she will be responsible, while the group as a whole will deliver a coherent report showing synergies across.

Any topic can be proposed as long as it represents a significant business decision that has or needs to be made, and as long as it involves Israel (e.g., an investment in the country by Microsoft) or an Israeli firm (e.g., Teva). Reports should be written as consulting assignments, and so must start with an overarching question and conclude with actionable recommendations. The responsibility for collecting relevant literature and data rests with you; I will of course be available to provide feedback. Reports are limited to a maximum of 10 double-spaced pages (12 inch font, normal margins) including *all* charts, exhibits, appendices, etc.).

**Case Preparation for Class Discussion:** There is no one single formula for case preparation. Still, here are a few points regarding the use of case studies in international business:

- + Case studies are a wonderful way in which to illustrate a point and apply a concept. Cases however can be detrimental if you take them at face value, for instance, if you were to draw conclusions without analyzing underlying specific assumptions, conditions and dynamics.
- + Environmental factors are not “externalities” but part and parcel of the landscape and context in which businesses operate; they provide a reality check for decisions made and implemented.
- + It flows from the above that while it is fine to analyze a case within the constraints of the data provided therein, you should always seek to extend your knowledge longitudinally (time wise, e.g., recent updates) and spatially (e.g., compare to another market or industry). This is of special importance in a global business environment, which is complex and fast changing.

## **About the Instructor**

Oded Shenkar holds degrees in East-Asian (Chinese) Studies and Sociology from the Hebrew University of Jerusalem and a PhD from Columbia University, where his dissertation on the Chinese bureaucracy involved the department of Sociology, the Graduate School of Business, and the East-Asian Institute. He is the Ford Motor Company Chair in Global Business Management and Professor of Management and Human Resources at the Fisher College of Business, The Ohio State University, where he is also the academic director of the National Center for the Middle Market and a member of the East Asian Studies Center/ Institute for Chinese Studies and the Middle East Studies Center. Professor Shenkar has been a Senior Fellow at University of Cambridge, and has taught at the Chinese University of Hong Kong, Hong Kong University of Science & Technology, Peking University, and University of International Business and Economics (Beijing), and International University of Japan, among others.

Professor Shenkar has published well over a hundred scholarly articles in leading journals such as *The Academy of Management Review*, *the Academy of Management Journal*, *the Journal of Applied Psychology*, *Human Relations*, *Journal of International Business studies*, *Strategic Management Journal*, *The Journal of Corporate Finance*, and *Harvard Business Review*. His

books include *Organization and Management in China 1979-1990* (M.E. Sharpe), *International Business in China* (Routledge, w. L. Kelley), *Global Perspectives on Human Resource Management* (Prentice-Hall), *The Handbook of International Management Research* (Blackwell/University of Michigan Press, with B.J. Punnett), *International Business* (Wiley/Sage, with Yadong Luo), *the Handbook of Strategic Alliances* (Sage, with Jeff Reuer), *The Chinese Century* (Wharton School Publishing; 12 foreign editions), *The Great Deleveraging* (Financial Times, with H. Dickson), and *Copycats: how smart companies use imitation to gain a strategic edge* (Harvard Business Press; 11 foreign editions).

Prof. Shenkar's work has been cited by *The Wall Street Journal*, *New York Times*, *Financial Times*, *Los Angeles Times*, *USA Today*, *Chicago Tribune*, *Washington Post*, *Boston Globe*, *Daily Mail (UK)*, *Liberation (France)*, *International Herald Tribune*, *Time*, *Business Week*, *Compass*, *the Economist*, *Chief Executive magazine*, *Associated Press*, *Reuters*, *Nikkei Financial Daily*, *China Daily*, *Reference News (China)*, and *China Business Weekly*, as well as on radio (e.g., NPR, CBS) and TV (BBC, CNN, CCTV, Reuters, ABC, Canada Business TV, Bloomberg).

Professor Shenkar has been an advisor to firms (e.g., Battelle, Citigroup, Diamond Power International, Discern, Ford Motor, Geely /Volvo, Netafim, OEConnection, PIC, Shepherd Coloring, Wal-Mart Stores, Zeraim Gdera / Syngenta), government agencies (e.g., US Postal Service), international institutions (e.g., ILO) and universities (e.g., UIBE) worldwide. He appears regularly before the US-China Economic & Security Review Commission and is a Fellow and past Vice President of the Academy of International Business.

### **Course Schedule** (Tentative and subject to change)

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|-------------|---|
| January 09  | Course introduction: Country analysis in a global business environment  |
| January 16  | <i>MLK Day, no class</i>  |
| January 23  | Israel: Historical, Cultural, Institutional and Geopolitical context  |
| January 30  | From Socialist to Market and from Domestic to Global: A Country Transformed<br>Case #1: Kibbutz Tzuba (JIACS 13-01-06)<br>Case #2: Teva Pharmaceutical Industries (HBS 707441 March 30, 2010 revision)<br>Case #3: Strauss-Elite Global Expansion (TAU /HBS 306-560-1)  |
|             | <i>Project proposals due</i>  |
| February 06 | Capturing the Value of Technology<br>Case #1: Netafim: Migrating from Products to Solutions (GS 46)<br>Case #2: Frisco: How to Translate A New Technology into a Business Model (INSEAD: Three parts: 608-025-1 to 608-027-1)<br>Case #3: Technological Prowess & Entrepreneurial Dilemmas (HBS 207-063-1)<br>Case #4: Deep Breeze (INSEAD -609-034-1 2009) |

February 13 The Foreign Firm in Israel

Case #1: The Oracle of Omaha Meets the Visionaries of Galilee (IMD 412)

Case #2: Lightspeed Venture Partners (HBS 108010)

February 20 Study Tour's Review & Pre-Departure Orientation

Note on Plant Tours (HBS 6-697-076)