



Master's Level Module (10 credits – 20 hours)

INTERNATIONAL ENTREPRENEURSHIP

Developed by Carole Couper, PhD Researcher, Adam Smith Business School, The University of Glasgow

Background

This International Entrepreneurship (IE) Course focuses on the growth and development of the entrepreneurial firm, from initial start-up to established international venture. The course draws from - and discusses - the latest theories in the fields of entrepreneurship and internationalization, with an emphasis on internationalization processes and entrepreneurial decision-making and management. Relevant processes cover identification and selection of international opportunities, venture start-up and commercialisation stages, international entry strategies and international venture management.

The aim of the course is to equip students with an in-depth knowledge and understanding of the international growth and development processes of entrepreneurial firms from inception through to maturity, although prominence is given to the early stages of international development in the context of young firms. Conventional internationalization theory is discussed and contrasted against rapidly internationalising firms such as international new ventures. Coursework and assessment will also draw on case-studies to integrate theory and practice in entrepreneurial internationalization.

Aims

The aims of this course are to develop an in-depth knowledge of the theories of entrepreneurship and internationalization, as well as an understanding of their application in the context of the internationalization of the entrepreneurial venture. The course also aims to introduce students to the potential tensions and complementarities between entrepreneurial effectuation, causation and strategic planning in the context of opportunity recognition and exploitation in international markets.

Learning and Skills Objectives

On completion of this course and prescribed readings students should be able to:

- Display a critical understanding of extant theoretical knowledge of the internationalization process of the entrepreneurial firm, including awareness of the factors that may impact and drive this process.
- Assess and apply varied international market entry strategies, including analysis of entry mode and location decisions, according to different criteria such as uncertainty/risk, commitment, investment, and flexibility in resource allocation.
- Develop problem solving, theory based approaches to internationalization planning and implementation.



On successful completion of the course, students will also be able to:

- Conduct research and assess information and information channels in the process of entrepreneurial internationalization.
- Exhibit problem solving skills relating to the entrepreneurial process of internationalization.
- Integrate theory with practice through the development of a Country Analysis report project.
- Improve on their communication skills through discussions, debates, presentations, report and essay writing.

Teaching & Learning Approaches

Teaching will consist of 2-hour sessions in which formal lectures will be accompanied and supported by student-led activity in discussion, debate, problem-solving and presentations. The teaching and learning process will be integrated throughout the course.

Preparation for the country analysis report and presentation (individual project) will be accompanied by discussions around case-studies that the students will be required to read in preparation for each class session. The case-study exercises are designed to integrate theoretical knowledge with the practical skills required in real international venture situations. These exercises will allow students to experience and practice international business planning and improve, through practice, their understanding of the more theoretical aspects of the course. Discussions and presentations in class provide the opportunity for continuous feedback and formative learning. Students will be made aware that the exercises and assessment project are inter-linked and are also part of the preparation for the examination.

Course Material

The core textbook for this course is Hisrich Robert D. (2013) International Entrepreneurship: starting, developing, and managing a global venture, Sage Publication, Inc., 2nd ed. ISBN 978-1-4522-1739-0

As IE is a young discipline, there is currently no fully comprehensive textbook for this course. In addition to the core Hisrich textbook, students are expected to refer to additional textbooks in the field of Internationalization, Entrepreneurship and International Marketing. Students should also consult academic journal articles, the cases indicated in the Class Schedule and industry reports such as the Global Entrepreneurship Monitor.

Articles and cases from the Harvard Business Review can be purchased through the Harvard Business Publishing website link on the portal. You can purchase all the material for this course by clicking on this link: <http://cb.hbsp.harvard.edu/cb/access/14395734>.

If you have technical difficulties please contact HBSP at: 1-800-810-8858 or techhelp@hbsp.harvard.edu. This is copyrighted material. Do not distribute or post.

All other cases can be downloaded from the ecch website at www.ecch.com. References have been included in the Class Schedule.

Assessment Methods

The course will be assessed through two formal pieces of assessed work supported by a formative learning process. The two formal items of assessment are:

- 1) An individual country analysis (40%) consisting of a report of 3000 words maximum (excluding appendices), and
- 2) A final examination (60%) which will draw on all aspects of learning included in the course.

Country analysis

40% of the final grade will be earned through the production of a report evaluating entry into a country of the student's choice, including a 10 minutes presentation by the student. Issues to cover may include (but are not limited to):

- 1) Opportunities for entrepreneurial internationalization into the country – economic indicators; level of local technology know how; strong industries; maturity of consumers; etc.
- 2) Challenges to entrepreneurial internationalization – barriers to entry, political and cultural issues, including business practices, that may impact entry for a international new venture
- 3) Critical evaluation of potential entry modes based on the prior analysis – direct exporting, licensing, setting-up of a joint-venture and investing into a wholly-owned structure.

Final examination

The final examination (60%) will consist of three short answer and essay questions which the student will select from a number of alternatives. The examination will last 90 minutes. The exam will take place during the regularly scheduled examination period following the end of the term.

