



**Carleton University  
Sprott School of Business**

**BUSI 4717 A:**

**MANAGING GLOBALIZATION IN EMERGING ECONOMIES  
Fall 2019**

**Instructor:** Abdulghany Mohamed, Ph.D.

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**Class-room:** TBD

**Class Days and Times:** Fridays 8:35am - 11:25am

**Office Hours:** Fridays 12:00 - 2:00 pm or by appointment

This course outline provides you with most of the information you will need to know in order to organize yourself for the lectures, prepare for group project, and complete individual assignments. It is, therefore, important that you:

**Please read carefully all the information provided in this course outline.**

*If in doubt, please consult the course instructor.*

**UNDERGRADUATE CALENDAR DESCRIPTION**

Critical examination of the managerial and institutional issues of globalization from the perspectives of emerging economies. Indigenous and international institutions' role in the evolution of a competitive and inclusive global economy and society. Discerning lessons of experience for newly globalizing societies.



## **PREREQUISITES**

Fourth year standing in B.Com, BIB, or Minor in Business; Minor in Business; ECON 1000. Precludes additional credit for **BUSI 4902** (no longer offered).

## **COURSE OBJECTIVES**

The overarching goal of this course is to critically examine/explore the managerial and institutional issues of contemporary globalization from the perspectives of emerging economies. It will focus on the role of indigenous and international institutions in the evolution of a competitive and inclusive global economy and society. It will also discern lessons of experience for newly globalizing societies. Specifically, the course aims to provide students with:

- (a) A clear understanding of the significance and implications of globalization and regionalism for emerging economies.
- (b) A framework for analyzing and assessing the unique business environments of the range of emerging economies around the world.
- (c) The main theories of international trade and investment as they pertain to emerging economies and an articulation of the contemporary issues investors have to contend with when doing business in/with emerging economies.
- (d) The skill set necessary for: (i) data collection, analysis and reporting and presentation, (ii) the formulation of business strategies and operational plans consistent with the realities of the challenges and opportunities obtaining in extant, disparate emerging economies/markets, and (iii) effective/productive team work and collaborative research and learning.
- (e) An opportunity for a hands-on experience through a group project on emerging economy assessment and corporate strategy formulation and presentation.
- (f) An opportunity to hone individual-oriented research skills for the design, preparation and presentation of a written essay based on a topic about an emerging economy situation chosen by the student and approved by the instructor.
- (g) A solid foundation and knowledge necessary to prepare the students for more advanced study.

## **LEARNING OUTCOMES**

Upon successful completion of this course, students should be able to:

- (a) Describe and explain the unique features of emerging economies, including: similarities and distinctions among emerging economies, their dynamics and evolution, growing significance and interdependence within the context of the global economy, the opportunities and challenges faced by domestic and foreign businesses in (and from) such economies, how emerging economies have endeavoured to manage globalization in its various manifestations, and how these experiences can serve as useful lessons for multinational corporations/enterprises (MNCs/MNEs), public policy makers and civil society from emerging economies and other societies.

- (b) Show a familiarity with various tools/techniques of data collection, analysis and report compilation and presentation as well as on how to effectively utilize publicly accessible and proprietary sources of emerging economy information/data.
- (c) Demonstrate that they can analyze/assess the unique, complex and dynamic environments of emerging markets in the context of the global economy by specifically identifying, prioritizing, and addressing the opportunities and challenges/threats faced by MNEs/MNCs from emerging economies (venturing into global markets) and those from outside the emerging economies entering the emerging markets around the world.
- (d) Demonstrate that they are individually capable of designing, researching and presenting a scholarly written essay on an emerging economy topic/subject matter.
- (e) Discuss how MNCs/MNEs go about building and developing international relationships and corporate strategic alliances.
- (f) Articulate how the rest of the world engages with emerging economies with a particular focus on how Canada engages itself with emerging economies.

## **COURSE STRUCTURE AND DELIVERY**

Meeting on scheduled days/dates in three-hour weekly sessions, this course will be structured on a lecture format and around five (5) broad activities:

### **(a) Student Engagement**

Students will each week critically examine and discuss the assigned readings and issues. In fact, each session will begin by engaging students in a discussion of the key readings and a recap of the previous session's material. All course participants will be expected to take an active role in discussions. As such, each participant will be expected to have read all the required readings and be prepared to discuss the assigned readings and issues raised in the readings and class discussion. And, most importantly, class participation/engagement is predicated on the premise that class attendance for the whole duration of each session is mandatory for each and every student throughout the semester. Thus, 10% (out of the allocated 15%) of the course marks will be assigned to class attendance.

