



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

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## Trinity Business School

**MODULE NAME: International Entrepreneurship**

**ECTS:** This course carries 5 ECTS credits

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### MODULE DESCRIPTION

A discipline in its infancy, international entrepreneurship represents a relevant and current topic for international management. Oviatt and McDougall (2005) describe international entrepreneurship as “the discovery, enactment, evaluation, and exploitation of opportunities – across national borders – to create future goods and services (p. 7). As such, it integrates multiple levels of analysis, including firm-level antecedents and mechanisms of internationalisation, individual-level factors which constrain or enable the pursuit of opportunities, and institutional- and industry-level drivers of international engagement (Reuber, Knight, Liesch & Zhou, 2018).

This course explores entrepreneurial behaviour that crosses national borders. It focuses on the growth and development of the entrepreneurial firm, from initial start-up to established international venture. We address activities firms face when identifying resources and sales in different country markets, transitioning from being a co-located firm to a geographically dispersed operation and striving for competitive advantage in a complex global environment. Drawing from theories in the field of entrepreneurship, international business and strategy, we explore the internationalisation process of young entrepreneurial firms, entrepreneurial decision-making, global opportunities and challenges, international entry strategy and international venture management.

The aim of this course is to provide students with knowledge of the processes of internationalisation of SMEs and international entrepreneurship from both practical and theoretical standpoints. It will equip students with an in-depth understanding of the international growth and development processes of entrepreneurial firms from inception through to maturity, with significant emphasis awarded to the early stages of international development in the context of young firms. The course will allow students to examine the tensions and complementarities available in the pursuit and exploitation of opportunities in international markets.

### **LEARNING AND TEACHING APPROACH**

This module will be taught in a blended learning environment. This format emphasises student learning and will be interactive, collaborative and digitally oriented.

The module will be delivered in six blocks, and each block will develop a specific aspect of international entrepreneurship. Each block will provide pre-recorded material, key resources and readings, case studies, and live, real-time lectures. Scheduled sessions will include individual and group based activities to explore and develop themes related to the topic. The material is designed to integrate theoretical knowledge with the practical skills of problem-solving and analytic skills.

To meet the learning objectives, it is imperative that students actively engage with the online material in advance of lectures and come to scheduled sessions prepared. Additional support sessions may be organised if necessary. Every attempt will be made to follow inclusive practices, with resources shared through a range of mediums. Students with special accommodations or individual needs should contact the lecturer by email as early as possible to ensure their learning is facilitated.

### **LEARNING OUTCOMES**

Having successfully completed this module, the student will be able to:

1. Understand the fundamental concepts, theories and practices in the field of international entrepreneurship
2. Assess opportunities and challenges for entrepreneurs seeking to engage in international markets and when internationalising their business
3. Develop a critical understanding of the internationalisation process of an entrepreneurial firm
4. Build problem solving, theory based approaches to internationalisation planning and implementation
5. Advance independent and collaborative skills in cross-cultural teams to design and deliver strategic recommendations for international entrepreneurial firms

## RELATION TO DEGREE

This module compliments student knowledge gained in other courses on the MSc in International Management. The module will challenge students to think deeply about how a young firm engages with international customers, the transition towards an international enterprise and the challenges this may cause. The course is designed to allow students to incorporate the knowledge and learning garnered in other programme modules, such as International Business Strategy, Global Brand Management and Cross-Cultural Management, into addressing the key questions that arise for early-stage multinational companies, young firms and SMEs.

## WORKLOAD

**Table 1:** Breakdown of Workload

<b>Content</b>	<b>Indicative Number of Hours</b>
<i>Lecturing hours</i>	6
<i>Pre-class learning activities</i>	18
<i>Preparation for lectures</i>	12
<i>Group assignment</i>	45
<i>Case study reports</i>	40
<i>Individual Peer Evaluation Assignment</i>	10
<b>Total</b>	<b>120</b>

## TEXTBOOKS AND REQUIRED RESOURCES

### **Suggested core course textbook:**

This course draws upon a combination of journal articles and case studies, in addition to an academic textbook. The textbook provides more of a reference guide to the material, while the readings are required each week to support the case study. This book is available in the TCD library.