Class	Topic	Reading	Cases and preparation
1	Introduction to International Entrepreneurship: from traditional to entrepreneurial internationalization	<p>Hisrich (2013), Chapter 1</p> <p>Oviatt B. M. and McDougall P.P. (1994) Toward a Theory of International New Ventures. <i>Journal of International Business Studies</i>, 25(1), 45-64.</p> <p>Chetty, S. and Campbell-Hunt, C. (2004) "A Strategic approach to Internationalization: A Traditional Versus a "Born-Global" Approach". <i>Journal of International Marketing</i>. Vol. 12, No. 1, pp. 57-81.</p>	<p>The Global Entrepreneur, <i>Harvard Business Review</i>, December 2008</p> <p>Prepare the following questions: What motivates entrepreneurs to go global from inception? What are the enabling factors to the early internationalization of entrepreneurial ventures?</p>
2	Opportunities and challenges in a global environment	<p>Hisrich (2013), Chapter 2&6.</p>	<p><u>Case 1</u> "When intellectual property rights go beyond patents" www.ecch.com, reference no. 911-004-1</p> <p>Answer the following question: What would you do if you were Watertreat GmbH? Identify the different alternatives and justify your choice.</p>
3	Cultures and international entrepreneurship	<p>Hisrich (2013), Chapter 3.</p> <p>Hollensen, S., 2011, <u>Global Marketing: A Decision-Oriented Approach</u>, 5th edition London: Financial Times Prentice Hall, Chapter 7, p.233.</p>	<p><u>Case 2</u> Zhang M. Y. & Dodgson M. (2007), "A Roasted Duck can Still Fly Away": A Case Study of Technology, Nationality, Culture and the Rapid and Early Internationalization of the Firm, <i>Journal of World Business</i>, 42, 336-349.</p> <p>Answer the following question: How much were cultural factors to blame for Avaro's misfortunes?</p>

4	Opportunity recognition and venture inception: the global business plan	<p>Hisrich (2013), Chapter 4.</p> <p>Chandra Y., Styles C. and Wilkinson I. (2007), The Recognition of First Time International Entrepreneurial Opportunities : Evidence from Firms in Knowledge-Based Industries, <i>International Marketing Review</i>, 26(1), 30-61.</p>	<p>Case 3 “What next for FromAtoB?” www.ecch.com, reference 311-078-1.</p> <p>Prepare to discuss in class: Drawing from the case-study example, what types of information must appear in a Global Business Plan?</p>
5	Finance sourcing & planning for the International New Venture (INV)	<p>Hisrich (2013), Chapter 8.</p> <p>De Clercq D., Fried V.H., Lehtonen O. and Sapienza H.J (2006), An Entrepreneur’s Guide to the Venture Capital Galaxy, <i>Academy of Management Perspectives</i>, August, 90-110.</p>	<p>Case 4 “Ecopost: Financing a Green Start-up in Africa” www.ecch.com reference IDE-02</p> <p>Prepare for class discussion: What are the different methods of financing offered to the international start-up? Highlight each method’s strengths and weaknesses.</p>
6	Entering the global market: market selection and entry mode strategies	<p>Hisrich (2013), Chapter 5&7.</p> <p>Johnson J. and Tellis G.J. (2008) Drivers of Success for Market Entry into China and India, <i>Journal of Marketing</i>, 72, 1-13.</p>	<p>Case 5 “Genicon: A Surgical Strike into Emerging Markets” www.ecch.com reference 9B10M041</p> <p>Answer the following question: Which market should Genicon enter next? Justify your answer and suggest a suitable type of entry mode.</p>
7	Networks and collaborative partnerships	<p>Coviello N. and Munro H. (1997) Network Relationships and the Internationalization Process of Small Software Firms, <i>International Business Review</i>, 6(4), 361-386.</p> <p>Prashantham S. and Dhanaraj C. (2010) The Dynamic Influence of Social Capital on the International Growth of New Ventures, <i>Journal of Management Studies</i>, 47(6).</p> <p>Zhou L., Wu W. and Luo X. (2007) Internationalization and the Performance of Born-Global SMEs: the Mediating Role of Social Networks, <i>Journal of International Business Studies</i>, 38, 673-690.</p>	<p>Vasilchenko E. and Morrish S.(2011) The Role of Entrepreneurial Networks in the Exploration and Exploitation of Internationalization Opportunities by Information and Communication Technology Firms, <i>Journal of International Marketing</i>, 19(4), 88-105.</p> <p>Read the article, focusing on the case-studies, and answer this question : What roles can networks play in the internationalization of new ventures ?</p>

