Email is typically the best way to contact me. Every attempt will be made to respond to any correspondence within 24 hours.

Please make sure your Oakland University email account is accessed regularly and/or forwarded to your primary email address. Moodle announcements will automatically go to your Oakland University email, and I often use this to convey important course information. It is your responsibility to be aware of information sent electronically to the class as a whole, or to you individually.

TEXT:

No formal text. An online casebook will be available through Pearson (XanEdu); a special link will be posted on moodle to access the electronic version. Articles will be available on moodle, or can be accessed through the library (link below).

RESEARCH MATERIAL LINKS:

A number of databases and resources that are not publicly available can be found through the Kresge Library. Business resources: www.kl.oakland.edu/departments/business/index.cfm. Many publicly available international business resources can be found through: http://globaledge.msu.edu/.

COURSE OBJECTIVES:

The fundamental objective of this course is to provide students with a substantive base of knowledge about the role of emerging markets in the globalizing business environment. The content will focus on the identification and analysis of the business environment in the Brazilian, Russian, Indian, and Chinese markets (hereafter referred to as BRIC). The purpose is to consider market entry strategies and tactics, as well as the unique perspectives, strategies and tools businesses from these markets may employ to compete in the global marketplace. Key theoretical frameworks that are relevant to doing business in a global marketplace will be introduced as means to understand the phenomenon of emerging markets. Additionally, the
impact of globalization and these emerging markets specifically on the Metro Detroit area, as well as our core industry will be considered as is relevant.

Students completing the course will have an understanding of key issues and concepts associated with emerging markets, especially the four focal countries. Application of these concepts to business situations will be a vital skill gained. Students will develop an appreciation for the increased globalization of business, along with the competitive complexities and managerial challenges of operating in a global business environment where emerging markets are expected to become dominant in the not too distant future.

**COURSE FORMAT AND GRADING:**

The lectures/discussion sessions will present key concepts to motivate students to think critically about doing business in the emerging (and critical) BRIC markets using established theoretical frameworks. Cases will be a mechanism to apply course material (written documents and discussion material) to relevant contemporary business issues. Guest speakers will supplement academic material with industry based examples. The final paper will draw together the course content into a thoughtful contemplation of an observable issue related to the BRIC markets.

**Critical Issue Identification (5 points)**

Utilizing available research resources, identify the top 5 most critical issues regarding the focal BRIC country of the company in your case study (so if your company is emerging from India, do India; if your company is entering Russia, do Russia). This can include internal issues, such as healthcare management or incidence of tobacco use of the population (if this is a major issue), or externally oriented issues like the declining value of the Ruble. Essentially, you are looking for the things you must know before doing business with companies from, or if you are company entering into this market.

**Case Analysis & Presentation (25 points)**

A case presentation and write up will be prepared as part of a group. A basic case outline will be provided, but it is up to the discretion of the lead group as to the best means of presentation of the material. **One major caveat:** all material should flow from each other, i.e., alternatives should be completely considered and derived from the situation analysis, recommendations should be derived from the alternatives! Recommendations should be realistic and include a plausible approach for implementation, including timing. The write up should be 3-5 pages, and the presentation should not exceed 45 minutes.

**Case Critique (15 points)**

Once the lead presentation is completed, there will be a brief break and then the critique group will have 15-20 minutes to present a critique of the first group’s presentation. The critique should include material the group believes was not covered well, alternative solutions not considered by the original presentation, as well as questions for the presenting group. Material prepared in advance by the critiquing group should provide ample basis to perform this analysis effectively. The critiquing group will lead the class discussion with the floor then opened to non-presenting groups for questions. All non-presenting groups will be required to ask at least
thoughtful question of the presenting group. This will be strictly enforced, with deductions taken for groups not fulfilling this requirement.

**Concept Integration Paper (30 points)**
A course paper is intended to stimulate thinking and the integration of knowledge about the countries and concepts covered in the course. This project will be conducted in an individual format. A separate handout with more information about the course paper will be provided.

**Case Write Ups (15 points)**
Each student who is not either presenting or critiquing a case will submit a 1 page write up of the case. The first paragraph will summarize the case and the critical issue. The next paragraph should consider alternatives and the implications. A final paragraph will recommend a particular direction, and explain why this is the best choice. Follow up or other interesting information can be added to provide further value. These assignments should be single spaced, with one inch margins, and include the case title and your name at the top of the page. *groups of up to 3 people can work together on these assignments. If this option is chosen, the write up must be uploaded on all 3 students assignment space on moodle*

**Class Participation (15 points)**
Involvement includes regular attendance, contribution to class discussion, and demonstrated interest in the course. As class participation leads to significant cross-fertilization of ideas, regular attendance is encouraged and expected. You should be familiar with the material to be covered that class period and prepared to discuss effectively. Further, posting current event articles to share with classmates online, with thoughtful points or questions for discussion will be viewed favorably, as will responses or discussion to these posts.

