

National Research University - Higher School of Economics

Faculty of World Economy and International Affairs

Course Syllabus and Description

International Entrepreneurship

Master of International Business Program

38.04.02 Management

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INTERNATIONAL ENTREPRENEURSHIP

COURSE DESCRIPTION

The course syllabus sets minimal requirements for student's knowledge and skills and determines the content and forms of study and performance evaluation.

The course syllabus is designed and suitable for faculty teaching this course, teaching assistants and students studying in the Master of International Business program.

The syllabus is developed according to:

- the standard educational requirements of «National Research University «Higher School of Economics» (HSE) for the Degree code 38.04.02 in Management;
- the Master of International Business program curriculum.

Pre-requisites: The following prerequisites are required for this course:

- International marketing
- Financial and managerial accounting
- Strategic management of international companies
- International financial management
- International business research
- International corporate finance
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THIS COURSE IS AVAILABLE TO MIB STUDENTS ONLY

Course type: elective

Abstract: Starting and managing a new business is a risky albeit potentially rewarding undertaking. The complexity and challenges (as well as the potential payoffs) facing entrepreneurs and business managers vary across different countries and are even greater when their business ventures are international in scope.

Students will be exposed to the concepts of international entrepreneurship through lecture, classroom discussion, cases and master classes. The focus of the course is the development of knowledge and skills helpful in identifying and pursuing entrepreneurial opportunities in a global setting.

LEARNING OBJECTIVES

- To provide students with the basic understanding of the process of conceiving, creating, and managing an entrepreneurial venture in the international context;
- To introduce students to different ways of going international and business formats of new ventures in different countries;
- To train students to identify both domestic and foreign business opportunities and provide them with firsthand experiences by introducing them to international environment;
- To support those students capable of launching international new ventures as the direct result of their progress through the course;
- To become a field laboratory for student teams working on international entrepreneurship projects and planning to launch businesses in foreign countries.

The goal of this course is to facilitate the development of skills and a knowledge base that will enhance student's ability to more effectively understand, interpret and engage in entrepreneurial acts and new venture creation in the international environment.

LEARNING OUTCOMES

As a result of the course, the student should have:

- Knowledge: of main theories, core concepts, processes and issues in international entrepreneurship and new venture creation;
- Awareness: motives and entry modes of going global;
- Ability: evaluate opportunities for entrepreneurship in a global context;
- Skills: develop an opportunity plan and a business plan of a new international venture.

After taking this course students should have a solid understanding of core concepts, processes and issues in entrepreneurship and new venture creation and a greater awareness of strategies and processes of going global. The course will help students to develop and apply skills in creating a new venture proposal, an opportunity identification plan and a business plan including the requisite research, analytical/evaluative and presentation skills.

After taking this class students should be able to:

- Assess the conditions for entrepreneurship in various countries;
- Identify opportunities for a new venture in an international context;
- Develop an opportunity plan and a business plan for their own ideas.

As a result of the course, the student should possess the following competences:

General (Common) Competences

Competence	Descriptors – main features of learning (achievement criteria)	Forms and methods of study. Evaluation methodology
Ability to estimate and revise the existing theoretical and practical approaches to starting and growing international businesses.	Able to critically evaluate the content and outcomes of contemporary international entrepreneurship theories and concepts. Able to apply the outcomes of the research in the changing global environment.	Lectures Discussions
Ability to generate new ideas and evaluate opportunities, creativity and leadership	Able to identify feasible ideas, provide evidences in their support, articulate thoughts and speak in public on professional topics.	Group discussions and projects

Special (Subject-oriented) Competences

Competence	Descriptors – main features of learning (achievement criteria)	Forms and methods of study. Evaluation methodology
Able to polish up and develop an intellectual and cultural level and build a carrier path.	Uses theoretical knowledge and practical skills in doing a feasibility study and developing a business plan.	Lectures Presentations Group discussions
Ability to utilize knowledge about the "whys" and the "hows" of going international in future entrepreneurship activities and social life.	Able to evaluate international business environment, find opportunities, make decisions on the most appropriate entry strategy, location choice, business formats, sources of financing while developing an effective business plan.	Discussions Business plan preparation and defense

COURSE PLAN

The course consists of three parts. The first part gives theoretical backgrounds of entrepreneurship and international entrepreneurship. Issues to be considered are theories of entrepreneurship and international entrepreneurship, important definitional attributes of entrepreneurship and international entrepreneurship as new venture creation and development, entrepreneurial vision, entrepreneurship ideas and their sources, global opportunities and their identification.