8	Global marketing and R&D	<p>Hisrich (2013), Chapter 9.</p> <p>Dann, S. and Dann S. (2011) <u>E-marketing: Theory and Application</u>, Palgrave MacMillan. Chapter 11, p. 315.</p> <p>Reuber A.R. and Fisher E. (2011) Building International Sales in a Digitized Economy: Best Practices for SMEs, The Conference Board of Canada.</p>	<p>Deadline for handing in the Country Analysis Report Assignment</p> <p>Presentations (Part 1) of Students' Country Analysis Reports (10 minute slot per student)</p>
9	Global human resource management	<p>Hisrich (2013), Chapter 10.</p> <p>Schneider S.C. and Barsoux J-L.(2003), <u>Managing Across Cultures</u>, Prentice Hall, 2nd ed, Table 6.1, p.152-153</p> <p>Leung A., Zhang J., Wong P.K. and Foo M.D. (2006), The Use of Networks in Human Resource Acquisition for Entrepreneurial firms: Multiple "Fit" Considerations, <i>Journal of Business Venturing</i>, 21, 664-686.</p>	<p>Presentations (Part 2) of Students' Country Analysis Reports (10 minute slot per student)</p>
10	Tensions in entrepreneurial internationalization: bricolage and effectuation versus causation and strategy	<p>Sarasvathy, S.D. (2001) Causation and Effectuation: Toward a Theoretical Shift from Economic Inevitability To Entrepreneurial Contingency, <i>Academy of Management Review</i>, 26(2), 243-263.</p> <p>Fisher G. (2012) Effectuation, Causation, and Bricolage: A Behavioral Comparison of Emerging Theories in Entrepreneurship Research, <i>Entrepreneurship Theory and Practice</i>, September, 1019-1051.</p> <p>Bingham C.B.(2009) Oscillating Improvisation: How Entrepreneurial Firms Create Success in Foreign Market Entries Over Time, <i>Strategic Entrepreneurship Journal</i>, 3, 321-345.</p>	<p>New project? Don't analyse, act. <i>Harvard Business Review</i>, March 2012.</p> <p>Prepare for class discussion: In which situations should entrepreneurs act and in which should they analyze?</p> <p>Presentations (Part 3) of Students' Country Analysis Reports (10 minute slot per student)</p>

BIBLIOGRAPHY

Bingham C.B. (2009) Oscillating Improvisation: How Entrepreneurial Firms Create Success in Foreign Market Entries Over Time, *Strategic Entrepreneurship Journal*, 3, 321-345.

Chandra Y., Styles C. and Wilkinson I. (2007) The Recognition of First Time International Entrepreneurial Opportunities : Evidence from Firms in Knowledge-based Industries, *International Marketing Review*, 26(1), 30-61.

Chetty, S. and Campbell-Hunt, C. (2004) "A strategic approach to Internationalization: A Traditional Versus a "Born-Global" Approach". *Journal of International Marketing*. 12 (1), 57-81.

Coviello N. and Munro H. (1997) Network Relationships and the Internationalization Process of Small Software Firms, *International Business Review*, 6(4), 361-386.

Dann, S. and Dann S. (2011) *E-marketing: theory and application*, Palgrave MacMillan. Chapter 11, p.315. ISBN 9780230203969.

De Clercq D., Fried V.H., Lehtonen O. and Sapienza H.J (2006), *An Entrepreneur's Guide to the Venture Capital Galaxy*, Academy of Management Perspectives, August, 90-110.

Fisher G. (2012) Effectuation, Causation, and Bricolage: A Behavioral Comparison of Emerging Theories in Entrepreneurship Research, *Entrepreneurship Theory and Practice*, September, 1019-1051.

Hisrich Robert D. (2013) *International Entrepreneurship: starting, developing, and managing a global venture*, Sage Publication, Inc., 2nd ed. ISBN 978-1-4522-1739-0.

Hollensen, S., 2010, *Global Marketing: A decision-oriented approach*, 5th edition London: Financial Times Prentice Hall, Chapter 7, p.233. ISBN 9780273726227.

- Johnson J. and Tellis G.J. (2008) Drivers of Success for Market Entry into China and India, *Journal of Marketing*, 72, 1-13.
- Leung A., Zhang J., Wong P.K. and Foo M.D. (2006), The Use of Networks in Human Resource acquisition for Entrepreneurial Firms: Multiple "Fit" Considerations, *Journal of Business Venturing*, 21, 664-686.
- Oviatt B. M. and McDougall P.P. (1994) Toward a Theory of International New Ventures. *Journal of International Business Studies*, 25(1), 45-64.
- Prashantham S. and Dhanaraj C. (2010) The Dynamic Influence of Social Capital on the International Growth of New Ventures, *Journal of Management Studies*, 47(6), 967-994.
- Reuber A.R. and Fisher E. (2011) Building International Sales in a Digitized Economy: Best Practices for SMEs, The Conference Board of Canada.
- Sarasvathy, S.D. (2001) Causation and Effectuation: Toward a Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency, *Academy of Management Review*, 26(2), 243-263.
- Schneider S.C. and Barsoux J-L.(2003), *Managing Across Cultures*, Prentice Hall, 2nd ed, Table 6.1, p.152-153.
- Zhou L., Wu W. and Luo X. (2007) Internationalization and the Performance of Born-Global SMEs: The Mediating Role of Social Networks, *Journal of International Business Studies*, 38, 673-690.