Hisrich, R.D. 2015. *International Entrepreneurship: Starting, developing, and managing a global venture* (3<sup>rd</sup> ed.), Thousand Oaks, CA: Sage Publications

Zucchella, A., Hagen, B. & Serapio, M.G. 2008. *International Entrepreneurship*. United Kingdom: Edward Elgar Publishing.

For each thematic block, a case study reading will be assigned in addition to a selection of readings for this block. Please see the module schedule below. There will also be identified additional press clippings, media review and podcasts available to students. During the course, students will be introduced to these where appropriate.

Additionally, students can independently explore the topic during the course. The leading academic journals in this area are *Journal of International Business Studies*, *Journal of Business Venturing* and *Entrepreneurship Theory and Practice*. *Harvard Business Review*, *MIT Sloan Management Review* and *California Management Review* also offer a number of key pieces which will be integrated into the course.

### **Student preparation for the module**

This module requires significant student preparation for each session. It is expected that students prepare for each live session by completing the assigned reading and, where necessary, submitting the required material. During each class session, students may be called upon to discuss the different case studies and therefore, it is imperative that all case studies are read. All sessions are intended to be interactive with in-class activities, debates and discussion.

### **COURSE COMMUNICATION**

Assignments and announcements will be given during lectures and through Blackboard. Administrative information and relevant changes (e.g., dates, times, venues, group membership, deadlines, etc.) will be posted on Blackboard. Students taking this course are responsible for

- checking their College email regularly
- checking the course Blackboard page regularly

***Please note that all course related email communication must be sent from your official TCD email address. Emails sent from other addresses will not be attended to.***

### **ASSESSMENT**

Attendance at lectures is mandatory. Students will be expected to complete pre- and post-class independent learning activities and proactively contribute in class. Assessment of the module will be demonstrated by a group assignment (40%), an individual review of peer assignment (30%) and an individual reflective essay on two case study reports (30%).

#### **Group Assignment (40%)**

The group assignment requires the delivery of a 15-minute recorded video presentation of an internationalisation plan. Students will be allocated to groups of six/seven in our first session, and the group assignment brief will be circulated and discussed. Working collaboratively in large teams, you will take on the role of consultants for a young and/or small firm with high growth potential to develop an *internationalisation plan*. Your findings should be recorded in a 15 minute presentation video with a maximum of 12 slides. Within this strategy, it is expected that you (1) evaluate different aspects of the firm readiness for internationalisation, (2) assess the international market for this firm, (3) propose the different steps and stages by which they can internationalise, taking into account distance considerations, location selection and sequencing, financial implications and trajectory of benefits expected. The criteria used to assess your analysis is included in the assignment brief and grading rubric.

Group projects play an important role in our MSc, to build relationships, leverage cross-cultural learning and knowledge sharing and maximise the diverse experience and background of our students. Team work also provides students with an opportunity to develop their communication, negotiation, coordination/time management, leadership, and listening skills. Everyone understands the stress and conflict that free-riding can cause, and so we recommend that teams have a common understanding of the goal(s) set for them for each project and generate a plan to address underperformance (should it arise) of team members right from the start. If you recognise a problem of free-riding, please bring this to my attention as soon as possible (preferably as a team). Keep in mind that a complaint can not be made about another team member once the assignment has been submitted. A group grade is awarded for this assignment.

### **Individual Assignments**

#### **Case Study Reports (15% x2) – continuous assessment**

Case study analysis and participation is a central theme and pillar of this course.

Case studies are used in three of the six sessions and a case study question is assigned before each class. Students must complete a **one-page report** (excluding cover note page and references) in response to the case study question posed below, which must be submitted to Blackboard at 5pm on the Tuesday before the class e.g. the case report on OYO Hotels is due on Tuesday, February 16<sup>th</sup> at 5pm and will be discussed in class on Thursday, February 18<sup>th</sup>.

