Suggested Syllabus on Emerging-Market Multinationals

based on the book

Mauro Guillén, The Wharton School
Esteban García-Canal, University of Oviedo
"Emerging-market multinationals have reshaped global competition. Using well-articulated views duly substantiated with facts, this book explains why and how they have become formidable players in both high-technology and traditional industries. This book is a worthy read for businesses and individuals alike seeking to comprehend the phenomena of the emerging market multinational".

— S D Shibulal, CEO & Managing Director, Infosys

"This book shows the strength and potential of companies that stand out in emerging markets, reaffirming entrepreneurship, innovation and sustainability as fundamental factors for the outbreak of global competitors."

— Alessandro Carlucci, CEO, Natura Cosméticos.

"The authors have touched on an important idea that emerging market growth can often be tapped by companies located in those markets. This is an essential book leading us to identify the niche markets and strategies for those emerging markets. A must for all international companies with growth ambitions."

— Leonard A. Lauder, Chairman Emeritus, The Estée Lauder Companies

"A must read for any company on its way to becoming a global one. You will learn from companies that have developed unique ways of competing in tough markets such as China and India."

— Jorge Zárate, China General Manager, Grupo Bimbo
LIST OF TOPICS FOR THE SYLLABUS

Below are topics that the instructor may want to include on the syllabus for an international business or international strategy class. Drawing on the 18 cases discussed in the book, we suggest several cases for each topic. The instructor should choose one case considering the desired number of sessions, the type of student, and the overall emphasis of the course.

Global and multidomestic industries
- **Global**: Tata Communications, Samsung, Tenaris
- **Multidomestic**: Suzlon, Grupo Bimbo

Types of global strategies
- **Global**: Tata Communications, Samsung Electronics
- **Multidomestic**: Suzlon, Grupo Bimbo
- **Niche-driven**: Grupo Modelo, Haier

Local adaptation
- Grupo Modelo
- Haier
- Grupo Bimbo
- Suzlon

Managing cultural differences
- Grupo Bimbo

Distance and the liability of foreignness
- Haier

Choice of foreign markets
- Natura Cosméticos
- Grupo Bimbo
- Haier
- Samsung Electronics

Entry modes
- **Exports**: Grupo Modelo
- **Greenfield investment**: Suzlon, Arcor
- **Acquisitions**: Cemex, Tata Communications, Tenaris, BYD
- **Alliances & neworks**: Acer

Cross-border arbitrage
- Infosys
- Bharat Forge

Outsourcing and offshoring
- Ocimum Biosolutions
- Infosys
Managing political risk
Orascom Telecom

Born-global companies
Infosys
Suzlon

Accelerated internationalization
América Móvil
Ocimum Biosolutions

Privatization
Embraer

Family firms
Arcor
Tenaris

Corporate social responsibility
Natura Cosméticos
SUGGESTED CASES AND READINGS

**Axiom 1: Execute, Strategize, Then Execute Again**

**Bimbo**

**Infosys**
- “Infosys: Born Global to exploit the skilled workforce advantage,” by Nirmalaya Kumar, Pradipta K. Mohapatra and Suj Chandrasekhar, in *India’s Global Powerhouses: How they are taking on the world*. ECCH Book Chapter, 6736BC.

**Embraer**

**Axiom 2: Cater to the Niches**

**Haier**

**Grupo Modelo**

**Natura Cosméticos**
**Axiom 3: Scale to Win**

Samsung Electronics


Arcor


Suzlon


**Axiom 4: Embrace Chaos**

Acer

- “Managerial Lessons From the East: An Interview With Acer’s Stan Shih.” *Academy of Management Perspectives* (November 2010): 6-16.

Orascom Telecom

- “Orascom Telecom: Risks of Internationalization.” Ivey 9B11M023.

Bharat Forge

- “CDP Bharat Forge. Forging a German Indian Enterprise.” WHU 307-341-1.
**Axiom 5: Acquiring Smart**

Tenaris

Cemex

Tata Communications

**Axiom 6: Expand with Abandon**

BYD
- “BYD Company, Ltd.” HBS 9-606-139.

América Móvil

Ocimum Biosolutions
- “Ocimum Biosolutions” Ivey 9B11M083.

*Powerpoints for teaching available if you adopt the book for your class.*