Carleton University
Sprott School of Business

BUSI 4717 A:
MANAGING GLOBALIZATION IN EMERGING ECONOMIES
Fall 2016

Instructor: Abdulghany Mohamed, Ph.D.
Office: TBA
Email: Abdulghany.Mohamed@carleton.ca

Class-room: TBA
Class Days and Times: Tuesdays 8:35-11:25 am
Office Hours: Tuesdays 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 and tutorial, 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 BSc Honours Applied Physics, and Minor in Business for BSc Honours Major Earth Sciences; 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) 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) Discuss how MNCs/MNEs go about building and developing international relationships and corporate strategic alliances.

(e) 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 four (4) 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 each and every student is mandatory throughout the semester.

(b) Mid-Term Test (in-class).
Students will be required to sit an in-class mid-term test on a scheduled date (Session 6: October 18th, 2016).

(c) Final Exam
Students will be required to sit a written formal final examination as scheduled by the university.

(d) 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., 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.

TEXT BOOK AND OTHER RESOURCES

The following two textbooks are required for this course:


In addition to the textbooks, key/required readings (and optional supplementary readings) are assigned from other sources (e.g., periodicals, etc.) as deemed appropriate.

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) Mid-term Test (In-class) 10%
(3) Final Examination 30%
(4) 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 20%

Total 100%

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.
(c) Unsatisfactory in-term performance in this course will lead to failure in this course regardless of the performance at the Final Exam or term project.

(d) A Failure with No Deferral (FND) grade will be assigned in this course in case of missed Final Exam or Term Project.

(2) If you must miss the mid-term test due to verifiable illness (or, in rare cases, some other circumstances beyond your control) you may apply to shift the weight of the mid-term to the final exam by submitting 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 2015 – Lecture Schedule, Course Topics, Mid-Term Test and Project Due Dates

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Key Readings/Project Due Dates</th>
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</table>
| Session 1  
September 13th, 2016 | Introduction and Course Overview |  • Project Groups formation |
| Session 2  
Hirakawa & Aung (2011)  
• Project Groups formation continued |
| Session 3  
September 27th, 2016 | Library Session  
Political, Legal and Cultural Framework in Emerging Markets |  Ms Trish O’Flaherty  
Chung & Beamish (2005); Dahles (2007); Uhlenbruck et al. (2006) |
| Session 4  
Ciravegna, Fitzgerald & Kundu (2014) Chapter 2: Markets and Institutions  
Banalieva & Sarathy (2010); Das (2010)  
• Term Project: Phase #1 due |
| Session 5  
| Session 6  
<table>
<thead>
<tr>
<th>October 18th, 2016</th>
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<tbody>
<tr>
<td>• Opportunities and Trends in Emerging Markets</td>
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<tr>
<td>• Mid-term Test</td>
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<tr>
<td>Prahalad &amp; Hammond (2002)</td>
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<tr>
<td><strong>For scope of readings for Mid-term Test see notes posted on cuLearn.</strong></td>
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<tr>
<th>October 24-28th, 2016</th>
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<tr>
<td><strong>Fall Break -- No classes</strong></td>
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| Session 7  
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<th>November 1st, 2016</th>
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<tr>
<td>Understanding Multinationals From Emerging Markets</td>
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<tr>
<td>Cavusgil, Ghauri &amp; Akcal (2013) Chapter 5: Companies From Emerging Markets</td>
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<tr>
<td>Ciravegna, Fitzgerald &amp; Kundu (2014) Chapter 3: A Historical Perspective</td>
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<tr>
<td>Ciravegna, Fitzgerald &amp; Kundu (2014) Chapter 8: Multinationals Based in Emerging Market</td>
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<tr>
<td>Ciravegna, Fitzgerald &amp; Kundu (2014) Chapter 9: The Internationalization of Emerging Market MNEs</td>
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| Session 8  
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<tr>
<th>November 8th, 2016</th>
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<tr>
<td>Entering, Expanding and Exiting Emerging Markets: Where, When, and How?</td>
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<tr>
<td>Cavusgil, Ghauri &amp; Akcal (2013) Chapter 7: Entry Modes and Strategies</td>
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<tr>
<td>Miller, et al. (2008); Wright et al. (2005)</td>
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<td>• <strong>Term Project: Phase #2 due</strong></td>
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| Session 9  
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<th>November 15th, 2016</th>
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<tr>
<td>Relationship Building and Development: Fruitful Cooperation with Emerging Economies</td>
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<tr>
<td>Ang &amp; Michailova (2008)</td>
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<td>• <strong>Term Project: Phase 3 (hard and soft copy) for presenting groups due in class.</strong></td>
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| Session 10  
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<tr>
<th>November 22nd, 2016</th>
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<tr>
<td>Making the Most of Globalization</td>
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<tr>
<td>Ciravegna, Fitzgerald &amp; Kundu (2014) Chapter 4</td>
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<tr>
<td>Ciravegna, Fitzgerald &amp; Kundu (2014) Chapter 5</td>
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</tbody>
</table>
| Session 11 | November 29th, 2016 | • Final reports (Phase 4; hard and soft copy) for Session 9 group presentations are due in class  
• Term Project: Phase 3 (hard and soft copy) for presenting groups due in class. |
|------------|---------------------|--------------------------------------------------------------------------------------------------|
|            | Canada’s Engagement with Emerging Economies: Competition, Cooperation and Conflict  
Group Presentations (Phase 3) for assigned teams | Canada (2005); NPSIA (2012); Schmitz (2006)  
• Term Project: Phase 3 (hard and soft copy) for presenting groups due in class.  
• Final reports (Phase 4; hard and soft copy) for Session 10 group presentations are due in class. |
| Session 12 | December 6th, 2016  | • Course Wrap Up  
• Final reports (Phase 4; hard and soft copy) for Session 11 group presentations are due in class. |
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:


Supplementary Readings:


Session 3:

**Political, Legal and Cultural Framework in Emerging Markets**


**Supplementary Readings:**


Session 4:

**Economic and Financial Environments in Emerging Economies**

**Required Readings:**


Supplementary Readings:


Session 5:

**Technological Environment and Innovation in Emerging Markets**

Required Readings:


Supplementary Readings:


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:

Supplementary Readings:
Session 7:

Understanding Multinationals from Emerging Markets

Required Readings:

Supplementary Readings
Session 8:

Entering, Expanding andExiting Emerging Markets: Where, When, and How?

