



USC Marshall

School of Business
*Loyal Greif Center for
Entrepreneurial Studies*

BAEP 499: Global Entrepreneurship

Syllabus - Spring 2013 - Thursdays 10am-12pm

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COURSE DESCRIPTION

The course addresses entrepreneurship activities that cross national boundaries and examines the complex environment of global entrepreneurship. The program of study blends theory with practical experiences in real businesses and provides an opportunity for students to develop their own business proposals in the global arena.

Global Entrepreneurship (GE) is a course targeted towards students who plan to engage in entrepreneurial ventures across the world. The course is designed to prepare students for their career as: founders of, or early hires in, global ventures; investors in, or advisors to, global ventures; managers of global ventures within existing corporations.

COURSE LEARNING OBJECTIVES

The objective of the course is to develop the knowledge, skills and attitudes that are needed to successfully launch a global venture, or manage the internationalization of an early stage venture. The specific learning objectives are:

1. Develop an understanding of the fundamental concepts, theories, and practices employed in the field of international entrepreneurship and of the role entrepreneurship plays in the global economy and society.
2. Develop an understanding of a typology of global opportunities that are created on account of historical, economic, political, social, and cultural differences among national contexts, and develop skills to identify and screen global opportunities.
3. Develop an understanding of global ventures, which have customers and suppliers spread across multiple countries across the globe, and examine the various entry modes entrepreneurs use to enter global business.
4. Develop integrative problem solving tools and frameworks with which to assess the various strategic issues in global entrepreneurship, avoid common mistakes, and execute global opportunities successfully.
5. Develop your oral and written communication skills by learning to craft an effective concept statement for a global venture, develop an in-depth global opportunity analysis, and deliver a persuasive business pitch.

To achieve these objectives, a combination of methods will be used in the course, including lectures, case studies, individual and team projects, student presentations, and guest speakers.

REQUIRED MATERIALS *(provisional list)*

Cases:

- Innocent Drinks (HBS Case: #805031)
- To JV or Not to JV? That is the Question (HBS Case: #807118)
- San Francisco Coffee House (Ivey Case: #9B08A013)
- NeoGenius Co., Ltd. (Ivey Case: #907M11)
- Ferro Industries – Exporting Challenges in a Small Firm (Ivey Case: #9B11M115)
- Genicon: A surgical strike into emerging markets (Ivey Case: 9B10M041)
- Fiji Water (Ivey Case: #9B09A008)
- E+CO (Ivey Case: #9B07M059)

Available through HBS Press at <http://hbsp.harvard.edu> (estimated price of each case: \$4)

Book/Report:

- Global Entrepreneurship Monitor 2013 Global Report. GEM Consortium, 2013. (<http://www.gemconsortium.org/docs/3106/gem-2013-global-report>)
- Global Entrepreneurship and Successful Growth Strategies for Early-Stage Companies. World Economic Forum, 2011. (<http://www.weforum.org/issues/global-entrepreneurship>)

Articles:

- Ghemawat, P. (2007). Managing differences. *Harvard Business Review*, 85(3), 58-68.
- Isenberg, D. J. (2008). The global entrepreneur. *Harvard Business Review*, 86(12), 107-111
- Kuemmerle, W. (2005). Entrepreneur's path to global expansion. *MIT Sloan Management Review*, 46(2), 42-49.
- Lim, D. S. K., Morse, E. A., Mitchell, R. K., and Seawright, K. K. (2010). Institutional environment and entrepreneurial cognitions: A comparative business systems perspective. *Entrepreneurship Theory and Practice*, 34(3), 491-516.
- Oviatt, B., and McDougall, P., (2005). Defining international entrepreneurship and modelling the speed of internationalization. *Entrepreneurship Theory and Practice*, 29(5), 537-553.

It is your responsibility to find/purchase/download the articles.

Additional Readings: Additional readings and cases on issues related to the course topics are provided free of charge in class or in Blackboard.

GRADING AND ASSIGNMENTS

To achieve an A or A- in this class, you will need to go above and beyond the requirements as stated in the syllabus and assignment instructions. All assignments will have complete instructions available in BB and be discussed in class before they are due.

Final grades represent how you perform in the class relative to other students. Your grade will not be based on a mandated target, but on your performance. Your final grade will be assigned based on your total points from the various assignments and other course evaluation components (listed below), the overall average points within the class, and your ranking among all students in the class. Historically, the average grade for undergraduate classes at the Marshall School has been 3.0 for required classes and 3.3 (B+) for electives.

