Course Descriptions None 2025-2026

Course Title	Strategic Management in Emerging Markets
Course Code	EBC4246
ECTS Credits	5,0
Assessment	Whole/Half Grades

Period

Period	Start	End	Mon	Tue	Wed	Thu	Fri
2	27-10-2025	12-12-2025	X		X		

Level	Advanced
Coordinator	Sarah Edris For more information:s.edris@maastrichtuniversity.nl
Language of instruction	English
Goals	Students who successfully complete this course will 1.) understand theoretical issues in strategic management with emerging market applications. 2.) apply theory to real world cases. 3.) understand the strategic decisions of businesses in emerging markets. 4.) analyze the business environment in emerging markets. 5.) construct and deliver clear concise oral and written business communication.
Description	This course is designed to teach students how to critically assess challenges and opportunities in emerging markets. The course will be structured in two parts. The first and longest section, key challenges, will use a combination of in-class case analyses and academic publications. We begin with investment opportunities in emerging markets as production locations, as markets, and as reservoirs of natural resources. We discuss features of economic, social, and political institutions that differ from those in more-advanced market economies, as well as the strategies firms develop to navigate and fill institutional voids. For example, we consider how firms develop political connections and social networks to secure protection of assets. On contributions of MNEs to globalization, we emphasize differences between MNEs that enter vs those that originate from emerging markets. We conclude this section by shedding light on the geography of technological innovation efforts there. With this background, the second section, country studies, is student-led with presentations of emerging country analyses. These countries have been categorized by infrastructure and institutions, giving attention to countries beyond BRICs.
Literature	Academic and practitioner articles These readings will be made available via Canvas. Cases (HBR course packet) You will need to register on the Harvard website (www.hbr.org) and purchase cases (at a discounted rate) using the provided link (see syllabus). Books ebooks may be available via the UM library or for purchase from Amazon. Khanna, T. & Palepu, K. 2010. Winning in Emerging Markets, (HBS). R. Ramamurti & J.V. Singh (eds.), Emerging Multinationals in Emerging Markets, (Cambridge University Press).
Prerequisites	* Excellent command of English in spontaneous class discussions, prepared student presentations, and in writing for essays (part of the grading). Vocabulary, syntax, pronunciation should all be proper. * Basic understanding of strategic management and business economics. Basic concepts like ROA and concentration and the five forces should be known. * Basic understanding (in terms of reading rather than actually doing) of statistics, notably, the ability to understand regression analysis as research tool, regression equations as a model in a research paper, and tables of results.
Keywords	
Transitional Regulations	
Teaching methods	PBL / Presentation / Assignment / Papers / Groupwork / Research
Assessment methods	Attendance / Participation / Written Exam / Assignment / Presentation
Evaluation in previous academic year	For the complete evaluation of this course please click http://iwio-sbe.maastrichtuniversity.nl/rapporten.asp?referrer=codeUM

This course belongs to the following programme / specialisation

Master Economics and Strategy in Emerging Markets	Compulsory Courses
SBE Exchange Master	Master Exchange Courses