

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

Level	Advanced
Coordinator	Van Vuong For more information:v.vuong@maastrichtuniversity.nl
Language of instruction	English
Goals	This course aims at developing the core strengths needed to manage innovation and successful business in

Description	PLEASE NOTE THAT THE INFORMATION ABOUT THE TEACHING AND ASSESSMENT METHOD(S) USED IN THIS COURSE IS WITH RESERVATION. THE INFORMATION PROVIDED HERE IS BASED ON THE COURSE SETUP PRIOR TO THE CORONAVIRUS CRISIS. AS A CONSEQUENCE OF THE CRISIS, COURSE COORDINATORS MAY BE FORCED TO CHANGE THE TEACHING AND ASSESSMENT METHODS USED. THE MOST UP-TO-DATE INFORMATION ABOUT THE TEACHING/ASSESSMENT METHOD(S) WILL BE AVAILABLE IN THE COURSE SYLLABUS.
	<p>The objective of this course is to study the opportunities and challenges that organizations face when operating in Emerging Markets (EM). Thriving in rapidly changing economic environments as is the case for most emerging markets, is not a trivial exercise. Successful penetration and survival in such markets is not just a challenge for small or medium sized firms, but also experienced multinationals have not reaped the expected profits from their investments. As a matter of illustration, multinational corporations have invested more than \$3 trillion in emerging markets since 1998 (The Economist, 2014). Returns from such investments have however been highly disappointing. As stated by the Economist, the return on emerging-markets investment to the average multinational has been mediocre, and some companies have even lost money (Chari et al., 2017). Being successful in emerging markets is challenging, and success in developed economies does not act as an indicator of success in an emerging market. Characteristics such as consumer behavior and market structure, across geographic and income segments present important differences across but also within countries. These differences are much more pronounced from what most firms are used to from advanced economies. Hence, if firms limit their market intelligence to only one or a few of these segments before entering – often such market intelligence is limited to upper-income segments or cities – expanding beyond these segments may become difficult and even impossible at times rendering the entering unattractive in the longer run.</p> <p>First, we examine the economic and political conditions that characterize these countries. We then turn our attention to the analysis of the strategic actions that firms employ to overcome the obstacles and exploit the opportunities offered by these countries. What determines success and failure of firms that invest in Emerging Markets? Finally, we will see how business models, entry and market strategies need to be adapted to be successful in Emerging Markets.</p>

Keywords	
Teaching methods	PBL / Presentation / Lecture / Assignment / Papers / Groupwork
Assessment methods	Final Paper / Attendance / Participation / Assignment
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	<div>Master Economics and Strategy in Emerging Markets</div> <div>Compulsory Course(s)</div> <div>SBE Exchange Master</div> <div>Master Exchange Courses</div>