

**Management of International Operations:
Managing in Emerging Markets
MGT 493.001 (BBA) / MGT 597.001 (MBA)
Fall 2007
Mondays & Wednesdays 4:00-5:15, ASM 1064**

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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 include strategic and operational issues associated with doing business internationally; specifically, the course will focus on issues related to managing in emerging markets. As emerging markets now play a more prominent role in the global economy, businesses of all sizes are devising strategies for trade and investment involving emerging markets. These businesses require the services of managers who know how to navigate these diverse business environments. Business school students planning careers in international business, therefore, need to be familiar with the business environment in emerging markets. This course is designed to help students develop this expertise. Given that other courses at the Anderson School focus specifically on Latin America, emphasis will be placed on emerging markets outside Latin America. However, we will draw comparisons with emerging markets in Latin America, as well as the 'triad' regions of North America, Western Europe, and Japan.

The principal learning objectives of this course are as follows:

- To provide students practical knowledge relevant to managing in diverse international environments, particularly emerging markets
- To acquire the skills needed to position oneself for a career in international business, particularly business relating to emerging markets, and
- To gain a broad exposure to emerging markets across the globe, as well as deep exposure to a smaller range of emerging markets.

Materials:

Students will read a series of four books in order to gain knowledge of emerging markets and how globalization is altering the competitive landscape for companies around the world. For each book, students will prepare a book report that addresses questions posed by the instructor.

- Daniel Cohen, 2006. Globalization and its Enemies. Cambridge, MA: MIT Press.
- Marvin Zonis, Dan Lefkovitz, & Sam Wilkin, 2003. The Kimchi Matters. Chicago: Agate.
- Pietra Rivoli, 2005. The Travels of a T-Shirt in the Global Economy. Hoboken, NJ: John Wiley & Sons.
- James Watson (Editor), 2006. Golden Arches East: McDonalds in East Asia, 2nd Edition. Palo Alto: Stanford University Press.

Students will also complete a series of readings taken from The Economist magazine, including a series of multi-part surveys on emerging markets as well as developed countries. These readings will be placed on e-reserves—students will be provided access information once the readings are posted.

The Triad Markets

- The European Union (March 17, 2007)
- European Business (February 10, 2007)
- Japan (October 8, 2005)

Latin American Emerging Markets

- Mexico (November 18, 2006)
- Brazil (April 14, 2007)

China and India

- China and its Region (March 31, 2007)
- China (March 25, 2006)
- Business in India (June 3, 2006)
- Hong Kong (June 30, 2007)

Assignments and Grading Procedure:

Grades will be determined as follows:

BBA Students

60% Book Reports (4@15%/each)
20% Country Presentation/Report
10% Company Presentation
10% Attendance and Participation

MBA Students

40% Book Reports (4@10%/each)
10% Country Presentation
20% Company Report #1
20% Company Report #2
10% Attendance and Participation

Book Reports

For each of the four books, students will complete a 3-5 page book report addressing a series of questions provided by the instructor. Questions will be provided for each reading on the first date the reading is listed on the syllabus.

Country Report and Presentation (BBAs and MBAs). Each student will individually prepare and present a brief overview of idiosyncratic issues (e.g., trade barriers, distribution channels, cultural issues, etc) associated with entering a particular foreign market. Details will be provided during the second week of class, at which point countries will also be assigned. MBA students will provide a presentation in class but will not submit a written report on the country.

Emerging Market Firm Report/Presentation and Emerging Market Strategy Report/Presentation. BBA students will make a presentation for the class relating to either (a) a company based in an emerging market or (b) the strategies of a US-based company for competing in emerging markets. MBA students will make presentations on both (a) a company based in an emerging market and (b) the strategies of a US-based company for competing in emerging markets. MBA students will also submit 8-10 page papers for both presentations. Rough drafts are due on the day of the presentation, and final drafts are due by the end of the semester.

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

Please Note:

If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me as soon as possible so that 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. Course materials can be made available in alternative formats.

Class Schedule:

DATE	TEXT	TOPICS	ASSIGNMENTS
Aug 20	Goldman & BCG reports	Introduction	
Aug 22	Goldman & BCG reports	Lecture/Speaker	
Aug 27	Globalization & Enemies	Commanding Heights	
Aug 29	Globalization & Enemies	Lecture/Speaker	
Sept 3	Globalization & Enemies	NO CLASS	
Sept 5	Globalization & Enemies	Readings Discussion	Book report due
Sept 10	Economist-Triad EU,Japan	Readings Discussion	
Sept 12	Economist-Latin America	Lecture/Speaker	
Sept 17	Economist-China, HK	Lecture/Speaker	
Sept 19	Economist-India, other	Lecture/Speaker	
Sept 24	Golden Arches East	Lecture/Speaker	
Sept 26	Golden Arches East	Lecture/Speaker	
Oct 1	Golden Arches East	Presentations	
Oct 3	Golden Arches East	Readings Discussion	Book report due
Oct 8	Travels of a T-Shirt	Readings Discussion	
Oct 10	Travels of a T-Shirt	Presentations	
Oct 15	Travels of a T-Shirt	Lecture/Speaker	
Oct 17	Travels of a T-Shirt	Presentations	
Oct 22	Travels of a T-Shirt	Lecture/Speaker	
Oct 24	Travels of a T-Shirt	Readings Discussion	Book report due
Oct 29	The Kimchi Matters	Readings Discussion	
Oct 31	The Kimchi Matters	Presentations	
Nov 5	The Kimchi Matters	Lecture/Speaker	
Nov 7	The Kimchi Matters	Presentations	
Nov 12	The Kimchi Matters	Lecture/Speaker	
Nov 14	The Kimchi Matters	Presentations	
Nov 19	The Kimchi Matters	Readings Discussion	Book report due
Nov 21		Readings Discussion	
Nov 26		Presentations	Presentations
Nov 28		Presentations	Presentations
Dec 3		Presentations	Presentations
Dec 5		Presentations	Presentations
Dec 13			Final Reports Due