### **(b) Individual Assignment**

Each student will research and submit a short (5 page) written paper on a topic to be assigned from a list of current topics assigned by the instructor. An assignment list/schedule based on weekly-based topics will be posted on cuLearn.

### **(c) Mid-Term Test (in-class).**

Students will be required to sit an in-class mid-term test on a scheduled date (**Session 6: October 11<sup>th</sup>, 2019**).

**(d) Final Exam**

Students will be required to sit a written formal final examination as scheduled by the university.

**(e) Term Group Project:**

There will be two types of group-based term projects:

- (i) Half the class will undertake projects that involve the in-depth assessment of an emerging economy and the formulation of a strategic plan for an MNC/MNE planning to enter the chosen emerging economy (**Type A Projects**) bearing in mind the main opportunities and risks the chosen MNC/MNE may face in the emerging economy as well as the key strengths and weaknesses of the MNC/MNE and the various sources of its strengths and weaknesses.
  
- (ii) The second half of the class will undertake projects that entail the formulation of a global strategic plan for an emerging economy MNC/MNE (**Type B Projects**). Specifically, Type B projects will involve an in-depth analysis of the main strengths and weaknesses of a multinational corporation (MNC/MNE) from an emerging economy and the key advantages and disadvantages it derives from its home country in light of global opportunities and threats. Based on such analysis each student group will then develop a concrete future-oriented strategic plan on how the chosen MNC/MNE and its home country can address their shortcomings so that the MNC/MNE can capitalize on its strengths and home-based advantages to compete and succeed globally.

This assignment (i.e., for both types of projects) will be undertaken in four phases/stages whose detailed requirements are specified in a set of guidelines and marking rubrics provided separately on cuLearn.

## **TEXTBOOK AND OTHER RESOURCES**

The following textbook is required for this course:

**Cavusgil, S.T., P.N. Ghauri, and A.A. Akcal (2013) *Doing Business in Emerging Markets*, 2<sup>nd</sup> ed. SAGE Publications Ltd**

In addition to the textbooks, key/required readings (and optional supplementary readings) are assigned from other sources (e.g., periodicals, etc.) as deemed appropriate. **Required course readings (i.e., textbooks and periodicals, etc.) will also be accessible via Ares (library reserve facility).** Moreover, throughout the semester/course students will be encouraged to read the current business press with a keen eye on thought provoking topics pertaining to emerging economies.

## ASSESSMENT

(1) Class Participation	15 %
(2) Individual Assignment	10%
(3) Mid-term Test (In-class)	10 %
(4) Final Examination	25 %
(5) Term Group Project:	
(i) Phase 1: Project & Topic Selection	5%
(ii) Phase 2: Data Collection and Preliminary Analysis	10%
(iii) Phase 3: Preliminary Report Presentation	10%
(iv) Phase 4: Final Report	15%
<b>Total</b>	<b>100%</b>

### NOTE:

- (1) Satisfactory in-term performance:
  - (a) Unless otherwise stated below in item (b), the requirement for Satisfactory Performance is set at 50% of all, not each, pre-final work (i.e., assignments, participation marks, tests, etc.).
  - (b) Students must participate and receive a mark (above zero) in each of the five evaluation components in order to receive a passing grade.
  
- (2) If you must miss the mid-term test due to [verifiable illness](#) (or, in rare cases, [some other circumstances beyond your control](#)) you have the option of sitting a new midterm test at a date mutually agreed between you and the instructor or alternatively you may apply to shift the weight of the mid-term to the final exam. In either case you must submit a medical certificate or other verifiable documentation to me—the instructor—no later than five (5) calendar days after the midterm date.

