Detailed Contents

Preface		xii		
Ack	Acknowledgments			
PART I. INTERNATIONAL ENTREPRENEURSHIP AND OPPORTUNITIES		1		
1.	Importance of International Entrepreneurship	2		
	Profile: RidingO	2		
	Chapter Objectives	3		
	Introduction	3		
	The Nature of International Entrepreneurship	5		
	International Versus Domestic Entrepreneurship	6		
	Motivations to Go Global	10		
	Traits of an International Entrepreneur	11		
	The Importance of Global Business	13		
	Summary	13		
	Questions for Discussion	13		
	Chapter Exercises	14		
	Note	14		
	References	14		
	Suggested Readings	15		
2.	Globalization and the International Environment	17		
	Profile: Virgin Australia Airlines	17		
	Chapter Objectives	18		
	Introduction	18		
	Strategic Effects of Going Global	19		
	Strategic Issues	20		
	Opportunities and Barriers to International Trade	20		
	Important Considerations	23		
	Summary	26		
	Questions for Discussion	27		
	Chapter Exercises	27		
	Note	27		

	References Suggested Readings	27 28
3.	Cultures and International Entrepreneurship	29
	Profile: Miyako Hotel & Resorts	29
	Chapter Objectives	30
	Introduction	30
	Nature of Culture	30
	Seven Cultural Determinants	32
	Cultural Dimensions and Leadership	36
	GLOBE and Leadership	37
	Summary	42
	Questions for Discussion	42
	Chapter Exercises	42
	Note	43
	References	43
	Suggested Readings	43
4.	The Global Monetary System	45
	Profile: MTN	45
	Chapter Objectives	46
	Introduction	46
	Foreign Exchange	47
	Aspects of the Foreign Exchange Market	47
	Nature of the Foreign Exchange Market	48
	Foreign Exchange Rate Fluctuations	48
	The Global Capital Market	51
	Balance of Payments	52
	Role of the International Monetary Fund and the World Bank	53
	Trade Financing	55
	Summary	60
	Questions for Discussion	60
	Chapter Exercises	61
	Suggested Readings	61
	Websites	62
PAI	RT II. ENTERING THE GLOBAL MARKET	63
5.	Selecting International Business Opportunities	64
	Profile: YPlan	64
	Chapter Objectives	65
	Introduction	65
	Foreign Market Selection Model	66
	Developing Foreign Market Indicators	67
	Primary Versus Secondary Foreign Market Data	68
	Sources of Country Market Data	70

	Competitive Positioning	81
	International Competitive Information	86
	Summary	90
	Questions for Discussion	91
	Chapter Exercises	91
	References	91
	Suggested Readings	91
6.	Developing the Global Business Plan	93
	Profile: Aentropico	93
	Chapter Objectives	94
	Introduction	94
	Opportunity Assessment Plan	94
	Purpose of a Global Business Plan	96
	Aspects of a Global Business Plan	98
	Do's and Don'ts of the Global Business Plan	107
	Sample Global Business Plan	107
	Summary	108
	Questions for Discussion	108
	Chapter Exercises	108
	References	109
	Suggested Readings	109
7.	International Legal Concerns	110
	Profile: Spotify	110
	Chapter Objectives	111
	Introduction	111
	Political Activity	112
	Political Risk	113
	Legal Considerations and Regulations	114
	Intellectual Property and Organizational Form	115
	Licensing	121
	Contracts	121
	Business Ethics in a Global Setting	122
	Summary	130
	Questions for Discussion	130
	Chapter Exercises	130
	References	131
	Suggested Readings	131
PAR	T III. MANAGING THE GLOBAL ENTREPRENEURIAL ENTERPRISE	133
8.	Alternative Entry Strategies	134
	Profile: vente-privee	134
	Chapter Objectives	135
	Introduction	135

	Formulating the Global Strategy	135
	Timing of Market Entry	137
	Scale of Entry	137
	Foreign Market Entry Modes	138
	Entrepreneurial Partnering	146
	Summary	147
	Questions for Discussion	147
	Chapter Exercises	147
	Note	148
	References	148
	Suggested Readings	148
9.	Global Marketing and Research and Development	150
	Profile: Nando's	150
	Chapter Objectives	151
	Introduction	151
	Technological Environment	152
	Product Policy and Total Quality Issues	153
	Adopting the Best Research and Development Strategy	159
	Developing and Implementing the Best Marketing Strategy	171
	Summary	177
	Questions for Discussion	178
	Chapter Exercises	178
	Note	178
	References	178
	Suggested Readings	179
10.	Global Human Resource Management	180
	Profile: Haier	180
	Chapter Objectives	181
	Introduction	181
	Motivation Across Cultures	182
	Sources and Types of Human Capital	182
	Selection Criteria	184
	The Global Mind-Set	185
	Compensation Policies	189
	The Hiring Process	190
	Summary	193
	Questions for Discussion	193
	Chapter Exercises	194
	Suggested Readings	194

11. Implementing and Managing a Global Entrepreneurial St	trategy 195
Profile: Globant	195
Chapter Objectives	196
Introduction	196
Global Strategic Planning	196
Global Organizational Structure	200
Overall Organizational Structure	200
Organizational Structure and Degree of Centralization	203
Controlling the Global Venture	203
Summary	206
Questions for Discussion	206
Chapter Exercises	207
References	207
Suggested Readings	207
PART IV. CASES	209
1. Business Incubator Subotica	210
2. Mayu LLC	221
3. Fitz-Ritter Wine Estate	231
4. Intelligent Leisure Solutions	252
5. Logisys	272
6. Infobip	291
7. Mojitos Night Club	297
8. Wiosna Association	320
9. Sedo.com	336
10. Cross-Border Sponsorship	345
11. Trimo	367
12. UniMed and EduMed	378
13. Veconinter, CA	391
Index	413
About the Author	