Emerging markets have been constantly hogging news headlines. These countries have lifted millions out of poverty by providing jobs and livelihood and have transformed themselves radically. Emerging Economies are not exciting for just cheap labor and bountiful raw material. They are now looked at seriously as the largest unsaturated markets in the world.

Every big company worth it’s salt has an Emerging Market Strategy, at least as an addendum to its’ overall strategy. The current economic crisis surrounding US, Europe and Japan has only strengthened the dependence of many Western Multinationals to look seriously at Emerging Markets.

Investment funds of all sizes are interested in the liberalization, growth and development of these economies. The tantalizing attractiveness of the Emerging markets lies in the fact that many of these markets are already among the world’s largest economies and are poised to be the critical drivers of what happens in the world in the next couple of decades.

We will take 3 different perspectives:

1. How MNCs look at Emerging Markets & Why
2. How Local emerging market companies look at Competition & Why
3. What are the Institutions that are suboptimal or don’t exist and how can those be converted into competitive advantages?

This course prepares you for winning in the Emerging Markets using your questions, curiosity, case studies of spectacular success stories and hard lessons learnt. The class discussions will address unique complexities, challenges and opportunities in emerging countries and help students to articulate global impact and implications for management strategy and business operations.

**Course materials**

- We will use a set of readings, HBR articles and case studies.
- Group work includes a detailed exploration of one of the BRIC countries and participating in the Expo on the final day. Each team member must participate in the presentation as this contributes to your grade.
- Additionally each student will be required to complete a research report on a specialized topic e.g. Consumer Outlook, Competitive Scenarios, Infrastructure, Socio-economics, Political Stability, Trade Tensions, Environmental Issues, Alternate Energy, Social Enterprise, etc in any of the BRIC countries. You can also compare one of the countries with another.
Weightage of assessment

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 cases</td>
<td>40%</td>
</tr>
<tr>
<td>Two class tests</td>
<td>20%</td>
</tr>
<tr>
<td>Group Project</td>
<td>30%</td>
</tr>
<tr>
<td>Participation in class, panel discussion, online forum</td>
<td>10%</td>
</tr>
</tbody>
</table>

General standards and evaluation process:

1. Class Participation is extremely important as you can both add value as well as benefit from your collective experiences. Listening and imbibing other points of view are also important in the learning process.

2. Cases are a great tool to enable learning. The logic, reasoning, thought process and analysis that you provide for your recommendations is more important than arriving at the right answer.

3. Guest lecturers and panel discussions with industry experts are an added bonus. These are industry experts who have worked in the Emerging Economies. Enhance your learning by asking as many questions as you can.

List of Readings

- **Books**
  - Untapped: Creating Value in Under served markets - Weiser, John
  - The fortune at the bottom of the pyramid: Eradicating poverty through profits – Prahlad, CK
  - Winning in Emerging Markets – Tarun Khanna

- **Articles**
  - Firm strategies in a changing global competitive landscape – Michael A.Hitt and Xiaomeng He
  - IT infrastructure in emerging markets: arguing for an end-to-end perspective Gupta, A. Ranganathan, P. Sarin, P. Shah, M. Hewlett Packard Labs., Bangalore, India
  - Emerging multinationals: outward FDI from the BRICS countries - Peter Gammeltoft

- **Cases from HBR will be distributed on first day of class**

Course Outline = 7 lectures, 3 hours each

11 Aug 2015
1. Introduction to Emerging Markets & Strategy Thinking

18 Aug 2015
2. Case 1 - Coffee Wars in India: Cafe Coffee Day Takes on the Global Brands

25 Aug 2015
1. How Local Emerging Market Companies are going Global & Why
2. Case 2 - Beidahuang
3. First Assessment
4. Guest Speaker 1– Bart Minsaer, Managing Director, Ability Associates
   Telecom industry expert, worked in Ethiopia, Kenya, Armenia and Belgium

1 Sep 2015
1. What are the institutional Voids that can be converted into Opportunities?
2. Case 3 – Rospil.info
3. Guest Speaker 2– Anita Kanal, Asia Head, Greenberg Strategy
   Strategy Consulting expert, worked in India, US, managing Asia based in Singapore

8 Sep 2015
1. Country Focus Topics
2. Case 4 – From Beijing Jeep to ASC Fine Wines
3. Guest Speaker 3– Kartik Krishnamurthy, Sales Effectiveness & Sales Coach Lead at LinkedIn, will speak on LinkedIn Economic Graph
   B2B Sales Specialist, worked in North America and Asia

15 Sep 2015
1. Second Assessment
2. Country Focus Topics
3. Guest Speaker 4 – Henri Allegra, Employer Branding Consultant at Universum, worked in Europe and Asia

22 Sep 2015
1. Summary of Learnings
2. Group Projects Presentation
3. Panel Discussion at 8 pm - Topic – The quest for Talent in Emerging Markets
   Panelists : Andrew Jones – ex-HR head, Deutsche Bank, APJ
   Madan Nagaldinne – HR Head, Facebook, APJ
   Monila Kothari – President, APAC, Givaudan

Deep Dive Focus Topics:
Consumer Outlook, Buying Power, Cultural Differences, Technology and Infrastructure
Competitive Advantage of Domestic vs International firms
Effect of Globalization, FDI, Growth, Inflation
Political stability, Poverty, Corruption, Risks, Environmental Issues
Business Development and Micro-Financing
Trade tensions and Policies, Role of WTO and others
Opportunities, Outsourcing and others

Country Coverage:
Brazil, Russia, India, China, Vietnam, Indonesia, Philippines, Thailand, Turkey, Africa. Others as time permits and subject to interest of collective class.

ACADEMIC HONESTY & PLAGIARISM
Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.
Plagiarism is ‘the practice of taking someone else's work or ideas and passing them off as one's own’ (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.
Additional guidance is available at:
http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct

Online Module on Plagiarism:
http://emodule.nus.edu.sg/ac/