



Carleton
University

Sprott
School of Business

**BUSI 4710A International New Ventures
Winter 2025**

Professor: [Diane A. Isabelle](#), PEng, MBA, PhD
Office: 7025 Nicol Bldg
Office Hours: By appointment
Email: diane.isabelle@carleton.ca
LinkedIn: [DianeAIsabelle](#)

Course meets: Thursdays 2:25 – 5:25 pm.
Modality: In-person on campus, not suitable for online students
Pre-requisites: BUSI 2702 or BUSI 2101 and third year standing.

To stay updated with important notifications and announcements from Carleton University, please download the Carleton University App. This will ensure you receive timely information regarding your courses and other university-related updates.

Course calendar description:

The calendar description of this course is International New Ventures: Challenges facing entrepreneurs in the creation and growth of competitive knowledge-based new international ventures or ‘born globals’. Identification of opportunities abroad, strategies and logistics, sourcing, international deal making and business models.

Course description:

This course is designed to explore the unique challenges faced by entrepreneurs and business managers in the creation and growth of competitive and innovative new international ventures termed as ‘Born Globals’. Students will learn how to address issues specific to knowledge-based international venturing, including the search and identification of opportunities in foreign markets, strategies and logistics of international business creation and expansion, international sourcing, international negotiations, and networking. Through a breadth of experiential learning opportunities, such as interactive case studies, and the completion of a consulting project using the Sprott Student Consulting Group (SSCG) framework, students will apply their classroom knowledge and gain insights into best practices for firm internationalization, professional networking, critical thinking, organizational management, and leadership.

Drop Course Policy: The deadline for academic withdrawal follows the dates prescribed by Carleton University: <https://calendar.carleton.ca/academicyear/> The deadline to drop this course with full fee adjustment is January 31st, 2025. The last day to withdraw from full winter courses is March 15th, 2025.

Learning Objectives:

Upon completion of the course, students will be able to:

1. Understand the significance of international entrepreneurship, as well as the backdrop of born global enterprises and international new ventures.
2. Analyze barriers and opportunities facing international entrepreneurs.
3. Identify opportunities and features of viable innovative knowledge-based business prospects in an international environment.
4. Develop alternative business models to best pursue viable international opportunities given the global contextual business environment.
5. Enhance critical thinking and problem-solving skills necessary to effectively design international expansion strategy for knowledge-based ventures.

Method of instruction:

This course will primarily utilize experiential learning via consulting projects with real ventures. Students are expected to actively participate in highly interactive lectures, case studies, and weekly in-class consulting project updates and reflections. The format of the course consists of in-class seminars and activities to develop students' consulting skills. Students will need to adequately prepare to discuss the implications of the class readings and case studies. Afterwards, students will apply the knowledge they have gained by actively engaging in an international business-related consulting project with a company or organization.

During the consulting period, groups will report on their project progress to the professor and individually reflect upon the significance of lessons learned through the class materials and the consulting work they are conducting. At the end of the term, each group will produce a consulting deliverable in the form of a report and a presentation to the client.

Needless to say, teamwork is very important in today's global business world. Many international new ventures (and new ventures in general) are/should be started by a team of individuals. Yet, working in a group can be a rewarding experience but can also be an extremely frustrating one. At this stage of your studies, I trust that you have mastered the art of groupwork. Although I do not expect such situations to arise, my policy is to exclude the names of loafing students from group assignments if necessary, resulting in a grade of zero for them.

Information will be communicated during class on a regular basis and in Brightspace. This site will be the primary source for course materials including announcements, assignments, supplemental readings, lecture slides, etc. Therefore, please check the course Brightspace site very regularly. In case of class cancellation due to inclement weather or other unforeseen circumstances, an announcement will be posted on Brightspace as soon as possible.

Working with real entrepreneurs and ventures entail professionalism and due diligence, in particular related to clients' confidential information. Therefore, it is a mandatory requirement for students to work and communicate with clients using Carleton University sanctioned software only.

Textbook & course material:

No required text. Reading material, case studies and weblinks will be posted on Brightspace.