## BUSI 4717 A – Fall 2019 – Lecture Schedule, Course Topics, Mid-Term Test and Project Due Dates

Session	Topic	Key Readings/Project Due Dates
Session 1 September 6 <sup>th</sup> , 2019	Introduction and Course Overview	<ul style="list-style-type: none"> <li>• <b>Project Groups formation, selection of individual assignment topic</b></li> </ul>
Session 2 September 13 <sup>th</sup> , 2019	<p style="text-align: center;"><b>Library Session</b></p> Understanding Emerging Economies in an Era of Globalization & Regionalism	<p><b>(Business Librarian)</b> Cavusgil, Ghauri &amp; Akcal (2013) Chapter 1: An Overview of Emerging Markets</p> Hirakawa & Aung (2011); Roberts, Kayande & Srivastava (2015); Sheth (2011)
Session 3 September 20 <sup>th</sup> , 2019	Political, Legal and Socio-Cultural Frameworks in Emerging Markets	Cavusgil, Ghauri & Akcal (2013) Chapter 2: Political, Legal and Cultural Framework in Emerging Markets Champ & Attaran (2002); Chung & Beamish (2005); Dahles (2007); Uhlenbruck et al. (2006)
Session 4 September 27 <sup>th</sup> , 2019	Economic and Financial Environments in Emerging Economies	Cavusgil, Ghauri & Akcal (2013) Chapter 3: Economic Environment in Emerging Markets Banalieva & Sarathy (2010); Das (2010); Didier & Schmukler (2014)
Session 5 October 4 <sup>th</sup> , 2019	Technological Environment and Innovation and CSR in Emerging Markets	Bruton, Dess & Jenney (2007); Siqueira & Bruton (2010); Yip & McKern (2014); Doh, Littell, & Quigley (2015); Lourenço, & Branco (2013); Jayanti, & Gowda (2014)
Session 6 October 11 <sup>th</sup> , 2019	<ul style="list-style-type: none"> <li>• Opportunities and Trends in Emerging Markets</li> <li>• <b>Mid-term Test</b></li> </ul>	Cavusgil, Ghauri & Akcal (2013) Chapter 4: Opportunities and Trends in Emerging Markets Ahmed, F. (2013); Prahalad & Hammond (2002); Prud'homme, (2016); Schrader, Freimann & Seuring (2012); Sharma, Luk, Cardinali & Ogasavara (2018)
Session 7 October 18 <sup>th</sup> , 2019	Understanding Multinationals from Emerging Markets	Cavusgil, Ghauri & Akcal (2013) Chapter 5: Companies from Emerging Markets Chebbi, Yahiaoui, Vrontis & Thrassou (2017); Chen, (2017); Deng & Zhang (2018); Parthasarathy, Momaya, & Jha (2017); Pattnaik, Lu & Gaur (2018)

October 21-25 <sup>th</sup> , 2019	Fall Break -- No classes	
Session 8 November 1 <sup>st</sup> , 2019	Strategic Entry, Expansion and Exiting Emerging Markets: Where, Why, When, and How?	Cavusgil, Ghauri & Akcal (2013) Chapter 7: Entry Modes and Strategies  Henisz & Zelner (2010); Khanna, Palepu & Sinha (2005); Marchand, (2017); Miller, et al. (2008); Wright et al. (2005)
Session 9 November 8 <sup>th</sup> , 2019	Relationship Building and Development: Fruitful Cooperation with Emerging Economies  • <b>Group Presentations (Phase 3) for assigned teams.</b>	Cavusgil, Ghauri & Akcal (2013) Chapter 8: The Negotiation Process and Strategies in International Business Cavusgil, Ghauri & Akcal (2013) Chapter 9: Negotiations and Building Relationships in Emerging Markets  Ang & Michailova (2008); Lahiri, & Dhandapani (2019); Yang & Sharma (2016)  • <b>Term Project: Phase 3 (hard and soft copy) for presenting groups due in class.</b>
Session 10 November 15 <sup>th</sup> , 2019	Making the Most of Globalization  • <b>Group Presentations (Phase 3) for assigned teams.</b>	Cavusgil, Ghauri & Akcal (2013) Chapter 6: Analysis of Selected Emerging Markets  Cavusgil, Ghauri & Akcal (2013) Chapter 10: Assessing Risks and Opportunities in Emerging Markets • Hartungi (2006); He, Wei & Xie (2008)  • <b>Term Project - Final reports</b> (Phase 4; hard and soft copy) for Session 9 group presentations are due in class • <b>Term Project - Phase 3</b> (hard and soft copy) for presenting groups due in class.
Session 11 November 22 <sup>nd</sup> , 2019	Canada's Engagement with Emerging Economies: Competition, Cooperation and Conflict  <b>Group Presentations (Phase 3) for assigned teams</b>	Canada (2005); Greenspon, & Lynch, (2018); NPSIA (2012); Schmitz (2006)  • <b>Term Project - Phase 3</b> (hard and soft copy) for presenting groups due in class.  • <b>Term Project - Final reports</b> (Phase 4; hard and soft copy) for Session 10 group presentations are due in class.
Session 12 November 29 <sup>th</sup> , 2019	<b>Group Presentations (Phase 3) for assigned teams</b>  <b>Course Wrap Up</b>	• <b>Term Project: Phase 3</b> (hard and soft copy) for presenting groups due in class.  • <b>Term Project - Final reports</b> (Phase 4; hard and soft copy) for Session 11 group presentations are due in class. • <b>Term Project - Final reports</b> (Phase 4; hard and soft copy) for Session 12 group presentations are due a week later.

