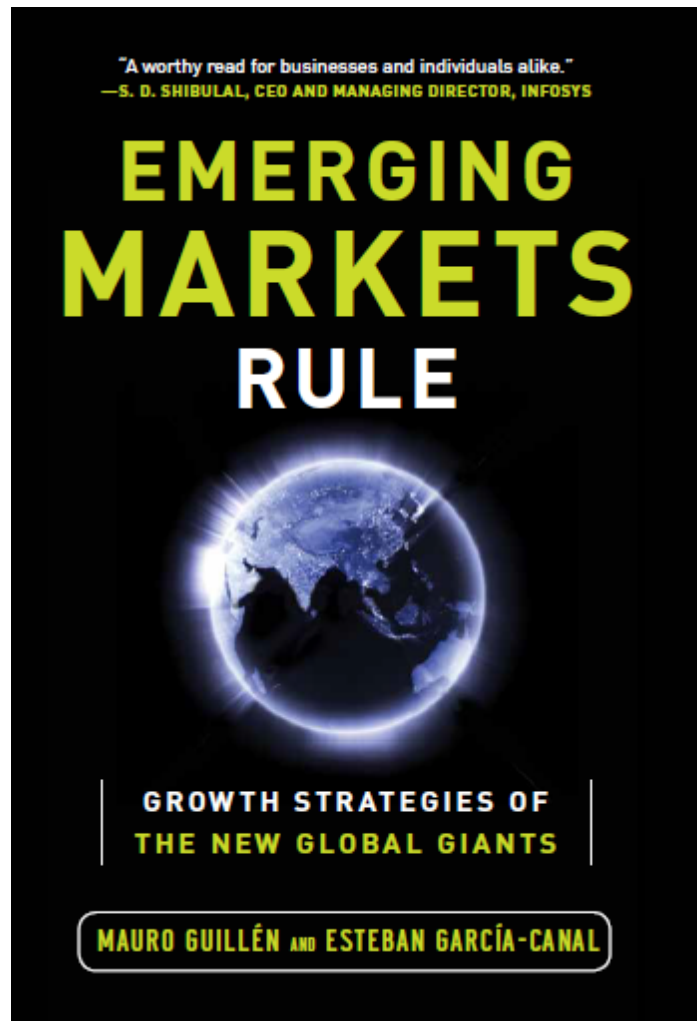


Suggested Syllabus on Emerging-Market Multinationals

based on the book



Mauro Guillén, *The Wharton School*
Esteban García-Canal, *University of Oviedo*
McGraw-Hill, 2012

"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 & networks: 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

- “Grupo Bimbo.” HBS 9-707-521.

Infosys

- “Why Don’t We Try to Be India’s Most Respected Company?” An Interview with N.R. Narayana Murthy by Anand P. Raman. *Harvard Business Review* (November 2011) 89 (11):80-85.
- “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

- “Embraer: The Global Leader in Regional Jets.” HBS 9-701-006.

Axiom 2: Cater to the Niches

Haier

- “Haier’s U.S. Refrigerator Strategy.” HBS 9-705-475.

Grupo Modelo

- “Corona Beer: From a Local Mexican Player to a Global Brand.” ESSEC 308-110-1.

Natura Cosméticos

- “Natura: Global Beauty Made in Brazil,” HBS 9-807-029.

Axiom 3: Scale to Win

Samsung Electronics

- “Samsung Electronics.” HBS 9-705-508.

Arcor

- “Luis Pagani, Chairman of Grupo Arcor, on the globalization of Argentine firms.” *Academy of Management Executive* (2003) 17(3):56-59.

Suzlon

- “The Suzlon Edge.” HBS 9-708-051.

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.
- Video: A conversation with Naguib Sawiris, by Charlie Rose
<http://www.charlieroose.com/view/interview/9157%20>

Bharat Forge

- “CDP Bharat Forge. Forging a German Indian Enterprise.” WHU 307-341-1.
- *India Inc. Going Global*. Collector’s edition, vol. I, p. 63.
<http://www.bharatforge.com/press/mediapdf/punetopadd.pdf>

Axiom 5: Acquiring Smart

Tenaris

- “Tenaris: Creating a Global Leader from an Emerging Market.” Stanford IB60.

Cemex

- “CEMEX (B): Cementing Relationships (2004-2007)” HBS 9-308-023.

Tata Communications

- “Tata Group’s Growth Strategies.” IBS 312-248-1.

Axiom 6: Expand with Abandon

BYD

- “BYD Company, Ltd.” HBS 9-606-139.

América Móvil

- “Slim’s Time,” *The New Yorker*, June 1, 2009.
http://www.newyorker.com/reporting/2009/06/01/090601fa_fact_wright?currentPage=all

Ocimum Biosolutions

- “Ocimum Biosolutions” Ivey 9B11M083.

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