The second part provides main dimensions of international entrepreneurship. The questions to be answered in this section are: why do we go global, what are we going to internationalize, where are we looking for opportunities, how are we planning to enter a foreign market? This part also covers various forces of the international business environment and their features.

The third part describes the process on a new venture creation in a global context and guides through the stages of development of an opportunity analysis plan and a global business plan for the new venture. Examined questions include most important problems of assembling the international entrepreneurial venture and purpose, main aspects, typical structure, do's and don'ts of the global business plan.

1. Theoretical backgrounds of entrepreneurship and international entrepreneurship

The history of entrepreneurial theory. Summary of important definitional attributes. The fundamental issues of entrepreneurship. Characteristics of entrepreneurs. The entrepreneurial vision. The entrepreneurial process. Entrepreneurship as new venture creation and development. New venture ideas. Sources of venture opportunities. Recognizing and screening opportunities. Critical factors for starting a new venture. International versus domestic entrepreneurship. Global opportunities and their identification.

2. Dimensions of international entrepreneurship

Why, Where, What and How to internationalize. Motivations and strategic effects of going global. The entrepreneurial environment. Controllable and uncontrollable forces. Main characteristics of economic, political, cultural, technological, physical, financial and legal business environment for entrepreneurs.

3. Entry strategies of going international

Developing a new product or service. Buying a franchise. Exploiting partial momentum from an existing product or service. Finding sponsorship. Acquiring a going concern. Advantages and disadvantages of different strategies of going international. Making strategic decisions in a global context.

4. Stages of new venture creation in international context

Creating a team. Taking on a business partner. Marketing strategies. Location. Financing. Legal structures for enterprises. Resource requirements. Obtaining risk capital. The deal: valuation, structure and negotiation. Obtaining debt capital. Intellectual property issues.

5. Developing a global business plan: structure and key elements

Opportunity identification and analysis. The opportunity evaluation process. Matching capabilities and opportunities. Sections of a feasibility plan. Reasons for writing a business plan. The What, Whether, and Why of the business plan. The executive summary. The company's identity. Analyzing the environmental situation and the market opportunity. Formulating a marketing strategy. The financial plan format. Pricing, budgeting and start-up costs. Money sources for the entrepreneur. Pitfalls of effective planning.

Breakdown of topics and hours

№	Topic	Hours total	Contact Hours			Homework
			Lectures	Seminars	Total	
1	Theoretical backgrounds of entrepreneurship and international entrepreneurship	26	8		8	18
2	Dimensions of international entrepreneurship	26	4	4	8	18
3	Entry strategies of going international	52	8	4	12	40
4	Stages of new venture creation in international context	46	8	4	12	34
5	Developing a global business plan: structure and key elements	52	8	8	16	36
Overall total:		216	36	20	56	160

READING LIST

We will use:

- 1) Books and textbooks of foreign authors.
- 2) Research articles of foreign authors.
- 3) Video materials

- 4) Instructions provided by the lector.

1. Theoretical backgrounds of entrepreneurship and international entrepreneurship

Recommended readings (compulsory):

1. Hisrich, R.D. International Entrepreneurship. Starting, Developing and Managing a Global Venture (2nd ed.) (2013). SAGE Publications Inc.
2. Timmons, J.A., Spinelli, s. New Venture Creation: Entrepreneurship for the 21st Century (6 ed.) (2004). McGraw-Hill/Irwin.

Recommended readings (additional):

1. Handbook of research on international entrepreneurship (2004).Cheltenham; Northampton Edward Elgar.
2. Samli, A. C. International Entrepreneurship. Innovative Solutions for a Fragile Planet (2009). Springer Science.
3. Bygrave, W.D., Zacharakis, A. The Portable MBA in Entrepreneurship (4th ed.) (2010). John Willey & Sons, Inc.
4. Fry, F.L. Entrepreneurship: A Planning Approach (1993). West Publishing Company.
5. McMullan, W.E., Long, W.A. Developing New Ventures. The Entrepreneurial Option (1990). Harcourt Brace Jovanovich, Publishers.
6. Journal of international business studies ISSN: 0047-2506 Online ISSN: 1478-6990 Publisher: Palgrave Macmillan Ltd. ProQuest Legacy ABI/INFORM Global 1987 to present (Embargo: 1 year)
7. The Oxford Handbook of International Business (2 ed.) (2009). Edited by Alan M. Rugman. Oxford University Press.

