

IE SCHOLAR NETWORK

INTERNATIONAL ENTREPRENEURSHIP – ONLINE COURSE

DETAILED COURSE INSTRUCTIONS

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AIMS AND OBJECTIVES

This online course is designed to provide students with an understanding of the international entrepreneurship area. It does this through familiarising PhD students with both classical and latest articles of international entrepreneurship, which is typically viewed as an important subject area of international management and strategy.

READING MATERIAL

The reading material for this course comprises journal publications listed below. Students are expected to make themselves familiar with the articles before each of the classes. This is important in order to actively participate in the online discussions and ask questions so as to understand fully the material discussed. Publications such as the *Financial Times* and *the Economist* regularly publish articles related to international entrepreneurial issues and reading of this material is also expected to identify the link between ‘theory’ and ‘practice’ for PhD students. However, the emphasis in this course and the reading material is on academic articles.

PREREQUISITES

None. A familiarisation with broader international business and entrepreneurship themes is advised but not required.

TEACHING AND LEARNING METHODS

This 20-hour course runs over ten weeks, with one session of two hours each week. The course is based on interactive online lectures to provide students with the major theoretical models and notions behind international entrepreneurship. Emphasis is provided on individual work and learning participation.

ASSIGNMENTS AND EVALUATION

Assignment 1: 20 % - Written review for the assigned readings for any two classes 2-9 i.e. except the introductory class 1 (Due on the day of the first class, e.g. due on Class 2 if it refers to readings of classes 2) - about 1,500 words

- Writing up a summary of the main arguments, a critique, and future research possibilities for each article assigned for two sessions
- Each article review should be approximately 150 words
- You are advised to focus on sessions that help you in dealing with the remaining assignments

Assignment 2: 10% - Initial research topic identification for a term paper (Due on Class 9) – about 1,000 words

This assignment entails providing a topic for the conceptual term paper (assignment 3); more specifically:

- Identifying a research topic relating to international entrepreneurship.
- Justifying the need for addressing this topic based on what we know from the existing literature
- Providing an outline of the structure of the conceptual term paper
- Ideally, providing any conceptual insight / nuance / proposition you have already identified as the key argument of the paper

Assignment 3: 50% - A conceptual term paper based on the topic identified in assignment 2 (Due 6 weeks from the end of the course) – about 6,000 words, excluding tables and references

This is the core assignment for this course and entails:

- Developing a conceptual article on a topic relating to international entrepreneurship
- The objective is to attempt to build or refine new theory – perhaps identifying the gap(s) identified through assignment 1 that you find most fascinating / intriguing
- The aim is to jumpstart your publishing career by allowing you to prepare a paper that could become a credible submission to either the relevant track of a major conference (e.g. Academy of International Business) or to a specialist conference (e.g. the Babson-Kaufmann research conference series)
- Furthermore, this exercise will potentially yield a set of testable ideas for future quantitative work or a preliminary set of ideas that could be theoretically elaborated using qualitative research
- The paper must be written in the tone and manner of the *Academy of Management Review*; also follow that journal's formatting rules

Assignment 4: 20% - Class discussion

Students will be rewarded for consistent and meaningful participation; quality matters more than quantity.

COURSE OUTLINE

Class 1

Foundations of International Entrepreneurship, the 'International New Venture'

Topics to be included: The international entrepreneurial firm: the 'international new venture' (or 'born global firm') and its success factors; international entrepreneurship at the crossroads of different theoretical streams; the 'born-again-global' firm.

Readings:

McDougall, P.P. (1989), International versus domestic entrepreneurship: New venture strategic behavior and industry structure. *Journal of Business Venturing*, 4, pp. 387-400.

McDougall, P.P., Shane S. and Oviatt B.M. (1994), Explaining the formation of international new ventures: The limits of theories from international business research. *Journal of Business Venturing*, 9, pp. 469-487.

Bell, J., McNaughton R. and Young S. (2001), 'Born-again-global' firms: An extension to the 'born-global' phenomenon. *Journal of International Management*, 7(3), pp.173-189

Keupp, M.M. and Gassmann, O. (2009), The past and future of international entrepreneurship: A review and suggestions for developing the field. *Journal of Management*, 35, pp. 600-633.

Jones, M.V., Coviello N. and Tang Y.K. (2011), International entrepreneurship research (1989-2009): A domain ontology and thematic analysis. *Journal of Business Venturing*, 26, pp. 632-659.

Class 2

The Internal Context of International Entrepreneurship

Topics to be included: Facilitating organizational factors of international entrepreneurship; the international entrepreneurial culture; the notion of opportunity in international entrepreneurship.

