

SYLLABUS

YEAR COURSE OFFERED: 2017

SEMESTER COURSE OFFERED: Spring

DEPARTMENT: Management

COURSE NUMBER: MANA 7397

NAME OF COURSE: Selected Topics in Management – Strategic Leadership in Emerging Markets

NAME OF INSTRUCTOR: Nikhil Celly
ncelly@bauer.uh.edu

The information contained in this class syllabus is subject to change without notice. Students are expected to be aware of any additional course policies presented by the instructor during the course.

Course description

The course addresses leadership strategies for doing business in emerging markets. It consists of three parts. The first is to understand how and why these markets are different to developed economies. The second is how both local and multinational companies in these countries are managed, including financing, innovation and people skills so concerns itself with levels of company capability. The third is how these companies globalize and compete with incumbent multinationals. The course concludes with a future forecast of these economies and implications, 10-15 years ahead.

Learning Objectives

1. Prepare students to understand the emerging economies in Asia, Latin America, Europe and Africa as economies, markets, and operating locations.
2. To understand the challenges, rewards, and risks of operating there.
3. To formulate leadership strategies for doing business in these countries.
4. Prepare students to do business with companies from these regions

Grading

The assessment is based on a group project, group article presentation, class participation and case write-ups. The weights of the components in determining the final grade are:

- | | |
|------------------------|-----|
| 1. Class participation | 30% |
| 2. Case memos (one) | 30% |
| 3. Group project: | 40% |

Class Participation (online and in-class)

1. Each member of the class is expected to participate in class discussions. Each student's participation in each class session will be noted. Three levels of performance will be noted: 1) No participation. 2) Some meaningful comment or question. 3) Leadership in the discussion.
2. Letter grades for cumulative classroom participation will be awarded at the end of the course. Four levels of performance will be recognized: A, for consistent meaningful contributions and at least occasional leadership contributions. B, for consistent meaningful contributions. C, for occasional meaningful contributions. D, for little or no contribution.

Case memo (3 pages)

You are encouraged to select the case from the assigned course cases, however the instructor reserves the right to make the final case assignment. The memo should cover the following questions:

- Answer the case questions posted online. When answering the questions, draw on the readings for the day and prior class discussions to help support your work. Feel free to question or debate the readings as necessary. However be prepared to defend your statements. You may also wish to refer to additional material that you find (through your initiative) as an update to the case to support your claims.

Group project (12 pages)

Groups of 4-5 students will be formed to work on the project. The project will involve selecting an organization in any emerging market. The report will involve a) identifying a strategic issue facing the firm b) analyzing the industry, competitors and firm and c) recommending future actions for the firm. Further details will be provided in class

Attendance

Students are expected to attend all classes and have read all the assigned readings before class. If you have to miss a class for a valid reason, please email the instructor beforehand to avoid penalty on your class participation grade. Students who have more than three non-approved absences will receive a penalty of a half-a-grade reduction (e.g., from A- to B+). Late arrivals and early exits from the class are disturbing to your fellow students and the instructor. As such, these are strongly discouraged, and would also be treated as equivalent to absences.

Recommended text

Khanna, T. & Palepu, K. 2010. Winning in Emerging Markets. HBS Press.

Academic honesty

The University of Houston Academic Honesty Policy is strictly enforced by the C. T. Bauer College of Business. No violations of this policy will be tolerated in this course. A discussion of the policy is included in the University of Houston Student Handbook, which can be found at <http://www.uh.edu/dos/hdbk/acad/achonpol.html>. Students are expected to be familiar with this policy.

Accommodations for students with disabilities

The C. T. Bauer College of Business would like to help students who have disabilities achieve their highest potential. To this end, in order to receive academic accommodations, students must register with the Center for Students with Disabilities (CSD) (telephone 713-743-5400), and present approved accommodation documentation to their instructors in a timely manner.

Course evaluations

The Bauer College of Business has a policy that requires all of its instructors to be evaluated by their students. The results of these evaluations are important to provide feedback to instructors on how their performance can be improved. In addition, these evaluations are carefully considered in promotion, salary adjustment, and other important decisions. We openly encourage students to provide feedback to the instructors and the Bauer College through the evaluation process.

