



UNIVERSITY OF GLASGOW

THE DEPARTMENT OF

Management

Centre for Internationalization and Enterprise Research

**INTRODUCTION TO THE  
CENTRE FOR INTERNATIONALIZATION AND  
ENTERPRISE RESEARCH  
UNIVERSITY OF GLASGOW BUSINESS SCHOOL**

**CO-DIRECTORS: PROF MARIAN JONES & PROF PAVLOS  
DIMITRATOS**

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## CIER Vision

To be recognized worldwide as an internationally acclaimed centre for multidisciplinary research study and allied teaching & management programmes in internationalization and enterprise.

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# Core Competencies & Competitive Advantages

## **Research:**

- ❖ Internationalization of SMEs
- ❖ SMEs and multinational subsidiaries
- ❖ Multinational subsidiaries, economic development & public policy

## **Multidisciplinary perspectives:**

- ❖ International business & economics
  - ❖ Entrepreneurship & innovation management
  - ❖ Strategic management
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## Core Competencies & Competitive Advantages (cont.)

- **International staff (Chile, China, Italy, Greece, Poland, Scotland & England) and researchers**
  - **Doctoral research:** strong PhD programme
  - **Teaching and management programmes:** *MSc International Business & Entrepreneurship* (1 year full-time). Includes consultancy projects for internationalizing high-tech Scottish SMEs. Multicultural student body.
  - **Global networks:** including Indian subcontinent, Australia & New Zealand, North America, Scandinavia. Also strong links in Africa and China & East Asia.
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# CIER People

## **Core Staff**

**Marian Jones  
Pavlos Dimitratos**

**Alfredo D'Angelo  
Ignacio Canales  
Margaret Fletcher  
Anna Morgan-Thomas  
Shameen Prashantham  
Susan Shaw  
Stephen Young**

## **Doctoral researchers**

**Jon Carrick  
Lucrezia Casulli  
Gillian Cay  
Carole Cooper  
Aileen Kennedy  
Nathaniel Massa  
George Vlachos  
Karl Warner**

## **Visiting Professors & HRFs**

**Nicole Coviello  
Nick Kuennsberg  
Rod McNaughton  
Niina Nummela**

**Ewen Peters  
Jonathan Slow**

**Francisco Acedo  
Tom Brewer  
Abraham Koshy  
Emmanuella Plakoyiannaki  
Ana Teresa Tavares**

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# Research Projects

- Foreign Direct Investment in Scotland Since 1945
  - Multinational Subsidiary Entrepreneurship & Performance Associations in the UK
  - Role of MNE Subsidiaries in SME Internationalization
  - Value Creation: Knowledge Accumulation & Exploitation through the Interaction of Local SMEs & MNE Subsidiaries with Global Innovation Processes
  - Global Companies Development Programme (GCDP) Longitudinal Evaluation Study
  - Social Capital, Knowledge and Internationalization: A Study of Indian Software SMEs
  - Characteristics of Internationalized SMEs & Managerial Decision-Making: A Cross Country Study
  - Global Online Entrepreneurship
  - Internationalization of New Ventures in the Life Sciences Sector in Scotland
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# Collaborative Research Involvement with Scottish Enterprise: Selected Studies (1)

**Long history (since 1974) of policy-oriented studies**

**Academic work co-evolved with institutional and policy development in Scotland**

**Inward investment and multinational subsidiary strategies:**

- Establishment of Locate in Scotland (LiS) 1981
  - Marketing of inward investment: country targeting (1980s)
  - After-care for inward investment (1990s/2000s)
  - Evolution of MNE subsidiary roles/strategies: regionalisation & globalisation; developmental v production subsidiaries; entrepreneurial subsidiaries (1970s/2000s)
  - Clusters and inward investment
  - Contribution of FDI to Scottish economy.
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# Collaborative Research Involvement with Scottish Enterprise: Selected Studies (2)

## **International Business Development Programme (formerly GCDP) (2000s):**

Designed to address a range of market failures that inhibit the globalization of Scottish SMEs:

- Access to information.
- Increasing the scale of activity.
- Improving access to public goods.
- Externalities, learning benefits.

Individual and customized six month programme to develop International Strategies and Action Plans in association with consultant training

Two CIER Doctoral researchers undertook longitudinal evaluation studies of IDP and associated PhD research. Important role of *learning*.

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