



THE OHIO STATE UNIVERSITY

FISHER COLLEGE OF BUSINESS

Global Innovation and Entrepreneurial Leadership

BUSADM 7525-0010 (class #4653)

Fall Semester I 2017

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Office Hours: Monday 11:45 AM - 12:45 PM or by appointment
Class Hours: Monday / Wednesday 1:00-2:30 PM (applies only to the first three meetings; to be followed by team meetings held in my office and or on firms' premises at mutually convenient times.

Class Location: Gerlach 355

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) or with another company with interest in international markets. 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 you and your services. The report will delineate the team’s assessment of the firm’s global position and prospects, provide an analysis of its current strategy and operations, outline recommendations regarding future strategy and operations, and list 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 real-life problems and decisions. The *usefulness* will be assessed in terms of your ability to solve the underlying issues you have mutually 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, leading to the best possible decision making and implementation. 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

August 23: Introduction - You will receive the course syllabus and asked to provide contact information as well as a list of capabilities (e.g., foreign language mastery) and interests (e.g., preferred industry/ sector)

August 29: Class meeting – SME internationalization I / Company offerings

August 31: Class meeting – SME internationalization II

September 01 to October 09: Meetings with instructor and companies

October 10: Final projects due

Readings

Please note: This is a generic master reading list pertaining to the internationalization of small and mid-size firms. You do not need to read all of those items but rather select those that are most relevant to your project. At the same time, you may be referred to other readings that are specific to your project.

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Chelliah, S., Sulaiman, M., & Mohd Yusoff, Y. 2010. Internationalization and performance: Small and medium enterprises (SMEs) in Malaysia. **International Journal of Business and Management**, 5(6).

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Coviello, N.E. and McAuley, 1999. A. Internationalization and the smaller firm, **Management International Review**, 3, 223-256.

Crick, D. (2004). U.K. SMEs' decision to discontinue exporting: an exploratory investigation into practices within the clothing industry. **Journal of Business Venturing**, 19(4), 561-587. doi:10.1016/s0883-9026(03)00032-6

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Dissertation Abstracts International: The humanities and social sciences. A. University Microfilms, 1992. A Study of Factors Encouraging and Discouraging Exporting to the Middle East from California-based Small Manufacturing Companies

Etemad, H. 2004. Internationalization of Small and Medium-sized Enterprises: A Grounded Theoretical Framework and an Overview. **Canadian Journal of Administrative Sciences**, 21(1): 1-21.

Fernhaber, S. A., B. A. Gilbert, and P. P. McDougall. 2008. "International Entrepreneurship and Geographic Location: An Empirical Examination of New Venture Internationalization." **Journal of International Business Studies** 39 (2): 267-290.

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