## REQUIRED/KEY AND SUPPLEMENTARY COURSE READINGS

### Session 1:

#### Introduction and course Overview

No required readings.

### Session 2:

#### Understanding Emerging Economies in an Era of Globalization & Regionalism

##### Required Readings:

Cavusgil, S.T., P.N. Ghauri & A.A. Akcal (2013) Chapter 1: An Overview of Emerging Markets

Hirakawa, H., & T.T. Aung (2011) "Globalization and the emerging economies: East Asia's structural shift from the NIEs to potentially bigger market economies (PoBMEs)", *Evolutionary and Institutional Economics Review* 8(1): 39-63.

Roberts, J., U. Kayande, & R. K. Srivastava (2015) "What's different about emerging markets, and what does it mean for theory and practice?", *Customer Needs and Solutions* 2: 245-250.

Sheth, J. N. (2011/2018) "Impact of emerging markets on marketing: Rethinking existing perspectives and practices", *Journal of Marketing* 75(4): 166-182

##### Supplementary Readings:

Silva, M.L.F., J.P. de Andrade & T.S. Torrance (2000) "Reflections on the perspectives of the global economy from the point of view of emerging economies", *Journal of Evolutionary Economics* 10: 109-129.

Stiglitz, J. E. (2003) "Globalization and growth in emerging markets and the new economy", *Journal of Policy Modeling* 25:505-524.



### **Session 3:**

#### **Political, Legal and Socio-Cultural Framework in Emerging Markets**

- Cavusgil, S.T., P.N. Ghauri & A.A. Akcal (2013) Chapter 2: Political, Legal and Cultural Framework in Emerging Markets
- Champ, P., and A. Attaran (2002) "Patent Rights and Local Working Under the WTO TRIPS Agreement: An Analysis of the U.S.-Brazil Patent Dispute," *Yale Journal of International Law*, 27(2): 365-393.
- Chung, C.C. & P.W. Beamish (2005) "The Impact of Institutional Reforms on Characteristics and Survival of Foreign Subsidiaries in Emerging Economies", *Journal of Management Studies* 42(1): 35-62.
- Dahles, H. (2007) "On (Mis-) conceptions of culture as a vehicle of business success: Singapore Chinese investment strategies after failing in China", *East Asia* 24: 173-193.
- Uhlenbruck, K., P. Rodriguez, J. Doh & L. Eden (2006) "The impact of corruption on entry strategy: evidence from telecommunication projects in emerging economies", *Organization Science* 17(3): 402-414.

#### **Supplementary Readings:**

- Davidson, A., M. R. Habibi & M. Laroche (2018) "Materialism and the sharing economy: A cross-cultural study of American and Indian consumers", *Journal of Business Research* 82: 364–372.
- Deng, Z., J. Yana & M. van Essen (2018) "Heterogeneity of political connections and outward foreign direct investment", *International Business Review* 27: 893–903.
- Mbalyohere, C. & T. C. Lawton (2018) "Engaging Stakeholders Through Corporate Political Activity: Insights from MNE Nonmarket Strategy in an Emerging African Market", *Journal of International Management* 24: 369–385.
- Murali D.R. Chari, M. D.R. & E. R. Banalieva (2015) "How do pro-market reforms impact firm profitability? The case of India under reform", *Journal of World Business* 50: 357–367.
- Shi, H., H. Xu, & X. Zhang (2018) "Do politically connected independent directors create or destroy value?", *Journal of Business Research* 83: 82–96.
- Zhang, Y. & Joaquín Lopez-Pascual (2012) "Dynamic versus static culture in international business: a study of Spanish banking in China", *Cross Cultural Management: An International Journal*, 19(4): 588 – 611.