The case report is intentionally set to be a concise and brief response to the case question. Students have the opportunity to submit all three reports and their best two will be counted towards their final grade. Students are not expected to gather information or data on the company beyond that available in the case, but additional academic reading on the topic is encouraged. The report should (1) respond to the key question/challenge posed; (2) justify the rationale for this position; (3) provide actionable recommendations/conclusions based on your research and justification.

**Marks will be deducted for any changes to font, line margins or spacing guidelines.** All assignments will be submitted through Turnitin to ensure academic integrity. The grading rubric for case study reports is available on Blackboard. Please ensure a completed cover sheet is included on every submission.

#### **Peer Review Report (30%)**

Each student will be asked to review and critique the internationalisation plan for one group (excluding their own), using the grading rubric on Blackboard. A written commentary of your analysis, including the presentation strengths, presentation weaknesses, depth of analysis and delivery of recommendation, must be submitted. It is expected that the commentary is **two-pages (maximum; excluding references)** and adheres to the submission criteria below. **Marks will be deducted for any changes to font, line margins or spacing guidelines.**

*Submission Criteria for Written Work:*

- A cover page is required, which includes student ID number, course title, title of the report (available on Blackboard).
- Please submit the essay via Blackboard. All submissions will be reviewed by Turnitin.
- All sources must be referenced using [Harvard style referencing](#).
- **Formating critera:** Calibri font, size 11, 1.5 line-spacing, normal line margin settings (2.54cm)

**GENERAL LATE SUBMISSION POLICY AND SUPPLEMENTAL EXAM**

Late submissions will be penalized by 30% for the first day, and 20% thereafter – submissions received after three days will not be accepted.

In the event of a non-medical reason for non-submission of a term assignment, a student should consult with the module leader. In the event of medical reasons, students unable to submit a term assignment must produce a medical certificate to the School of Business Studies office within three working days of the missed submission date. Certificates received after that time will not be accepted.

If a student should fail this module, a supplemental essay will be organised directly with the student. Students who take this second essay will have their module mark capped at 50%, irrespective of the result they achieve at the repeat submission.

***Plagiarism***

Plagiarism is interpreted by the University as the act of presenting the work of others as one's own work without acknowledgement, and as such, is considered to be academically fraudulent. The University considers plagiarism to be a major offence and it is subject to the disciplinary procedures of the University. The University's full statement is set out in the University Calendar, Part I, "General regulations and Information", paragraph 1.32. Students can find more information about how to avoid plagiarism in the College central repository: <http://tcd-ie.libguides.com/plagiarism>. Note that students' work will be checked for plagiarism using Turnitin software.

**MODULE SCHEDULE**

Session	Date & Delivery	Lecture & readings
1	11/02/21	<p style="text-align: center;"><b>Theoretical foundations of international entrepreneurship</b></p> <p>Key topics:</p> <ul style="list-style-type: none"> <li>• The who, what and why of international entrepreneurship</li> <li>• Enablers and challenges of internationalisation</li> </ul> <p><b>Additional Readings:</b>            Yoder, S., Visich, J.K. &amp; Rustambekov, E. 2016. Lessons learned from international expansions and failures. <i>Business Horizons</i>, March 2016</p> <p>Sull, D.N. 2004. Disciplined Entrepreneurship. <i>MIT Sloan Management Review</i>, Fall 2004</p> <p>Jones, M.V., Coviello, N. &amp; Tand, Y.K. (2011). International entrepreneurship research (1989-2009): A domain ontology and thematic analysis. <i>Journal of Business Venturing</i>, 26(6):632-659</p>
2	18/02/21	<p style="text-align: center;"><b>Sensing and Seizing International Opportunities</b></p> <p>Key topics:</p> <ul style="list-style-type: none"> <li>• Global opportunities</li> <li>• Strategic decisions for internationalisation</li> </ul> <p><b>Case Study Reading:</b>  <i>OYO: A New Global Chain of Hotels Emerge. Available on Blackboard</i></p> <p><b>Additional Readings:</b>            Alvarez, S. &amp; Barney, J. (2007). Discovery and creation: Alternative theories of entrepreneurial action. <i>Strategic Entrepreneurship Journal</i>, 1(1): 11-26.</p> <p>Kuemmerle, W. 2005. The entrepreneur's path to global expansion. <i>MIT Sloan Management Review</i>, Winter 2005.</p>
3	04/03/21	<p style="text-align: center;"><b>Process of building and managing the international entrepreneurial firm I</b></p> <p>Key topics:</p> <ul style="list-style-type: none"> <li>• Location selection &amp; sequencing</li> <li>• Distance across markets</li> </ul> <p><b>Case Study Reading:</b>  <i>FILLi Café: Going Global. Available on Blackboard</i></p>

