

**BUSI 4710 International New Ventures
Winter 2018**

Professor: Diane A. Isabelle, P.Eng., MBA., Ph.D.
Office: 1708 Dunton Tower
Office Hours: By appointment
Email (preferred): diane.isabelle@carleton.ca
<http://about.me/diane.isabelle>

Course meets: Wednesdays 2:35 – 5:25, DT701

Pre-requisites & precluded courses: BUSI 2702 or BUSI 3703, and third-year standing.

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 facing entrepreneurs and business managers in the creation and growth of competitive and innovative new international ventures or ‘Born Globals’. This course addresses the issues specific to knowledge-based international venturing including search and identification of opportunities in foreign markets, strategies and logistics of international business creation and expansion, international sourcing, and international deal making and networking. Therefore, this course looks specifically at how to develop and successfully implement a business model in an international context given today’s hypercompetitive world.

Learning objectives:

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

1. Understand the importance of international entrepreneurship and the context of born global firms and international new ventures
2. Identify possible sources and characteristics of viable innovative knowledge-based business opportunities in international context
3. Describe the opportunities and barriers to international entrepreneurship
4. Develop alternative business models for pursuing viable opportunities
5. Identify best practices such as business strategies and modes of market entry to

implement, manage and grow an international knowledge-based new venture

Method of instruction:

This course will encapsulate blended and peer-to-peer learning approaches. Classes will focus on experiential learning, highly interactive lectures, case studies of Canadian and foreign companies, simulations, guest speakers with international entrepreneurship experience, peer-to-peer knowledge and experience sharing. The format of the course consists of a three-hour class meeting per week. There will be required readings and/or tasks for each weekly class session.

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

Textbook & course material:

No required text. Reading material, case studies and weblinks will be posted on CuLearn. Case studies and course readings will also be accessible via Ares (library reserve facility) on our course cuLearn.

Supplemental References and books:

The following are books I recommend to students interested in launching and growing ventures:

- Osterwalder, A. and Y. Pigneur, Y. (2010). Business Model Generation. John Wiley & Sons Inc. (ISBN: 978-0470-87641-1).
- Osterwalder et al., (2014). Value Proposition Design. John Wiley & Sons Inc. (ISBN 978-1-118-96805-5)
- Good, W. and Mayhem, W. (2014) Building your Dream. A Canadian Guide to Starting your Own Business. McGraw-Hill Ryerson. (ISBN-13: 978-0-07-133888-2).
- Blank, S. and Dorf, B., (2012), The Startup Owner’s Manual. K&S Ranch Inc. (ISBN-13: 9780-9849993-0-9).

Course requirements & methods of evaluation:

Your grade will depend on both individual and group work outside of the class, and classroom contributions, as outlined below:

Assignment	% of total
Individual assignments (3 to 4 assignments)	40
Group project (group of 4 students)	25
Group project presentation	15
Attendance, preparation & participation	20
TOTAL	100*

Note: there is no quiz or final exam in this course.

***Satisfactory In-term Performance**

Class attendance is required. Given the experiential nature of the course, missing 3 classes or more without a valid reason (e.g. medical note) will lead to failure in this course regardless of the performance on assignments, presentations and reports.

Teamwork is very important in today's global business world. Many international new ventures (and new ventures in general) are started by a team of individuals. However, working in a group can be an extremely rewarding but also extremely frustrating experience. Although I do not anticipate such situations, a word of caution about free loaders. The best way to deal with free loaders is to not include their names on the first page of the group assignments. If a student's name does not appear in an assignment submitted by his or her group, the student must submit his or her own assignment. Failure to do so will result in the student receiving zero for the assignment.

Further instructions regarding evaluation elements will be posted on our course cuLearn.

Assignments

Individual assignments: Approximately three to four in-class and online assignments during the term, of which:

- *Summary of international experience – interview style*

A short verbal presentation of student's international experience and exchange (if applicable), in an interview style. Further instructions will be posted on cuLearn.

- *Lessons Learned Report*

The purpose of this cumulative report, due at the end of term, is to reflect on the talks from our guest speakers. Further instructions will be posted on cuLearn.

