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H. Etemad and R. Wright (eds) *Globalization and Entrepreneurship: Policy and Strategy Perspectives*. Cheltenham, UK: Edward Elgar, 2003. 251pp. ISBN 1–84376–024–X, £65 (hbk).

As the title suggests, the book is positioned at the intersection of globalization and entrepreneurship phenomena – an intersection defined by McDougall and Oviatt (2000) as international entrepreneurship – with the main focus on policy and strategy issues. And this is not surprising since it is part of the McGill International Entrepreneurship Series based on selected (and refereed and edited) papers from the third McGill Conference on International Entrepreneurship held in September 2000 at McGill University, Montreal, Canada.

As a researcher of international entrepreneurship phenomena, this book would appeal to me on all levels as specified above. However, the contents and opening pages of the book confirmed once more the issues that exist today in the international entrepreneurship research. That is, that international entrepreneurship research is overshadowed by the theoretical approaches of the international business field (Turcan et al., 2004). Turcan et al. (2004) explain this phenomenon by the facts that (1) there is little or no cooperation between scholars who have their primary focus on either the international business field only or on the entrepreneurship field only; (2) international entrepreneurship research predominately has been associated with the born-global phenomenon; and (3) there have been little or no attempts by international entrepreneurship researchers to define entrepreneurship and its research domain. Implicitly it can be inferred that contributors to this volume (with few exceptions as presented below) associate entrepreneurship with small business.

One will notice while reading the book that out of eleven articles only two articles written by Menzies et al. (Chapter 7) and Lituchy et al. (Chapter 8) discuss entrepreneurship for example as a societal phenomenon. Menzies et al. aim at building theory in relation to social capital and ethnic-based social networks. They present strong evidence of the existence and use of dense co-ethnic networks, many of which were transitional and integral to international business. Lituchy et al. explore the growing role of women entrepreneurs in the Czech Republic and Japan by employing traits and behavioural approaches. They found that delegating and managing people were important concerns for all the women. At regional level, the authors identified problems associated with poor cash flow management skills of the Czech women, and, in Japan, the lack of business skill training and lack of role models that hindered the women from developing entrepreneurial skills.

Although the above two articles do not review any of international business theories, they are clearly positioned within international entrepreneurship research as, according to McDougall and Oviatt (2000), they compare domestic entrepreneurial behaviour in multiple countries. In similar fashion, Dana et al. (Chapter 9) aim to demonstrate that there exists an intercontinental techno-culture that transcends national boundaries by focusing on knowledge-intensive high-technology sectors across the Globe: in Silicon Valley, the Netherlands and Singapore. One of their key findings provides the evidence that knowledge

management practices and cultural beliefs, values and behavioural norms of innovative, entrepreneurial firms are more akin than dissimilar, regardless of the national context.

With regard to the actual intersection of international business and entrepreneurship research paths, the chapter written by Manolova (Chapter 4) addresses to a certain extent the conceptualization requirements of international entrepreneurship research. That is, she provides a review of international business theories and of theoretical foundations of international entrepreneurship research (and yet without discussing the research domain of entrepreneurship). Manolova investigates an emerging phenomenon of small multinationals (or of micro-multinationals as defined for example by Dimitratos et al., 2003). She argues that:

> Research on *small multinationals* falls in the *intersection* of *international business* and *international entrepreneurship* research. International business theories explain causes and consequences of the multinational enterprise, while research in international entrepreneurship focuses on the internationalization process of new and small companies, primarily international new ventures. (p. 60, emphasis added)

From the above conceptualization of small multinationals it is clear that without further explanations of international business and international entrepreneurship constructs it is impossible not to agree with the statement that small multinationals research *equals* international entrepreneurship research.

Despite this somewhat confusing message about its positioning, the book also offers an excellent collection of chapters in the areas of internationalization and strategy with recommendations to public policy makers. Moreover, it provides a good mixture of conceptual, theory building and empirical chapters, as well as of quantitative and qualitative research methodologies.

From the internationalization research perspective, the book examines (1) the traditional route to international markets via *exporting* (Poutziouris et al., Chapter 2); (2) another, yet traditional, way to international markets via *integrated outsourcing* (Dahab and Esperanca, Chapter 3); (3) a relatively unusual to small firms way to international markets via *foreign direct investments* (Manolova, Chapter 4); and, (4) the role of *electronic commerce* not only as means to expand into international markets but also to survive within the changing business environment (Chulikavit and Rose, Chapter 10).

As regards strategy perspective, Dahab and Esperanca (Chapter 3) develop the concept of integrated outsourcing that would lead to a much closer integration between the client firm's production line and the supplier's delivery system via exporting, entering joint ventures, or even green-field investments. Alam and Pacher (Chapter 5) examine the challenges and the opportunities that face Australian small and medium enterprises that want to internationalize their operations. The authors identify, *inter alia*, that lack of strategic direction, outdated export strategy, inadequate managerial expertise, and inadequate use of information technology seriously impede the successful internationalization process of Australian small and medium enterprises. Etemad (Chapter 11) aims to demonstrate that internationalization is increasingly based on the management of an enterprise's commercial, industrial, personal and even political

interactions – i.e. simply, relations, regardless of size – with associates and stakeholders. He puts forward a new paradigm, in which the unit of competition is no longer the individual firm, but, rather, networks of firms collaborating for increased global competitiveness based on mutual benefit.

Two chapters explore specifically public support policies and programmes in relation to small and medium enterprises internationalization. Alam and Pacher (Chapter 5) suggest that policy makers in Australia have to move from a 'Crocodile Dundee' existence to a new emphasis on entrepreneurship and to develop globally competitive, fast and efficient processes by encouraging the development of localized, industry specific business incubation. Brown and McNaughton (Chapter 6) discuss theoretical concepts and practical implementation of clusters on the basis of the experience of developing cluster programmes in New Zealand. They provide series of recommendations for cluster policy development. For example, Brown and McNaughton suggest, *inter alia*, that the government policy requires a shift in focus away from production-oriented support towards demand-side support in the form of network development and market opportunity research. It is interesting to notice that the above public policy recommendations are generic to the situations when a country is trying to re-brand its image and to develop associated country of origin identity (Papadopoulos and Heslop, 2002).

To conclude, the book addresses a relevant and growing body of research that sits at the intersection of globalization and entrepreneurship research paradigms. The unifying theme of the book is that with the inevitability and irreversibility of globalization, the successful growth of small and medium enterprises no longer lies just in seeking capabilities and competencies in international markets, but increasingly in building these capabilities and competencies in their own domestic markets as well. As such, the book is of interest to international business and entrepreneurship researchers, as well as policy makers. Despite initial reservations, the book is of interest to international entrepreneurship researchers as well.

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