## **Session 4:**

### **Economic and Financial Environments in Emerging Economies**

#### **Required Readings:**

Cavusgil, S.T., P.N. Ghauri & A.A. Akcal (2013) Chapter 3: Economic Environment in Emerging Markets

Banalieva, E.R. & R. Sarathy (2010) "The impact of regional trade agreements on the global orientation of emerging market multinational", *Management International Review* 50:797-826.

Das, D. K. (2010) "Contours of deepening financial globalization in the emerging market economies", *Global Journal of Emerging Market Economies* 2(1): 45-67.

Didier, T. & S. L. Schmukler (2014) "Debt Markets in Emerging Economies: Major Trends", *Comparative Economic Studies* 56(2): 200-228.

#### **Supplementary Readings:**

Hejazi, W. (2009) "Does China receive more regional FDI than gravity would suggest?", *European Management Journal* 27: 327-335.

Joyce, J.P. (2011) "Financial globalization and banking crises in emerging markets", *Open Economies Review* 22(5): 875-895.

Park, Y-R, Y.S. Pak & J.Y. Lee (2006) "What they learned from the crash: A comparison of Korean Firms' FDI before and after the 1997 financial crisis", *Management International Review* 46(1): 109-130.

## **Session 5:**

### **Technological Environment and Innovation and CSR in Emerging Markets**

#### **Required Readings:**

Bruton, G.D., G.G. Dess & J.J. Janney (2007) "Knowledge management in technology-focused firms in emerging economies: caveats on capabilities, networks and real options", *Asia Pacific Journal of Management* 24:115-130

- Siqueira, A.C. O. & G.D. Bruton (2010) "High-technology entrepreneurship in emerging economies: Firm informality and contextualization of resource-based theory", *IEEE Transactions on Engineering Management* 57(1):39-50.
- Yip, G. & B. McKern (2014) "Innovation in emerging markets – the case of China", *International Journal of Emerging Markets* 9(1): 2-10.
- Doh, J.P., B. Littell, and N. R. Quigley (2015) "CSR and sustainability in emerging markets: Societal, institutional, and organizational influences", *Organizational Dynamics* 44: 112–120.
- Lourenço, I.C., and M. C. Branco (2013) "Determinants of corporate sustainability performance in emerging markets: the Brazilian case", *Journal of Cleaner Production* 57: 134 -141.
- Jayanti, R.K., and M.V. R. Gowda (2014) "Sustainability dilemmas in emerging economies", *IIMB Management Review* 26: 130 -142.

#### **Supplementary Readings:**

- Brem, A., & P. Wolfram (2014) "Research and development from the bottom up - introduction of terminologies for new product development in emerging markets", *Journal of Innovation and Entrepreneurship* 3(9): 1-22.
- Fu, X., C. Pietrobelli & L. Soete (2010) *The role of technology and indigenous Innovation in emerging economies: Technological change and catching up*, Technical Note No. IDB-TN-166 Inter-American Development Bank, September.
- Kaplinsky, R., J. Chataway, N. Clark, R. Hanlin, D. Kale, L. Muraguri, T. Papioannou, P. Robbins & W. Wamae (2010) *Below the Radar: What Does Innovation in Emerging Economies Have to offer other Low Income Economies?*, Working Paper Series # 2010-020, Maastricht, The Netherlands, United Nations University UNU-Merit
- Salter, B., M. Cooper, A. Dickins & V. Cardo (2007) "Stem Cell Science in India: Emerging Economies and the Politics of Globalization", *Regenerative Medicine* 2(1): 75-89.
- Varadarajan, R. & R. Kaul (2018) "Doing well by doing good innovations: alleviation of social problems in emerging markets through corporate social innovations", *Journal of Business Research* 86: 225–233.

## Session 6:

### Opportunities and Trends in Emerging Markets

#### Mid-Term Test

For scope of readings for Mid-Term Test see notes posted on cuLearn.