Classroom civility

As students enrolled in courses offered by the Bauer College, you are expected to adhere to the ethical principles described in the Bauer Code of Ethics and Professional Conduct (Bauer Code), in addition to those required by the UH Student Handbook. You may review the Bauer Code by clicking on the following link - <http://www.bauer.uh.edu/BCBE/BauerCode.htm>. You may obtain a copy of the UH Student Handbook from the Dean of Students Office located in room 252 of the University Center, or by visiting the publications webpage on the Dean of Student's website at <http://www.uh.edu/dos/pub.html>. Students are expected to conduct themselves as follows:

- . Timely arrivals and departures - It is expected that you arrive on time and prepare to leave after class has been dismissed.

- . Attention during class - It is expected that you provide your full attention during class. This means that you should avoid unnecessary discussions with fellow students; using your computer to surf the internet, play games, or check email; read newspapers or magazines; or other activities not directly related to the classroom instruction.

. Unauthorized use of cell phones during class - Please turn your cell phones off before coming to class. If you find it necessary to keep your phone turned on, please put it on vibrate mode.

. Respect for other students - Everyone is encouraged to participate in class discussion. While doing so, it is important to allow everyone to fully express his or her opinion. The classroom environment must be operated in a manner that encourages full participation from each student.

. Preparation for class - You are expected to prepare for class by reading all assignments. Your preparation will show by the quality of your questions and comments.

. Harassment - Making harassing or obscene comments or gestures to other students, faculty, or staff members will not be tolerated. This includes sending harassing or obscene email or voice messages to other Bauer students, faculty, or staff.

List of discussion/lecture topics

The tentative course schedule and readings are as follows:

Session 1

Introduction

Understanding emerging markets. What is different?

Readings:

Khanna, T. & Palepu, K. 2010. The Nature of Institutional Voids in Emerging Markets in T.Khanna & K. Palepu Winning in Emerging Markets, (HBS), Chap. 1.

Prahalad, C.K. 2010. The Market at the Bottom of the Pyramid

Transformation in Emerging Markets: From Growth to Competitiveness. FEBRUARY 04, 2016. BCG. Christoph Nettesheim, Lars Fæste, Dinesh Khanna, Bernd Waltermann, and Peter Ullrich

Think You Need an Emerging-Markets Strategy? Think Again. OCTOBER 19, 2015. BCG. Dinesh Khanna, Alexander Roos, Enrique Rueda-Sabater, David C. Michael, and Janika Gauselmann

Session 2

Understanding emerging markets

Readings:

Henisz, Witold J. and Bennet A. Zelner. Hidden risks in emerging markets. Harvard Business Review, April 2010.

Prospects for Emerging Markets Aren't as Bad as You've Heard. Anil Gupta Haiyan Wang, 2015. HBR

Discussion of current emerging market countries.
Case: India's Failure to Attract FDI (and recent updates).

Session 3

Strategies for operating and managing in emerging markets

Readings:

Khanna, T. & Palepu, K. 2010. Spotting and Responding to Institutional Voids in T. Khanna & K. Palepu Winning in Emerging Markets, (HBS), Chap. 2.

Khanna, T. & Palepu, K. 2010. Exploiting Institutional Voids as Business Opportunities in T. Khanna & K. Palepu Winning in Emerging Markets, (HBS), Chap. 3.

Neal Hochberg, John Klick, Edward Reilly. 2015. What Companies Have Learned from Losing Billions in Emerging Markets. HBR.

Session 4

Operating and managing in Emerging Markets (Local companies).

Readings:

Khanna, T., Palepu, K., & Sinha, J. 2005. Strategies that fit emerging Markets. Harvard Business Review, June: 63-76.

The Economist Special Report on Innovation in Emerging Markets April 17, 2010

Mini-case: IP in China.

Article: Orr and Scott , 2008 JIBS article on institutional exceptions.

Session 5

Case: Filling Institutional Voids in Indonesia: Jababeka's Foray into Infrastructure, Ivey

Articles/videos of firms in EM: TBD.

Session 6

Case. CBD VS. CASINO: HOW BRAZIL'S BIGGEST RETAILER FOUGHT A FRENCH GOVERNANCE TAKEOVER-AND LOST, James Shein, 2015. Kellogg Case.

Articles: Corporate governance in EM firms.