Readings:

Oviatt, B.M. and McDougall P.P. (1995), Global start-ups: Entrepreneurs on a worldwide stage. *Academy of Management Executive*, 9(2), pp. 30-43.

Reuber, A.R. and Fischer E. (1997), The influence of the management team's international experience on the internationalization behaviors of SMEs. *Journal of International Business Studies*, 28, pp. 807-825.

Oviatt, B.M. and McDougall, PP. (2005), Defining International Entrepreneurship and Modeling the Speed of Internationalization. *Entrepreneurship Theory and Practice*, 29, pp. 537-554.

Ellis, P.D. (2011), Social ties and international entrepreneurship: Opportunities and constraints affecting firm internationalization. *Journal of International Business Studies*, 42, pp. 99-127.

Dimitratos, P., Voudouris I., Plakoyiannaki E. and Nakos G. (2012), International entrepreneurial culture: Toward a comprehensive opportunity-based operationalization of international entrepreneurship. *International Business Review*, 21, pp. 708-721.

Class 3

The External Context of International Entrepreneurship

Topics to be included: Facilitating environmental factors of international entrepreneurship; public policy-dimensions.

Readings:

Busenitz, L.W., Gomez C. and Spencer J. W. (2000), Country institutional profiles: Unlocking entrepreneurial phenomena. *Academy of Management Journal*, 43, pp. 994-1003.

Zahra, S.A. and Garvis D.M. (2000), International corporate entrepreneurship: The moderating effect of international environmental hostility. *Journal of Business Venturing*, 15, pp. 469-492.

Bell, J., McNaughton R., Young S. and Crick D. (2003), Towards an integrative model of small firm internationalisation. *Journal of International Entrepreneurship*, 1, pp. 339-362.

Wright, M., Westhead P. and Ucbasaran D (2007), Internationalization of small and medium-sized enterprises (SMEs) and international entrepreneurship: A critique and policy implications. *Regional Studies*, 41, pp. 1013-1030

Szyliowicz, D. and Galvin T. (2010), Applying broader strokes: Extending institutional perspectives and agendas for international entrepreneurship research. *International Business Review*, 19, pp. 317-332.

Class 4

The Entry Mode Decision of International Entrepreneurial Firms

Topics to be included: Factors behind entry mode selection, the exporting-licensing-subsidiary selection; the role of the Internet. Toward a more comprehensive approach of international entrepreneurial firms: the micromultinational enterprise.

Readings:

- Burgel, O. and Murray G.C. (2000), The international market entry choices of start-up companies in high-technology industries. *Journal of International Marketing*, 8(2), pp. 33-62.
- Barrutia, J.M. and Echebarria C. (2007), A new Internet driven internationalisation framework. *Service Industries Journal*, 27, pp. 923-946.
- Brouthers, K.D. and Hennart J.-F. (2007), Boundaries of the firm: Insights from international entry mode research. *Journal of Management*, 33, pp. 395-425.
- Prashantham, S. (2011), Social capital and Indian micromultinationals. *British Journal of Management*, 22, pp. 4-20.
- Ripollés, M., Blesa A. and Monferrer D. (2012), Factors enhancing the choice of higher resource commitment entry modes in international new ventures. *International Business Review*, 21, pp. 648-666.

Class 5

The International Market Selection of International Entrepreneurial Firms

Topics to be included: Factors behind international market selection; the proactive vs. reactive approach. Toward a more comprehensive approach of international entrepreneurial firms: the 'global small' firm.

Readings:

- Andersen, O. and Buvik A. (2002), Firms' internationalization and alternative approaches to the international customer/market selection. *International Business Review*, 11, pp. 347-363.
- Jones, MV and Coviello N.E. (2005), Internationalization: Conceptualising an entrepreneurial process of behaviour in time. *Journal of International Business Studies*, 36, 284-303.
- Dimitratos, P., Plakoyiannaki E., Pitsoulaki A. and Tüselmann H.J. (2010), The global smaller firm in international entrepreneurship. *International Business Review*, 19, pp. 589-606.
- He, X. and Wei, Y. (2011), Linking market orientation to international market selection and international performance. *International Business Review*, 20, pp. 535-546.
- Papadopoulos, N. and Martín, M.O. (2011) International market selection and segmentation: Perspectives and challenges. *International Marketing Review*, 28(2), pp.132-149.

Class 6

Cross-national, Transnational and Ethnic entrepreneurship

Topics to be included: Cross-national entrepreneurship and related entrepreneurial activities; the Global Entrepreneurship Monitor (GEM) project.