#### Required Readings:

- Cavusgil, S.T., P.N. Ghauri & A.A. Akcal (2013) Chapter 4: Opportunities and Trends in Emerging Markets
- Ahmed, F. E. (2013) "The Market at the Bottom of the Pyramid: Understanding the Culture of Poverty", *Perspectives on Global Development and Technology* 12: 489-513.
- Prahalad, C.K. & A. Hammond (2002) "Serving the World's Poor, Profitably", *Harvard Business Review* 80 (9): 48-57.
- Prud'homme, D. (2016) "Forecasting Threats and Opportunities for Foreign Innovators in China's Strategic Emerging Industries: A Policy-Based Analysis", *Thunderbird International Business Review* 58 (2):103-115.
- Schrader, C. J. Freimann & S. Seuring (2012) "Business Strategy at the Base of the Pyramid", *Business Strategy and the Environment* 21: 281–298.
- Sharma, P., S. T. K. Luk, S. Cardinali, M. H. Ogasavara (2018) "Challenges and Opportunities for Marketers in the Emerging Markets", *Journal of Business Research* 86: 210-216.

#### Supplementary Readings:

- Arora, S. & H. Romijn (2011) "The empty rhetoric of poverty reduction at the base of the pyramid", *Organization* 19(4) 481–505.
- Cavusgil, S. T., S. Deligonul, I. Kardes & E. Cavusgil (2018) "Middle-Class Consumers in Emerging Markets: Conceptualization, Propositions, and Implications for International Marketers", 26 (3):94-108.
- Child, J., & T. Tsai (2005) "The dynamic between firms' environmental strategies and institutional constraint in emerging economies: Evidence from China and Taiwan", *Journal of Management Studies* 42(1) 95-125.

Dolan, C. & K. Roll (2013) "Capital's New Frontier: From "Unusable" Economies to Bottom-of-the-Pyramid Markets in Africa", *African Studies Review* 56 (3): 123–46

Gouvea, R., D. Kapelianis & M. Montoya (2018) "Marketing Challenges and Opportunities in Emerging Economies: A Brazilian Perspective", *Thunderbird International Business Review* 60 (2): 193-205.

Jayanti, R.K. & M.V. R. Gowda (2014) "Sustainability dilemmas in emerging economies", *IIMB Management Review* 26: 130-142.

May, R.C., W. H. Stewart & R. Sweo (2000) "Environmental scanning behavior in a transition economy: Evidence from Russia", *Academy of Management Journal* 43(3): 403-427.

## **Session 7:**

### **Understanding Multinationals from Emerging Markets**

#### **Required Readings:**

Cavusgil, S.T., P.N. Ghauri & A.A. Akcal (2013) Chapter 5: Companies from Emerging Markets

Chebbi, H., D. Yahiaoui, D. Vrontis, and A. Thrassou (2017) "The Impact of Ambidextrous Leadership on the Internationalization of Emerging-Market Firms: The Case of India", *Thunderbird International Business Review* 59 (3):421-436.

Chen, J. (2017) "Internationalization of Chinese Firms: What Role Does *Guanxi* Play for Overcoming Their Liability of Outsidership in Developed Markets?", *Thunderbird International Business Review* 59 (3):467-483.

Deng, P. & S. Zhang (2018) "Institutional quality and internationalization of emerging market firms: Focusing on Chinese SMEs", *Journal of Business Research* 92: 279–289.

Parthasarathy, S., K. S. Momaya, and S. K. Jha (2017) "EMNEs Venturing into Advanced Economies: Findings from Comparative Cases of Two Indian MNEs", *Thunderbird International Business Review* 59 (3):437-454.

Pattnaik, C., Q. Lu & A. S. Gaur (2018) "Group Affiliation and Entry Barriers: The Dark Side of Business Groups in Emerging Markets", *Journal of Business Ethics* 153:1051–1066.

## Supplementary Readings

- Alon, I., J. Child, S. Li, & L.R. McIntyre (2011) "Globalization of Chinese firms: Theoretical universalism or particularism", *Management and Organization Review* 7(2): 191-200.
- Contractor, F.J. (2013) "Punching above their weight": The sources of competitive advantage for emerging market multinational", *International Journal of Emerging Markets* 8(4): 304-328.
- Goldstein, A. & F. Pusterla (2010) "Emerging economies' multinationals; general features and specificities of the Brazilian and Chinese cases", *International Journal of Emerging Markets* 5(3/4): 289-306.
- Guillen, M.F. (2000) "Business groups in emerging economies: A resource-based view", *Academy of Management Journal* 43(3): 362-380.
- Holtbrügge, D. & H. Kreppel (2012) "Determinants of outward foreign direct investment from BRIC countries: an explorative study", *International Journal of Emerging Markets* 7(1): 4-30.