2. Dimensions of international entrepreneurship

Recommended readings (compulsory):

1. Hisrich, R.D. International Entrepreneurship. Starting, Developing and Managing a Global Venture (2nd ed.) (2013). SAGE Publications Inc.
2. Timmons, J.A., Spinelli, s. New Venture Creation: Entrepreneurship for the 21st Century (6 ed.) (2004). McGraw-Hill/Irwin.
3. www.gemconsortium.org

Recommended readings (additional)

1. Shepherd D. A., Katz J. A. International entrepreneurship. (2005). Amsterdam [etc.], Elsevier.
2. Oviatt, B.M, McDougal, P. (1997). Challenges for Internationalization Process Theory: The Case of International New Ventures. Management International review, Vol 37, No. 2 Special Issue, pp. 85-99.
3. Parmentola A. The Internationalization Strategy of New Chinese Multinationals: Determinants and Evolution. International Journal of Management Vol. 28 No. 1 Part 2 Mar 2011
4. Lecerf, M-A. Internationalization and Innovation: The Effects of a Strategy Mix on the Economic Performance of French SMEs. International Business Research. 5. 6. (Jun 2012): 2-13.
5. Sliwinski, R. Internationalization strategies of Polish fast growing enterprises. The Poznan University of Economics Review. 2012, #12.1, pp. 17-39.

6. Samli, A. C. International Entrepreneurship. Innovative Solutions for a Fragile Planet (2009). Springer Science.
7. Bygrave, W.D., Zacharakis, A. The Portable MBA in Entrepreneurship (4th ed.) (2010). John Willey & Sons, Inc.
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9. Journal of international business studies ISSN: 0047-2506 Online ISSN: 1478-6990 Publisher: Palgrave Macmillan Ltd. ProQuest Legacy ABI/INFORM Global 1987 to present (Embargo: 1 year)
10. The Oxford Handbook of International Business (2 ed.) (2009). Edited by Alan M. Rugman. Oxford University Press.

3. Entry strategies of going international

Recommended readings (compulsory):

1. Hisrich, R.D. International Entrepreneurship. Starting, Developing and Managing a Global Venture (2nd ed.) (2013). SAGE Publications Inc.
2. Timmons, J.A., Spinelli, s. New Venture Creation: Entrepreneurship for the 21st Century (6 ed.) (2004). McGraw-Hill/Irwin.

Recommended readings (additional):

1. Samli, A. C. International Entrepreneurship. Innovative Solutions for a Fragile Planet (2009). Springer Science.
2. Shepherd D. A., Katz J. A. International entrepreneurship. (2005). Amsterdam [etc.], Elsevier.
3. Bygrave, W.D., Zacharakis, A. The Portable MBA in Entrepreneurship (4th ed.) (2010). John Willey & Sons, Inc.
4. McMullan, W.E., Long, W.A. Developing New Ventures. The Entrepreneurial Option (1990). Harcourt Brace Jovanovich, Publishers.
5. Journal of international business studies ISSN: 0047-2506 Online ISSN: 1478-6990 Publisher: Palgrave Macmillan Ltd. ProQuest Legacy ABI/INFORM Global 1987 to present (Embargo: 1 year)
6. The Oxford Handbook of International Business (2 ed.) (2009). Edited by Alan M. Rugman. Oxford University Press.

4. Stages of new venture creation in international context

Recommended readings (compulsory):

1. Hisrich, R.D. International Entrepreneurship. Starting, Developing and Managing a Global Venture (2nd ed.) (2013). SAGE Publications Inc.
2. Timmons, J.A., Spinelli, s. New Venture Creation: Entrepreneurship for the 21st Century (6 ed.) (2004). McGraw-Hill/Irwin.

Recommended readings (additional):

1. Harvey S. James, Murray Weidenbaum. When Business Cross International Borders: Strategic Alliances and Their Alternatives. – Praeger, USA, 1993.
2. Samli, A. C. International Entrepreneurship. Innovative Solutions for a Fragile Planet (2009). Springer Science.

