

**International Entrepreneurship (Entry Strategies for International Markets)
MGT 421.001 / MGT 596.001**

Fall 2007

Tuesdays & Thursdays 9:30 – 10:45, ASM 1068

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Office Hours: Tuesdays/Wednesdays/Thursdays 11:00-12:00
ASM 2116, and by appointment

Course Description:

The scope of this course will encompass the practical, creative and strategic elements associated with the creation of cross-border business ventures. The scope of the course will include the internationalization of existing firms, products and business models, as well as the creation of new ventures based on combinations of markets, products and/or business models from multiple countries. Students will learn about the various modes of entering new markets, such as export/import, licensing/franchising, foreign direct investment, and outsourcing, with an emphasis on export activity. Students will acquire new knowledge through a variety of mechanisms, including case studies of actual firms, research and analysis assignments, and the completion of either business plans or industry reports analyzing international opportunities in a particular sector.

The principal learning objectives of this course are as follows:

- To provide students practical knowledge relevant to devising and implementing entry strategies for international markets, with an emphasis on exporting,
- To enable students to discover and exploit entrepreneurial opportunities to combine products, resources and markets
- To acquire the skills needed to position oneself for a career in international business, via either employment or self-employment.

Materials:

Students are required to read the following textbook, which may be purchased at the UNM bookstore. You will typically read two chapters of this text each week. A case packet will also be made available during the third week of class.

- Foley, James F. 2004. The Global Entrepreneur, 2nd edition. Jamric Press.

OPTIONAL TEXTS:

- Albaum, Strandkov, & Duerr. 2005. International Marketing and Export Management, fifth edition. Prentice Hall.
- Gumpert, David. 2003. How to Really Create a Successful Business Plan, fourth edition. Lauson Publishing.

Assignments and Grading Procedure:

Grades will be determined as follows:

BBA Students

50%	Project or Business Plan
40%	Assignments (8 @ 5% each)
10%	Attendance and Participation

MBA Students

50%	Project or Business Plan
10%	Assignments (2 @ 5% each)
10%	Attendance and Participation
30%	Case Studies (3 @ 10% each)

Project or Business Plan (BBAs & MBAs). In groups of 3-5, students will complete either (a) a business plan for an international new venture or (b) a report on the world market prospects in a specific industry for New Mexico companies.

- **Business Plan for International New Venture.** Students may opt to complete a business plan for an international new venture of their choice. The venture may be a new initiative of an existing large or small company (e.g., helping an existing small company expand into new international markets), or it may relate to the creation of a new business based on an international entrepreneurial opportunity. New ventures may involve taking products, services or business models from one market to another, or creating a new venture based on the combination of resources from multiple countries. The deliverable associated with the assignment will include both an oral presentation to the class as well as a written business plan. The business plan should be approximately 20 pages in length, plus an appendix with supporting documentation and analysis.
- **World Market Prospects Report for New Mexico Businesses.** In collaboration with the State of New Mexico's Office of International Trade, students will complete a report on the world market prospects in a specific industry sector. A template will be provided, and the director of the state's international trade office will visit the class in the second week to discuss the project.

Assignments (BBAs). Students will complete a series of eight assignments over the course of the semester. A minimum of 12 assignments will be presented to the class, with assignments being provided at least one week before their due date. Students must submit 2 required assignments plus 6 additional assignments of their choice. These assignments will be completed on an individual basis. Additional assignments may be submitted for extra credit (up to 1 point per extra assignment). The two required assignments will include a mini-business plan associated with internationalizing a US-based product/service/business model, and a similar mini-business plan based on importing a foreign product/service/business model into the US. Students will collectively pick the best business plans, and the students with the best plans will receive an extra point on their final grade.

Assignments (MBAs). With two exceptions, MBA students are not required to complete the BBA assignments; however, they are required to take part in the discussion of those assignments so as to learn from the work of their peers. MBA students will submit two of the assignments covered in the semester: a mini-business plan associated with internationalizing a US-based product/service/business model, and a similar mini-

business plan based on importing a foreign product/service/business model into the US. Students will collectively pick the best business plans, and the students with the best plans will receive an extra point on their final grade.

Attendance & Participation. Since the class readings, lectures and discussions are non-redundant, it is important that students attend class, complete all assigned readings and contribute to class discussions.