Session 7

Foreign Multinationals Operating in Emerging Markets

Readings:

“Competing In a Flat World”, by William & Victor Fung and Yoram Wind, Knowledge@Wharton, Oct 2007

Atsmon, Y., Kertesz, A., & Vittal, I. 2011. Is your emerging-market strategy local enough? McKinsey Quarterly, April Issue.

Developing winning products for emerging markets, McKinsey Quarterly

Building brands in emerging markets, McKinsey Quarterly

Developing New Products in Emerging Markets. Srivardhini K. Jha; Ishwardutt Parulkar; Rishiksha Krishnan; Charles Dhanaraj, Publication Date: Apr 01, 2016

Target cities not countries, McKinsey Quarterly

Case: Amazon in Emerging Markets, Amy Nguyen-Chyung Elliot Faulk, 2014. HBS.

Session 8

Mini-case: How multinationals respond to setbacks: “Pepsi Repairing a Poisoned Reputation In India: How the Soda Water Giant Fought Charges of Tainted Products In a Country Fixated on Polluted Water”, by Diane Brady, BusinessWeek, Jun 11, 2007 (preparation before class required)

Case: The GSK Scandal: When Questionable Global Practices Met Imperfect Institutions in Emerging Markets. Zhigang Tao W.H. Lo 2014. HBS.

Session 9

Article: Managing joint ventures, AMP article.

Article: The New M and A playbook, HBR article.

Case: BP in Russia: Settling the JV dispute. HBS case

Session 10

Globalization of emerging market Companies

“Tomorrow’s Global Giants: Not the Usual Suspects”, Ghemawat & Hout, HBR, 2008

Case. Gazprom (A): Energy and Strategy in Russian History. 2008. HBS.

Session 11

Global acquisitions by EM MNEs

Article: How China reset its global acquisition agenda.

Article: Chinese firms listings on Nasdaq and NYSE.

Case: Lenovo. Building a global brand. HBS case. [Link](#)

Session 12

Case: “House of Tata: Acquiring a Global Footprint” (HBS case 9-708-446)

Mini-case: “Why Lenovo Got Bangalored”, by Irshad Daftari, The Economic Times, September 15, 2007 (preparation before class required)

Session 13

Class exercise: Projecting emerging markets. The next 10-15 Years.

Articles: Emerging markets ahead. TBD.

Group project consultations.

Session 14

Final group presentations

Session 15

Final group presentations/ Course wrap up

About your professor

Nikhil Celly

PhD (Western, Ivey), MS (Rochester)

Clinical Assistant Professor
C.T. Bauer College of Business
Department of Management
Melcher Hall 315 D
Ph: (713) 743 7114
Email: ncelly@bauer.uh.edu



Dr. Celly is a competitive strategy and international business professor with a keen interest in smart technologies. He received his Ph.D. in Business Administration (Strategic Management) from the Richard Ivey School of Business at the University of Western Ontario in Canada. Nikhil also has a Master's degree in Electrical Engineering from the University of Rochester, New York where he specialized in Medical Imaging.

Dr. Celly's research is in the areas of competitive strategy, firm restructuring and layoffs, and international strategy. He has conducted research on firms in the US, Canada, India, China, Hong Kong, Russia and Japan. This research has been published in top academic publications such as the *Strategic Management Journal*, and presented at numerous conferences including the *Academy of Management*, *Academy of International Business* and *Strategic Management Society* conferences. Nikhil has also authored several strategy cases on mergers and acquisitions, joint ventures and diversification of multinationals such as Eli Lilly, Huawei, Tencent, Haier and Bharti-Airtel. These have been featured in various strategic management texts and employed in MBA and corporate training programs.

Dr. Celly has taught strategy, emerging markets and competitiveness courses in the US, Canada, China and Hong Kong. Prior to joining the C.T. Bauer College of Business, Nikhil taught for six years in the top ranked MBA (FT and Economist global Top 30) program at the University of Hong Kong. He has conducted executive courses on strategy and emerging markets for Sothebys' UK, various non-profit organizations and banking executives, as well consulted for select organizations such as Cisco and The World Bank.

Prior to joining academia, Nikhil worked as a senior manager in a software and people management-consulting firm, two start ups with venture funding including from the International Finance Corporation (IFC), and founded a consulting and training firm.