Assignments

Course Grade Item	% of total
Individual assignments	
Case studies (2 x 10%)	20
Bi-weekly consulting reflections	10
Attendance and engagement*	10
Group assignments	
SSCG Consulting Deliverable with Client (Group report)	30
SSCG Consulting Project Presentation	10
SSCG client satisfaction survey (group)	20
TOTAL	100% *

Note: there is no quiz nor final exam in this experiential course.

*** Note that missing three or more classes in this course results in an automatic failure.**

Individual Assignments

Case Studies (2 x 10% each)

Students will be given the opportunity to practice their consulting skills using case studies. Students will be required to submit an individual case analysis report prior to the in-class discussion. Cases and further instructions will be posted on Brightspace.

Personal consulting reflections (20%)

Each student will reflect on how their in-class experiential learning is impacting their experience during the consulting project, along with an action plan going forward (two reflections in total). Reflection template and further details will be posted in Brightspace.

Further, throughout the duration of the consulting project, every student will track the number of hours they have completed. Hours includes time spent working on the consulting deliverable with the client, client meetings, team meetings to work on the client consulting deliverable, and any online or in-person communications with the aim of working on the project.

Group Assignments

Consulting Deliverable with Client (Group Report) (30%)

During allocated class time, the professor and other representatives will facilitate discussions on challenges students may encounter with their projects, reflections on integrating classroom learning, and other topics to support the progress of the consultancy work. Draft versions of the consulting group reports will also be reviewed to ensure the delivery of a comprehensive and professional final report to the client at the end of the term. **Please note that the consulting project constitutes most of the course grade. Plan your time in and outside of class accordingly.**

Consulting Project In-Class Presentation (10%)

At the end of the term, students will present the results of their consulting project to their client.

Client satisfaction Survey (20%)

20% of the grade in this course will be allocated to the client's feedback on the conduct of the consulting project. This feedback will include communication, professionalism, relevance of exchanges, appropriateness of recommendations, as well as comprehensiveness of the final report and presentation.

Late assignment policy

Late assignments are not accepted and result in an automatic 0%. No exceptions. No extensions granted. No extra coursework is available to improve your grade in this course.

Course Schedule

Given the nature of this course, the following is a tentative schedule of topics and date only. It may necessitate modifications throughout the semester, which will be indicated on Brightspace. **However, and so that you can plan your workload, assignment deadlines will not change.**

Weeks	Date	Date and Topics	Assignments/Important Deliverables
1	Jan 9	- Introduction to the course and consulting approach	
2	Jan 16	- International opportunity identification and exploitation - International entrepreneurship and innovation	Consulting project team formation and project selection
3	Jan 23	- Internationalization - Modes of entry - <i>In-class consulting project work period</i>	Confirmation of project mandate with client
4	Jan 30	- Global entrepreneurial strategy - Barriers and risks - <i>In-class consulting project work period</i>	Case study #1 due
5	Feb 6	- Knowledge, partnerships, networks, alliances - Strategic management of key organizational functions - <i>In-class consulting project work period</i>	Bi-weekly personal reflection
6	Feb 13	- INVs & emerging markets - Cross-cultural challenges - <i>In-class consulting project work period</i>	Case study #2 due
	Feb 20	- Winter break – No classes	
7 -10	Feb 27 – March 20	- <i>In-class consulting project work periods</i>	Bi-weekly personal reflection
11	March 27	- Group presentations	In-Class Group Presentations
12	April 3	- Group Presentations - Concluding remarks	In-Class Group Presentations Final Client project reports

CONTRIBUTION TO LEARNING GOALS OF THE PROGRAM

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				X
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>			X	
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				X
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				X
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>			X	

ADDITIONAL INFORMATION

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments, and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations.

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership, and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Grading

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodation

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the *Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances*, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy Accommodation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

<https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at:

<https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at bcom@sprott.carleton.ca or at bib@sprott.carleton.ca.

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a copy of all work that is submitted.
 - All final grades are subject to the Dean's approval.
 - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
-