## Session 8:

### Strategic Entry, Expansion, and Exiting Emerging Markets: Where, Why, When, and How?

#### Required Readings:

- Cavusgil, S.T., P.N. Ghauri & A.A. Akcal (2013) Chapter 7: Entry Modes and Strategies
- Henisz, W. J. & B. A. Zelner (2010) "The hidden risks in emerging markets", *Harvard Business Review* (April):1-8.
- Khanna, T., K.G Palepu & J. Sinha (2005) "Strategies that fit emerging markets," *Harvard Business Review* (June):63-76
- Marchand, M. (2017) "Do All Emerging-Market Firms Partner with Their Acquisitions in Advanced Economies? A Comparative Study of 25 Emerging Multinationals' Acquisitions in France", *Thunderbird International Business Review* 59 (3):297-311.
- Miller, S. R., D. E. Thomas, L. Eden & M. Hitt (2008) "Knee deep in the big muddy: The survival of emerging market firms in developed markets", *Management International Review* 48(6): 645-666.

Wright, M., I. Filatotchev, R.E. Hoskisson & M.W. Peng (2005) "Strategy research in emerging economies: Challenging the conventional wisdom", *Journal of Management Studies* 42:1-33

### **Supplementary Readings:**

Anderson, J., & D. Sutherland (2015) "Entry mode and emerging market MNEs: An analysis of Chinese greenfield and acquisition FDI in the United States", *Research in International Business and Finance* 35: 88–103

Cuervo-Cazurra, A., Y. Luo, R. Ramamurti, & S. H. Ang (2018) "The Impact of the home country on internationalization", *Journal of World Business* 53: 593–604.

Cui, L. & Y. Xu (2019) "Outward FDI and profitability of emerging economy firms: Diversifying from home resource dependence in early stage internationalization", *Journal of World Business* 54: 372–386

Deng, P. & S. Zhang (2018) "Institutional quality and internationalization of emerging market firms: Focusing on Chinese SMEs", *Journal of Business Research* 92: 279–289.

Elia, S., & G. D. Santangelo (2017) "The evolution of strategic asset-seeking acquisitions by emerging market multinationals", *International Business Review* 26: 855–866.

Gama, M. A.B., J. Lana, C. Calixto, & R. Bandeira-de-Mello (2016) "Business group internationalization: choosing a host country according to institutional distance", *Review of Business Management* 18(61):327-347.

Sethi, D. (2009) "Are multinational enterprises from emerging economies global or regional?", *European Management Journal* 27:356-365.

## Session 9:

### Relationship Building and Development: Fruitful Cooperation with Emerging Economies

#### Required Readings:

- Cavusgil, S.T., P.N. Ghauri & A.A. Akcal (2013) Chapter 8: The Negotiation Process and Strategies in International Business
- Cavusgil, S.T., P.N. Ghauri & A.A. Akcal (2013) Chapter 9: Negotiations and Building Relationships in Emerging Markets
- Ang, S. H. & S. Michailova (2008) "Institutional explanations of cross-border alliance modes: The case of emerging economies' firms", *Management International Review* 48(5):551-576.
- Lahiri, S. & K. Dhandapani (2019) "Project performance in emerging market: The influence of cultural distance and business group affiliation", *Asia Pacific Journal of Management* pp.1-29. <https://doi.org/10.1007/s10490-018-9615-7>
- Yang Yu, Y. & R. R. Sharma (2016) "Dancing with the stars: what do foreign firms get from high-status local partners?", *Management Decision*, Vol. 54 Issue: 6, pp.1294-1319,

#### Supplementary Readings:

- Hitt, M.A., D. Ahlstrom, D. T. Dacin, E. Levitas, & L. Svobodina (2004) "The Institutional Effects on Strategic Alliance Partner Selection in Transition Economies: China vs. Russia", *Organization Science* 15(2): 173-185.
- Hitt, M.A., M.T. Dacin, E. Levitas, J-L. Arregle & A. Borza (2000) "Partner selection in emerging and developed market contexts: resource-based and organizational learning perspectives", *The Academy of Management Journal* 43(3): 449-467.
- White, S. (2000) "Competition, Capabilities, and the make, buy, or ally decisions of Chinese state-owned firms", *Academy of Management Journal* 43(3): 324-341.