3. Shepherd D. A., Katz J. A. International entrepreneurship. (2005). Amsterdam [etc.], Elsevier.
4. Bygrave, W.D., Zacharakis, A. The Portable MBA in Entrepreneurship (4th ed.) (2010). John Willey & Sons, Inc.
5. Fry, F.L. Entrepreneurship: A Planning Approach (1993). West Publishing Company.
6. Journal of international business studies ISSN: 0047-2506 Online ISSN: 1478-6990 Publisher: Palgrave Macmillan Ltd. ProQuest Legacy ABI/INFORM Global 1987 to present (Embargo: 1 year)
7. The Oxford Handbook of International Business (2 ed.) (2009). Edited by Alan M. Rugman. Oxford University Press.

5. Developing a global business plan: structure and key elements

Recommended readings (compulsory):

1. Hisrich, R.D. International Entrepreneurship. Starting, Developing and Managing a Global Venture (2nd ed.) (2013). SAGE Publications Inc.
2. Timmons, J.A., Spinelli, s. New Venture Creation: Entrepreneurship for the 21st Century (6 ed.) (2004). McGraw-Hill/Irwin.

Recommended readings (additional):

1. Berry, T. Hurdle: The Book on Business Planning (2006). Palo Alto Software, Inc,
2. Abrams, R. Successful Business Plan: Secrets & Strategies (2010). Planning Shop
3. Daems, H. Business planning and financing (2005). AuthorHouse.
4. Friend, G. Guide to business planning (2004). The Economist.
5. Shepherd D. A., Katz J. A .International entrepreneurship. (2005). Amsterdam [etc.], Elsevier.
6. Bygrave, W.D., Zacharakis, A. The Portable MBA in Entrepreneurship (4th ed.) (2010). John Willey & Sons, Inc.
7. Fry, F.L. Entrepreneurship: A Planning Approach (1993). West Publishing Company.
8. Journal of international business studies ISSN: 0047-2506 Online ISSN: 1478-6990 Publisher: Palgrave Macmillan Ltd. ProQuest Legacy ABI/INFORM Global 1987 to present (Embargo: 1 year)
9. The Oxford Handbook of International Business (2 ed.) (2009). Edited by Alan M. Rugman. Oxford University Press.

GRADING SYSTEM

The class will meet twice a week for 4 hours. Typically, there will be lectures and discussions of the material covered in the corresponding section. Attendance and participation in the classes are required. The course concludes with a final presentation of the business plan.

Methods of evaluation:

The final grade on the course will comprise the following:

- Classroom participation – 30%;
- Interview with an entrepreneur – 15%;
- Critique of another team's venture – 15%;
- Final business plan presentation – 40%

For each of the above aspects of evaluation the student receives, correspondingly, on a 10-point scale:

- For classroom participation - $0.3 \times Q1$;
- For interview with an entrepreneur - $0.15 \times Q2$;
- For critique of another team's venture - $0.15 \times Q2$;
- For final business plan presentation - $0.4 \times Q2$
where $Q1, Q2, Q3$ are grades on a 10-point scale.

GUIDELINES FOR KNOWLEDGE ASSESSMENT

The students will investigate, understand, and internalize the process of founding a startup firm abroad. Following a pattern they will concentrate on the following areas: searching the environment for new venture opportunities; matching individual skills with a new venture; evaluating the viability of the new venture; financing; start up; and operating a new international venture.

The focus of the course is the development of a plan for a new business. The major piece of assessment will involve the development of a proposal for a new venture by teams of 3 to 4 students. Each team member must provide the team with an idea for a new business or the expansion of an existing business. The team will select the one idea it believes would make the most viable business. Students will then develop a feasibility study and a tentative business plan of their own international project.

Each team will make two oral presentations and a written outline in addition to the final plan. The final plan must be of a quality acceptable to a venture capitalist, bank loan officer, and an experienced private investor. Students are encouraged to use electronic spreadsheet to produce the business plan.

Each team will write a 500 word critique of another teams outline and preliminary presentation of its new venture.

Through lectures, cases (written and video), guest speakers, exercises, and student business plan development, the course simulates the entrepreneurial process. The course will enable the student to evaluate their own desire and prospects for a career as an entrepreneur. By doing so the course (1) inspires the students to become entrepreneurs and (2) provides the aspiring entrepreneur with a framework for selecting, funding, and starting their own business. In a highly competitive environment this course provides tools and insights which improves the chances for success as an entrepreneur.