If you have any questions about your grade during the semester, please make an appointment to see me to discuss your concerns within two weeks of the grades being posted. Do not wait until the end of the semester to do so! Your final grade is based on an evaluation of the following assignments:

ASSIGNMENTS	POINTS	% OF GRADE
<u>PARTICIPATION</u>	<u>100</u>	<u>10%</u>
- Questionnaire, in-class discussion and contribution	Individual	
<u>GLOBAL OPPORTUNITY SCAVENGER HUNT</u>	<u>200</u>	<u>20%</u>
- Opportunity deck and pitch	Individual	
<u>INTERNATIONAL ENTREPRENEUR INTERVIEW</u>	<u>200</u>	<u>20%</u>
- Report	Individual	
<u>ENTREPRENEURSHIP ENVIRONMENT PROFILING</u>	<u>200</u>	<u>20%</u>
- Country profile and presentation	Individual	
<u>THE GLOBAL OPPORTUNITY PROJECT</u>	<u>300</u>	<u>30%</u>
- Team memorandum	Team	20
- Presentation	Team	100
- Final report	Team	150
- Peer Evaluation	Individual	30
TOTAL	1000	100%

Course assignments

There are four assignments in this course. Detailed instructions for these assignments will be distributed separately, and the deadlines are listed in the class schedule at the end of this syllabus.

- **Global Opportunity Scavenger Hunt** (an individual assignment): You will identify a unique global opportunity in the market and share the thought process underlying your choice with the class.
- **International Entrepreneur Interview** (an individual assignment): You will find and interview an international entrepreneur who you do not know and provide a written analysis of what you learned.
- **Entrepreneurial Environment Profiling** (an individual assignment): You will research the entrepreneurial environment of a country of your choice, prepare a country profile report, and present it to the class
- **The Global Opportunity Project** (a team assignment): You will identify a global entrepreneurial opportunity, conduct a research of the cultural and institutional contexts as well as the industry and market, and present the related business concept.

COURSE CALENDAR/READINGS/CLASS SESSIONS

Our class schedule and assignments by session appear on the course website on Blackboard and are the most up-to-date version of our course. Please check the course site regularly (at least once per week) for this information and other updates.

DATE	TOPICS	READINGS	ASSIGNMENTS
WEEK 1			
Jan 16	Developing a framework for international entrepreneurship		
WEEK 2			
Jan 23	Global Entrepreneur	<i>Article:</i> The Global Entrepreneur	BAEP 499 Questionnaire due
WEEK 3			
Jan 30	Global Entrepreneurship Environment	<i>Report:</i> GEM 2012 Annual Report <i>Case:</i> NeoGenius	
WEEK 4			
Feb 6	Global Entrepreneurship Environment	<i>Case:</i> San Francisco Coffee House	International Entrepreneur Interview report due
WEEK 5			
Feb 13	Global Opportunities Living Case 1 (India, Africa)	<i>Report:</i> WEF Report on Global Entrepreneurship	
WEEK 6			
Feb 20	Global Opportunities	<i>Case:</i> Innocent Drinks	
WEEK 7			
Feb 27	Global Opportunities (Pitch)		Global Opportunity Scavenger Hunt report due
WEEK 8			
Mar 6	Going Global- Living Case 2 (France, Japan, and USA)	<i>Article:</i> Entrepreneur's path to global expansion	Opportunity Project–Team Memorandum due
Week 9 (Mar 13)			
	Going Global--Exporting	<i>Case:</i> Ferro Industries	

WEEK 10 (Mar 27)			
	Going Global Living Case 3 (South America)		Entrepreneurship Environment Profile Report Due
WEEK 11 (Apr 3)			
	Accessing global resources--global sourcing	<i>Case:</i> To JV or Not to JV? That is the Question	
WEEK 12 (Apr 10)			
	Cross-cultural management Living Case 4 (Canada, Germany, UK, USA)	<i>Article:</i> Managing Differences <i>Case:</i> E+CO	
WEEK 13 (Apr 17)			
	Legal and ethics issues in global entrepreneurship	<i>Case:</i> Fiji Water	
WEEK 14 (Apr 24)			
	Global Opportunity Project (Presentations)		
WEEK 15 (May 1)			
	BAEP 499: concluding thoughts Living Case 5 (Korea, China)		Global Opportunity Project Final Report due