



BUSI 4710A International New Ventures
Winter 2022

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Office Hours:	By appointment
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Course meets:	Mondays 11:35 am – 2:25 pm, classroom NI 4050
Modality:	In-person on campus lectures, not suitable for online students
Pre-requisites:	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

- 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 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.

Textbook & course material:

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

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. (2017) Building your Dream. A Canadian Guide to Starting your Own Business. McGraw-Hill Ryerson. (ISBN-13: 978-1259106859).
- 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 assignments)	30
Group project	30
Group project presentation	15
Attendance, preparation & participation	25
TOTAL	100*

Note: there is no quiz nor 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. 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 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 Brightspace.

Assignments

Individual assignments - There will be three individual assignments as follows:

- *Summary of international experience – interview style*

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

- *Crowdfunding campaign analysis*

The purpose of this assignment is to apply some of the international entrepreneurship knowledge covered in our course to pre-selected crowdfunding campaigns (e.g., on Kickstarter, Indiegogo) and select one that, in your informed opinion, is most likely to succeed as an INV. Crowdfunding is a business strategy that focuses on raising smaller amounts of money from a larger collective of individuals to fund business activities. Further instructions will be posted on Brightspace.

- *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 Brightspace.

Group project & presentation

- *Group project*

Small teams of students (self-formed groups of 4 students) will select a project among a selection of real life options with startups/small firms that are international or aiming to internationalize, or with organizations supporting such firms. Examples of options may include projects with the Sprott Student Consulting Group, Hatch, Carleton Innovation Hub and others. Further instructions will be posted on Brightspace.

- *Group project presentation*

Each team will present their project at the end of 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 Brightspace.

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 Brightspace. The preparation documents consist of short answers to a few questions about assigned cases. The goal of the preparation documents (total 15%) 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 Brightspace (unless stated otherwise) before deadline (beginning of class on the due date indicated on Brightspace). No hard copies and submissions by emails accepted, no exceptions. What is uploaded on Brightspace is what gets marked: Please make sure to upload your final version and that your file opens properly in Brightspace. 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 Brightspace, and use the Brightspace 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 participation grade.

Class schedule:

Given the nature of this 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, which will be indicated on Brightspace. **However and so that you can plan your workload, assignment deadlines will not change.**

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	- Intl experience interview
3	Jan 24	- Domestic vs international entrepreneurship, born globals, international new ventures	
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	- Crowdfunding assignment
	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 Presentation -Final Group report -Lessons Learned Report

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, 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

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

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/>
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