## **Session 10:**

### **Making the Most of Globalization**

#### **Lecture & Group Presentations**

##### **Required Readings:**

Cavusgil, S.T., P.N. Ghauri & A.A. Akcal (2013) Chapter 6: Analysis of Selected Emerging Markets

Cavusgil, S.T., P.N. Ghauri & A.A. Akcal (2013) Chapter 10: Assessing Risks and Opportunities in Emerging Markets

Hartungi, R. (2006) "Could developing countries take the benefit of globalisation?", *International Journal of Social Economics* 33(11): 728-743.

He, C., Y. D. Wei & X. Xie (2008) "Globalization, Institutional Change, and Industrial Location: Economic Transition and Industrial Concentration in China", *Regional Studies* 42(7): 923–945.

##### **Supplementary Readings:**

Anand, J., E. R. Brenes, A. Karnani, & A. Rodriguez (2006) "Strategic responses to economic liberalization in emerging economies: Lessons from experience", *Journal of Business Research* 59: 365-371.

Aulakh, P.S., M. Kotabe & H. Teegen (2000) "Export strategies and performance of firms from emerging economies: Evidence from Brazil, Chile, and Mexico", *Academy of Management Journal* 43(3): 342-361.

## Session 11:

### Canada's Engagement with Emerging Economies: Competition, Cooperation and Conflict?

#### Lecture & Group Presentations

##### Required Readings:

Canada (2005) *Elements of an emerging markets strategy for Canada: report of the Standing Committee on Foreign Affairs and International Trade*, Ottawa, Parliament. House of Commons. Standing Committee on Foreign Affairs and International Trade, Subcommittee on International Trade, Trade Disputes and Investment. Available at: <http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=1824118&Language=E&Mode=1&Parl=38&Ses=1&File=9>

Greenspon, E. & K. Lynch, (2018) *Diversification Not Dependence a Made-In-Canada China Strategy*, PPF Consultative Forum on China, Ottawa, Public Policy Forum. Available at: <https://ppforum.ca/publications/diversification-not-dependence-a-made-in-canada-china-strategy/>

NPSIA (2012) *Winning in a changing world; Canada & emerging markets*, Ottawa, The Norman Paterson School of International Affairs, Carleton University. Available at: <http://books.scholarsportal.info/view.doc.htm?id=560893>

Schmitz, G. (2006) *Emerging powers in the global system: Challenges for Canada*, Ottawa, Library of Parliament, Political and Social Affairs Division, 27 March 2006. Available at: <http://www.parl.gc.ca/Content/LOP/ResearchPublications/prb0570-e.htm>

##### Supplementary Readings:

Adelman, C., Y. Spantchak, J. Norris & K. Marano (2013) *2013 Index of Global Philanthropy and Remittances With a Special Report on Emerging Economies*, Washington, DC, The Center for Global Prosperity, Hudson Institute, Inc. Available at: <http://www.hudson.org/research/9914-2013-index-of-global-philanthropy-and-remittances-with-a-special-report-on-emerging-economies>

Canada (2013) *Maximizing Canada's Engagement in the Global Knowledge-Based Economy: 2017 and Beyond*, Policy Horizons Canada. Available at: <http://www.horizons.gc.ca/eng/content/maximizing-canada%E2%80%99s-engagement-global-knowledge-based-economy-2017-and-beyond%C2%A0>

**Session 12:**

**Group Presentations & Course Wrap Up**

No required readings

***END OF SEMESTER***

## ADDITIONAL INFORMATION

### Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

### Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

### Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

### Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

### Requests for Academic Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

**Pregnancy obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

**Religious obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

**Academic Accommodations for Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. [carleton.ca/pmc](https://carleton.ca/pmc)

**Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [carleton.ca/sexual-violence-support](https://carleton.ca/sexual-violence-support)

**Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: [students.carleton.ca/course-outline](https://students.carleton.ca/course-outline).

### **Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

### **Sprott Student Services**

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

### **Centre for Student Academic Support**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: [carleton.ca/csas](http://carleton.ca/csas).

### **Important Information:**

- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean’s approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>