Required Readings:

Cavusgil, S.T., P.N. Ghauri & A.A. Akcal (2013) Chapter 7: Entry Modes and Strategies


Supplementary Readings:


Session 9:

Relationship Building and Development: Fruitful Cooperation with Emerging Economies

Required Readings:


**Supplementary Readings:**


**Session 10:**

**Making the Most of Globalization**

**Required Readings:**


**Supplementary Readings:**


Session 11:
Canada’s Engagement with Emerging Economies: Competition, Cooperation and Conflict?

Required Readings:


Supplementary Readings:


Session 12:
Presentations & Course Wrap Up

No required readings

END OF SEMESTER
IMPORTANT ADDITIONAL INFORMATION

Course Sharing Websites
Student or professor 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
WDN = Withdrawn from the course
ABS = Student absent from final exam
DEF = Deferred (See above)
FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

Academic Regulations, Accommodations, Etc.
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 Accommodations

For Students with Disabilities:
The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your Letter of Accommodation at the beginning of the term, and 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 me to ensure accommodation arrangements are appropriate and can be made. The deadlines for contacting the Paul Menton Centre regarding accommodations for December exams is November 11, 2016.

For Religious Obligations:
Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student. Students and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (http://carleton.ca/equity/accommodation/religious-observances/) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part of the student or instructor, they can be directed to an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy:
Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

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 cooperation 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 in 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: [http://carleton.ca/studentaffairs/academic-integrity/](http://carleton.ca/studentaffairs/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’re 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/support-services/](http://sprott.carleton.ca/students/undergraduate/support-services/)

Be in the know with what’s happening at Sprott: Follow @SprottStudents and find us on Facebook SprottStudents Sprott.

**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, it would be easier to respond to your inquiries if you would send all email from your Carleton 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/](http://carleton.ca/ccs/students/)
### Important Dates and Deadlines – Fall 2016

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
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<tbody>
<tr>
<td><strong>FALL TERM 2016</strong></td>
<td></td>
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<tr>
<td>September 1, 2016</td>
<td>Last day for receipt of applications from potential fall (November) graduates.</td>
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<tr>
<td>September 6, 2016</td>
<td>Academic orientation (undergraduate and graduate students). Orientation for new Teaching Assistants.</td>
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<td>All students are expected to be on campus. Class and laboratory preparations, departmental introductions for students and other academic preparation activities will be held.</td>
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<tr>
<td>September 7, 2016</td>
<td>Fall term begins. Fall and fall/winter classes begin.</td>
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<tr>
<td>September 20, 2016</td>
<td>Last day of registration for fall term and fall/winter courses. Last day to change courses or sections (including auditing) for fall term and fall/winter courses.</td>
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<tr>
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<td>Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Fall 2016 and must register for the fall 2016 term.</td>
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<tr>
<td>September 23-25, 2016</td>
<td>Summer deferred final examinations held.</td>
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<tr>
<td>September 30, 2016</td>
<td>Last day to withdraw from fall term and fall/winter courses with a full fee adjustment.</td>
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<tr>
<td>October 7, 2016</td>
<td>December examination schedule (fall term final and fall/winter mid-terms) available online.</td>
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<tr>
<td>October 15, 2016</td>
<td>Last day for receipt of applications for admission to an undergraduate degree program for the winter term from applicants whose documents originate from outside Canada or the United States.</td>
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<tr>
<td>October 24-28, 2016</td>
<td>Fall break, no classes.</td>
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<td>Last day to request formal exam accommodations for December examinations to the Paul Menton Centre for Students with Disabilities.</td>
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<tr>
<td>November 11, 2016</td>
<td>Late requests will be considered on case-by-case basis.</td>
</tr>
<tr>
<td>November 15, 2016</td>
<td>Last day for receipt of applications for admission to an undergraduate degree program for the winter term.</td>
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<tr>
<td>November 25, 2016</td>
<td>Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the</td>
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<td>Date</td>
<td>Activity</td>
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<tr>
<td>December 1, 2016</td>
<td>Last day for receipt of applications from potential winter (February) graduates.</td>
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<td></td>
<td>Last day for submission to the thesis supervisor of Master's and Ph.D. theses for winter graduation.</td>
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<tr>
<td>December 9, 2016</td>
<td>Fall term ends.</td>
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<td>Last day of fall term classes.</td>
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<td>Classes follow a Monday schedule.</td>
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<td>Last day for academic withdrawal from fall term courses.</td>
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<td>Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall term courses.</td>
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<td>Last day for receipt of applications for undergraduate degree program transfers for winter term.</td>
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<tr>
<td>December 10-22, 2016</td>
<td>Final examinations may be held for fall term courses and mid-term examinations in fall/winter courses.</td>
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<td>Examinations are normally held all seven days of the week.</td>
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<tr>
<td>December 22, 2016</td>
<td>All take home examinations are due.</td>
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<tr>
<td>December 25 to January 1, 2017</td>
<td>University closed.</td>
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