Quality of class contribution will weigh more heavily than quantity – just because you have a lot to say does not mean it adds value to the class discussion. Class participation will be used to modify grades at the discretion of the professor. **Caveat: Attendance is not a measure of participation!**

**Group Evaluations (To Get Your Grade!!!)**
Group evaluations must be received from each student at the end of the course in order to receive a grade for the class. This is **absolutely mandatory** to ensure group participation is balanced. The Professor **reserves the right** to re-distribute group related grades when there is clear **written evidence** from the members of the group that there is a lack of participation from a member(s).
GRADING

_Group Assignments:_  
- Case Presentation & write up  25
- Case Critique/ Discussion  15
- Critical Issue Identification  5

_Individual Assignments:_
- Concept Integration Paper  30
- Case Write ups  15
- Class Contribution  10

The final grade structure will be based on a formula where 94% equals a 4.0 and 70% equals a 2.0, based on a 4.0 scale and equal distribution at .10 intervals.

POLICIES:

- Please adhere to professional behavior in class. Refrain from chatting, reading the newspaper, answering phones, wearing headsets etc. **Laptops are not to be open during lectures or presentations.**
- Important announcements will be made in class, sent via email broadcast and posted on the course web page.
- Final course grades are final. Changes will only be made if there is a mistake in the calculation of the final grade. No incomplete or deferred grades will be given.
- Any act of academic dishonesty during the course will result in a 0.0 grade for the course and possible suspension from the University in accordance with the University’s academic policy guidelines.
- In accordance with the university policy, students with _documented_ sensory and/or other special needs should inform the professor, so that their circumstances can be accommodated.
- Extensions and make-ups will only be granted on medical or compassionate grounds and will not necessarily be granted because of work or other commitments. Requests for extensions should be made in writing prior to the due date. Late assignments that have not been granted an extension will be penalized by deducting 20% of the possible mark per full day overdue.
- **Winter severe weather closing will be posted on moodle by 5:30 pm.**
**Due to the nature of this class, the schedule is meant to be flexible. If we do not complete material on a given night, especially in the first half, please expect to complete it the following week**

<table>
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<tr>
<th></th>
<th>Topic / Case</th>
<th>Readings*</th>
<th>Assignment Due</th>
<th>Guest Speaker</th>
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<tr>
<td>1</td>
<td>Jan 7, General Overview</td>
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| 2  | 14 Review of International Business; Emerging Markets; BRIC Integration and Analysis | ▪ Emerging Giants  
▪ The Right Way to Restructure…  
▪ Strategies that Fit Emerging Markets  
▪ Goldman Sachs Report | Set up groups –            |                                |
| 3  | 21 Doing Business in Russia                                                  | ▪ Country Report  
▪ Removing a Brick  
▪ Franchising in Russia  
▪ The Return of Authoritarian… | Critical Issue - Russia       |                                |
| 4  | 28 Doing Business in Brazil                                                  | ▪ Country Report  
▪ The Role of Family Conglomerates…  
▪ Putting a B in Bric | Critical Issue – Brazil       | Yannick Greiner  
Director Global Sales  
Durakon Industries  
(OU SBA Alumni) |
| 5  | Feb 4 Doing Business in India                                               | ▪ Country Report  
▪ The India Model  
▪ Competing in the Global Marketplace  
▪ Can Bollywood go Global (coursepack)  
▪ Serving the World’s Poor Profitably | Critical Issue - India        |                                |
| 6 | 11 | Doing Business in China | | Country Report  
| The Myth Behind China’s Miracle  
| Building Capitalism with…(coursepack)  
| Checking China’s Vital Signs | Critical Issue - China | Dave Carmany  
| Operations Manager  
| India Internship 2007  
| (OU SBA Alumni) |
| 7 | 18 | Companhia Cervejaria Brahma, S.A. (Brazil) | | Case & critique  
| Topic Proposal Due |
| 25 | | Spring Break | | |
| 8 | March 4 | Lenovo (China) | | Case & critique |
| 9 | 11 | Unilever (India) | | Case & critique  
| Mukesh Bhargava  
| Professor of Marketing |
| 10 | 18 | Russian Vodka (Russia) | | Case & critique |
| 11 | 25 | Natura (Brazil) | | Case & critique |
| 12 | April 1 | Google in China (China) | | Case & critique  
| Boyd W. W. Adams  
| Director of Asian Ops.  
| Mayne-McKenney Inc. (tentative date) |
| 13 | 8 | McDonald’s (Russia) | | Case & critique |
| 14 | 15 | Infosys (India) | | Case & critique  
| PAPERS DUE |
| 15 | 22 | Presentation of Papers | | |

*Readings should be checked on moodle for updates and additions*
READING LIST


Das, Gurcharan (2006), “The India Model”, Foreign Affairs, July/August