		<p><b>Additional Readings:</b>  Ghemawat, P. Distance still matters: The hard reality of global expansion. <i>Harvard Business Review</i>, September 2001.</p> <p>Szulanski, G. &amp; Winter, S. 2002. Getting it right the second time. <i>Harvard Business Review</i>, January 2002</p>
4	11/03/21	<p><b>Process of building and managing the international entrepreneurial firm II</b></p> <p>Key topics:</p> <ul style="list-style-type: none"> <li>• Growing globally</li> <li>• Speed, scope and timing</li> </ul> <p><b>Case Study Reading:</b>  <i>Qualtrics: Rapid international expansion. Available on Blackboard</i></p> <p><b>Additional Readings:</b>  Monaghan, S. &amp; Tippmann, E. 2018. Becoming a multinational enterprise: Using industry recipes to achieve rapid multinationalization. <i>Journal of International Business Studies</i>, 49(4): 473-495</p> <p>Bingham, C. &amp; Davis, J. 2012. Learning how to grow globally. <i>MIT Sloan Management Review</i>, Spring 2012.</p>
5	22/03/21	<p style="text-align: center;"><b>GUEST LECTURE</b></p> <p style="text-align: center;"><b><i>GLOBAL SOCIAL ENTREPRENEURSHIP</i></b></p>
6	08/04/21	<p><b>Contemporary Challenges for International Entrepreneurship</b></p> <p>Key topics</p> <ul style="list-style-type: none"> <li>• Digital entrepreneurship</li> <li>• Scaling</li> </ul> <p><b>Additional Readings:</b>  Sullivan, T. 2016. Blitzscaling. <i>Harvard Business Review</i>, April 2016</p> <p>Brennan, L. How Netflix expanded to 190 countries in 7 years. <i>Harvard Business Review</i>, October 2018.</p>
12/04/21		<b>Group Recorded Presentation Due</b>
30/04/21		<b>Peer Review Report (Individual) Due</b>



## BIOGRAPHICAL NOTE:



Dr. **Sinéad Monaghan** is Associate Professor of International Business and Global Strategy in Trinity Business School and Director of the MSc in International Management.

Her research operates at the nexus of international business, international entrepreneurship and economic geography and centres on the process of firm internationalisation and global scaling. Sinéad's work has received significant interest within the academic community with publications in the *Journal of International Business Studies*, *British Journal of Management*, *Journal of Business Research*, and *International Journal of Manpower*. In 2012, she was awarded the 'Neil Hood and Stephen Young Prize for the Most Original New Work' (2012) by the Academy of International Business and served as a Government of Ireland Doctoral Scholar in the University of Limerick (2010-13).

She has taught in the areas of International Business, Global Management and Strategy, International Entrepreneurship and International Human Resource Management at graduate and post-graduate levels and has delivered distinguished lectures and invited presentations at a number of leading international universities. She has published a number of teaching cases on the strategic internationalisation decisions of small, entrepreneurial firms. Prior to Trinity, Sinéad worked as an Assistant Professor at Rutgers Business School, New Jersey (2014-2018) and in 2016, she held a visiting position in University College Dublin.