



APPLIES TO ACADEMIC YEAR 2016/2017

ELE 3768 Global Strategies for Emerging Markets

Programme

Elective, Exchange Program

Responsible for the course

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Department

Department of Strategy

Term

According to study plan

ECTS Credits

7,5

Language of instruction

English

Introduction

In the modern global world, economies outside the traditional Western economies have become more important. The emergence and growth of the BRIC countries (Brazil, Russia, India, and China) as well as the recent decline of some of the emerging markets pose different challenges for international operations. In order to succeed globally, firms realize the need for developing strategies that are specially designed for entering these emerging markets. This course addresses the changes that the emerging markets represent for operating globally. Based on this and through working with real cases, the course takes the students through a process step-by-step on how to develop strategies for different emerging markets.

Learning outcome

Acquired knowledge

After completed course students should have learned to:

- Explain central reasons for why firms expand to emerging markets
- Know the basic principles for developing a global strategy for firms operating in emerging markets

Acquired Skills

After completed course students should be able to:

- Apply international strategy theories to firms operating in various emerging markets
- Develop their verbal and written ability in analysing the context, content and process of firms' decisions on strategies for emerging markets

Reflection

- After having completed the course students should be aware of globalization drivers and deterrents, and the impact emerging markets have on the global economy

Prerequisites

None.

Compulsory reading

Books:

Ghemawat, Pankaj. 2007. Redefining global strategy : crossing borders in a world where differences still matter. Harvard Business School Press. 304 pages

Articles:

Each students should in addition read five articles that focus on the emerging market they choose to focus on. These will be made available on Itslearning

Recommended reading

Books:

Gupta, Anil K., Toshiro Wakayama and U. Srinivasa Rangan. 2012. Global Strategies for Emerging Asia. Jossey-Bass

Course outline

PART I – The emerging markets

- The rise of the emerging markets
- The sustainability of the emerging markets

PART II – Firms' global expansion strategies

- What makes expansion in the emerging markets unique
- The CAGE distance framework
- Global Value Creation linking the Western economies with emerging markets

PART III – Managing multinational enterprises in emerging markets

- Adaption, Aggregation and Arbitrage
- How to deal with risk
- How to deal with differences

Computer-based tools

No specified computer-based tools are required.

Learning process and workload

The course will be lectured by a combination of lectures, student presentations and class discussions based on real cases. During the first weeks of the course the student in groups have to select a multinational firm that operates in the emerging market. They will follow this real case throughout the course and use it to do a step-by-step evaluation of the firm's challenges and present strategy for one or several emerging markets. This process will lead to a proposal for changes in their global strategy. These step-by-step exercises will be presented in the class by the students and discussed within the framework of the textbook. At the end of the course the groups should write a term paper based on the exercises.

Recommended use of hours:

Activity	Hours
Participation at lectures	24
Participation at seminars	21
Preparation for seminars	30
Self- study and colloquiums	70
Project paper	55
Total recommended use of time	200

Use of hours

24 hours - Lectures
21 hours - Seminars
45 hours total

Examination

Grade in the course will be based on a process evaluation, consisting following parts and weights:

- 1) Class activities: 25 %
- 2) Individual mid-term essay: 25 %
- 3) Term paper: 50 %

The term paper can be solved individually or in groups of up to three students. Groups is strongly recommended. Students are to choose a central international strategy decision by a firm, gather information on the strategy decision from secondary data sources and some amount of primary data collection, such as an interviews with one involved in the strategy decision, and analyse and assess the context, content and process of the decision using theories from the course. The groups will present, discuss and assess the company case chosen by the students.

Students who fail to participate in one/some/all exam elements will get a lower grade or may fail the course.

Examination code(s)

ELE 37681 - Process evaluation accounts for 100% of the final grade in ELE 3768 Global Strategies for Emerging Markets, 7,5 credits.

Examination support materials

All support materials are allowed.

Re-sit examination

Re-sit examination is offered at next scheduled course. At re-sit, the whole evaluation process must be conducted again, including all single elements.

Additional information