Case Studies (MBAs). We will analyze a series of full-length case studies during the course of the semester. Students will be required to submit a more formal written analysis for three of these cases. These analyses should consist of 5-7 pages, double-spaced. Students should make sure to address each question posed for the case. Students may select any of the full-length case studies covered in class, though you should read all cases. You must submit the case study by the beginning of class on the day the case is discussed in order to receive credit. You may also submit a fourth case study for extra credit: doing so will increase your final grade by up to 2 percentage points. Further guidance will be provided during the second week of class pertaining to the case studies.

Code of Conduct/Honor Code/Academic Integrity:

Any violation of the Student Code of Conduct (<http://www.unm.edu/~sac/pathfind.html>) will be taken very seriously and appropriate sanctions will be applied. This includes plagiarism, exam misconduct, etc. In addition, it is expected you will respect others by not using electronic communication devices during class.

Accommodations for Students with Disabilities:

If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me as soon as possible so we may make appropriate arrangements to meet your needs in a timely manner. Frequently, we will need to coordinate accommodating activities with other offices on campus. Appropriate documentation is required. (<http://www.unm.edu/~sac/pathfind.html>)

Class Schedule:

DATE	TEXT	TOPICS	ASSIGNMENTS
Aug 21		Introduction	
Aug 23		Modes of Entry	
Aug 28	Ch 1	Projects – NM Econ Dev Dept	
Aug 30	Ch 2	City of Albuquerque speakers	
Sept 4	Ch 3	Entrepreneurial Opportunities	Assignment #1 (Mandatory)
Sept 6	Ch 4	Library Tour	
Sept 11	Ch 5	Entrepreneurial Opportunities	Assignment #2 (Mandatory)
Sept 13	Ch 6	Going Global	
Sept 18	Ch 7	Identifying Products	Assignment #3
Sept 20	Ch 8	Trade Data / Classification	Assignment #4
Sept 25	Ch 9	Evaluating Export Readiness	Assignment #5
Sept 27	Ch 10	New Mexico - Int'l Business	Assignment #6
Oct 2	Ch 11		MBA Case #1
Oct 4	Ch 12	Country Selection	Assignment #7
Oct 9	Ch 13	Modes of Entry	MBA Case #2
Oct 11	Ch 14	Guest Speaker	Assignment #8
Oct 16	Ch 15		MBA Case #3
Oct 18	Ch 16	Country Risk	Assignment #9
Oct 23	Ch 17	Exporting	Projects – Rough Drafts Due
Oct 25	Ch 18	Pricing, Legal	Assignment #10
Oct 30	Ch 19		MBA Case #4
Nov 1	Ch 20	Taxes, Logistics	Assignment #11
Nov 6	Ch 21		MBA Case #5
Nov 8	Ch 22	Guest Speaker	Assignment #12
Nov 13	Ch 23	Documentation	
Nov 15		Distribution	
Nov 20		Marketing	Presentations
Nov 22		Foreign Investment	No Class
Nov 27		Presentations	Presentations
Nov 29		Presentations	Presentations
Dec 4		Presentations	Presentations
Dec 6		Presentations	Presentations
Dec 13			Final Projects Due

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Assignments #1 and #2 (mandatory for all students)
Due September 4 and September 11

Your assignment is to devise two mini-business plans based on international entrepreneurial opportunities. One mini-plan must be based on transferring a product, service or business model from the US into international markets, while the other must be based on transferring a product, service or business model from an international market into the US. You may submit either plan first—just be sure to submit both types of plans.

IMPORTANT: You are to bring 5 copies of each plan to class on the due date. One copy should have your name on it. The other 4 copies must not have your name listed.

Format

You are limited to a single page for your mini-plan. You may use both sides if necessary, single or double spaced. Your plan should outline the basic idea behind your plan, providing as many relevant details as possible. You should then analyze the potential of the opportunity and attempt to identify and address potential limitations. Some of the issues you may wish to address include:

- Value proposition. What is the basic business model upon which your opportunity is based? Why is this such a potentially valuable idea?
- Competitive environment. Who would your direct competitors be? What about substitute products/services? How does your idea compare to these direct and indirect competitors?
- Marketing issues. Who are your customers? Why would they be interested in what you are offering?
- Operational issues. What other entities (e.g., distributors, suppliers, providers of complementary assets) would you be dependent upon to realize this opportunity? If the opportunity revolves around a product, how would it be manufactured?
- Resource issues. What would it take in terms of financial and other resources to make this a reality? In addition to start-up costs, what other resource needs are there?