Readings:

- Zhou, M. (2004), Revisiting ethnic entrepreneurship: Convergencies, controversies and conceptual advancements. *International Migration Review*, 38, pp. 1040-1074.
- Reynolds, P. Bosma N., Autio E., Hunt S., De Bono N., Servais I., Lopez-Garcia P., and Chin N. (2005), Global Entrepreneurship Monitor: Data collection design and implementation 1998-2003. *Small Business Economics*, 24, pp. 205-231.
- Constant, A. and Zimmermann K.F. (2006), The making entrepreneurs in Germany: Are native men and immigrant alike? *Small Business Economics*, 26, pp. 279-300.
- Drori, I., Honig B. and Wright, M. (2009), Transnational entrepreneurship: An emergent field of study. *Entrepreneurship: Theory and Practice*, 33, pp. 1001-1022.

Pinillos, M-J. and Reyes L. (2011), Relationship between individualist-collectivist culture and entrepreneurial activity: Evidence from Global Entrepreneurship Monitor data. *Small Business Economics*, 37, pp. 23-37.

Class 7

Family and International Entrepreneurship

Topics to be included: The role of family ownership to the internationalisation of entrepreneurial firms; historical international development of entrepreneurial family firms.

Readings:

- Puig, N and Perez P.F. A (2009), Silent revolution: The internationalisation of large Spanish family firms. *Business History*, 51, pp. 462-483.
- Casillas, J.C., Moreno A.M. and Acedo F.J. (2010), Internationalization of family Businesses: A theoretical Model Based on International Entrepreneurship Perspective. *Global Management Journal*, 2(2), pp. 16-33.
- Kontinen, T and Ojala A. (2011), Social capital in relation to the foreign market entry and post-entry operations of family SMEs. *Journal of International Entrepreneurship*, 9(2), pp. 133-151.
- Sciascia, S., Mazzola P., Astrachan J. and Pieper T. (2012), The role of family ownership in international entrepreneurship: Exploring nonlinear effects. *Small Business Economics*. 38, pp. 15-31.
- Colli, A. García-Canal E, Guillén, M.F. (2013), Family character and international entrepreneurship: A historical comparison of Italian and Spanish 'new multinationals'. *Business History*, 55, pp. 119-138.

Class 8

Entrepreneurship into/ from Emerging Markets

Topics to be included: Entrepreneurial behaviour in countries in transition; internationalisation from BRIC countries; the institutional context in emerging markets.

Readings:

- Peng, M.W. and Heath P.S. (1996), The growth of the firm in planned economies in transition: Institutions, organizations, and strategic choice. *Academy of Management Review*, 21, pp. 492-528.
- Aulakh, Preet S., Kotabe, M. and Teegan, H. (2000), Export strategies and performance of firms from emerging economies: Evidence from Brazil, Chile and Mexico. *Academy of Management Journal*, 43, pp. 342-361.
- Hoskisson, R.E., Eden L., Lau C.M. and Wright M. (2000), Strategy in Emerging Economies. *Academy of Management Journal*, 43, pp. 249-267.
- Steier, L.P. (2009), Familial capitalism in global institutional contexts: Implications for corporate governance and entrepreneurship in East Asia. *Asia Pacific Journal of Management* 26, pp. 513-535.
- Welter, F. and Smallbone D. (2011), Institutional Perspectives on Entrepreneurial Behavior in Challenging Environments. *Journal of Small Business Management*, 49(1), pp. 107-125.

Class 9

Entrepreneurship in Multinational Enterprise Subsidiaries

Topics to be included: The role of initiative in the subsidiary of the multinational enterprise; facilitating factors of entrepreneurship in the subsidiary.

Readings:

- Birkinshaw, J. (1997), Entrepreneurship in multinational corporations: The characteristics of subsidiary initiatives. *Strategic Management Journal*, 18, pp. 207-229.
- Birkinshaw J., Hood N. and Jonsson S. (1998), Building firm-specific advantages in multinational corporations: The role of subsidiary initiative. *Strategic Management Journal*, 19, pp. 221-241.
- Birkinshaw J. (1999), The determinants and consequences of subsidiary initiative in multinational corporations. *Entrepreneurship Theory and Practice*, 24(1), pp. 9-36.
- Boojihawon D.K., Dimitratos P. and Young S. (2007), Characteristics and influences of multinational subsidiary entrepreneurial culture: The case of the advertising sector, *International Business Review*, 16, pp. 549-572.
- Ambos, T.C., Andersson U. and Birkinshaw J. (2010), What are the consequences of initiative-taking in multinational subsidiaries? *Journal of International Business Studies*, 41, pp. 1099-1118.

Class 10

Methodological Issues in International Entrepreneurship Research - Review

Topics to be included: Qualitative and quantitative methodology; review of the course; discussion of conceptual term paper idea

Reading:

- Coviello, N.E and Jones M.V. (2004), Methodological issues in international entrepreneurship research. *Journal of Business Venturing*, 19, pp. 485-508.