Group project & presentation

- *Group project*

Small teams of students (self-formed groups of 4 students) will select among a few group project options. Examples of options include the development of a business model for a new INV, or a consulting project with a small Canadian or foreign INV, or a class animation of a topic directly related to International New Ventures. Further instructions will be posted on cuLearn.

- *Group project presentation*

Each team will present their project at the end of term (except class animation projects, which will be presented during the term). The presentations will be assessed for their practicality, their exposition of the relevant issues and their use of ideas and concepts from the course, as well as the quality of the presentation. All group members must be actively involved in the development of the project and presentation. Further instructions will be posted on cuLearn.

Attendance, preparation and participation

Class attendance, preparation and participation are an important part of your grade. This includes arriving on time for all classes, having read all assigned materials, turning in assigned questions on time and being fully prepared to participate in class activities and discussions. You will be required

to turn in case preparation documents on CuLearn. The preparation document consists of short answers to a few questions about assigned cases. The goal of the preparation documents (total 10%) is to help you think through some important issues prior to class and therefore will not be accepted if you are not attending class. Participation grades will range from 0 to 10 points, depending upon performance, with highest scores reserved for **exemplary contributions**, not simple attendance. Please read the case preparation guidelines for more information on preparing and learning from cases.

Careful!!! Assignments must be uploaded on CuLearn (unless stated otherwise) before deadline (beginning of class on the due date indicated in the Course Schedule below). No hard copies and submissions by emails accepted, no exceptions. What is uploaded in cuLearn is what gets marked: Make sure to upload your final version and that your file opens properly in cuLearn. Please ensure that all submissions include name and student number.

Late assignment policy: Late assignments are not accepted and result in an automatic 0%. No exceptions.

Email Policy

I generally answer emails within 24 hours. However, for questions that have already been covered in class, please review the course outline and other documents posted on CuLearn, and use the CuLearn discussion forum to find out whether your classmates can assist you. Note that Carleton University requires that you use your Carleton email account. **Clearly indicate course and section in the subject line to speed up replies.** I expect professionally written business emails. Inappropriate emails will be returned, unanswered, to the sender.

Wireless devices and laptop usage

Please bring a wireless device (tablet or laptop) to class. The use of wireless devices and laptops is only allowed for activities related to the class though. Inappropriate use of your wireless/laptop in class will be noted and will affect your grade.

Class schedule:

Given the nature of this brand new course, the following is a tentative schedule of topics and date only, and is dependent on availability of guest speakers and other resources. It may necessitate modifications throughout the semester. Changes will be posted on CuLearn.

Week	Date	Date and Topics	Assignments Due Date
1	Jan 10	- Introduction and course overview - Overview of entrepreneurship - Global trends affecting INVs	
2	Jan 17	- Basic entrepreneurship concepts - International experience interviews	- Online Survey - Intl experience interviews
3	Jan 24	- Domestic vs international entrepreneurship, born globals, international new ventures	

Week	Date	Date and Topics	Assignments Due Date
4	Jan 31	- International opportunity identification and exploitation	
5	Feb 7	- International entrepreneurship and innovation - Organizational creativity	
6	Feb 14	- Internationalization - Modes of entry - INVs & emerging markets	
	Feb 21	Winter break – No classes ☺	
7	Feb 28	- Knowledge, partnerships, networks, alliances	
8	March 7	- Global entrepreneurial strategy - Strategic management of key organizational functions	
9	March 14	- Barriers and risks	
10	March 21	- Cross-cultural challenges	
11	March 28	- Support mechanisms for INVs	
12	April 4	- Group Presentations - Concluding remarks	-Group Presentations -Final Group reports -Lessons Learned Report

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, follower-ship 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.

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, Accommodations, Etc.

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 Accommodations

For Students with Disabilities:

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and no later than two weeks

before the first in-class scheduled test or exam requiring accommodation (*if applicable*).

Requests made within two weeks will be reviewed on a case-by-case basis. After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website (www.carleton.ca/pmc) for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

For Religious Obligations:

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (<http://carleton.ca/equity/accommodation/religious-observances/>) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part of the student or instructor, they can be directed to an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy:

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

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. 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. 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 student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss

grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

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 hard 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 <http://carleton.ca/ccs/students/>
-