



# STRATHMORE UNIVERSITY

## Strathmore Business School

### UNDERSTANDING BUSINESS OPPORTUNITIES AND INVESTMENT IN EMERGING MARKETS

#### Global Network of Advanced Management Week

Cohort- 2020 June 8th – 12th

**Prerequisite:** Have your Company or a Company of your choice in Mind as we go through the course

#### Overview

Global growth has received optimistic perspectives in the recent past, although moderated in emerging economies. This perspective on emerging markets in reference to business opportunities and investments has been to a large extent due to geopolitical concerns as well as macro and micro implications that have contributed to the impact of growth. There are various business opportunities that can be explored within emerging markets. Coming with these opportunities are challenges that are unique to emerging markets that must be understood.

This module will seek to help participants understand and appreciate the business opportunities and investments within emerging markets and the underlying challenges in these markets. The business environment in emerging markets is also faced with the shortcomings of institutional voids

#### Course Objectives

- Understand emerging markets and explore trends in the past decade and why there would be an interest in emerging markets.
- Discuss the misconceptions about doing business in emerging markets.
- Review how alliances, partnerships, competitiveness, among others impact growth.
- Recognize the institutional voids in emerging markets and how to exploit these voids as business opportunities.
- Understand overall challenging nature of doing business in emerging economies
- Understand risks and tradeoffs in emerging markets investments
- Assess how the business environment in an emerging market creates revenue opportunities for businesses
- Emerging Arena: Understand the role of innovation, eg disruptive innovations emerging markets

## Format

The delivery of this course will be interactive consisting of classroom Zoom sessions, industry guest speaker, use of live cases, Company Videos, project work within groups as well as individual reflections.

## Course Materials

	Title	Author (s)	Publisher
Recommended texts	Winning in Emerging Markets: A Road Map for Strategy and Execution	Tarun Khanna; Krishna G. Palepu	Harvard Business Publishing Product Number: 13216 Year: 2010
	Doing Business in Emerging Markets: Roadmap for Success	Marcus Goncalves, José Alves, and Rajabhadur V. Arcot	Business Expert Press, LLC 222 East 46th Street, New York, NY 10017 www. businessexpertpress. Com Year:2015
Additional Texts	The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits  <i>Updated 5th Anniversary Edition</i>	Prahalad, C. K.	© 2010 by Pearson Education, Inc. Publishing as Prentice Hall Upper Saddle River, New Jersey 07458

## Course Plan

Session	Module	References Reading/Case	Facilitator/Time
1&2	<b>Introduction: Doing Business in Africa</b>  <b>The Opportunity</b>	<b>Reading:</b>  <i>Cracking the Next Growth Market/ Africa</i>	<b>Dr. George Njenga</b> <b>(Executive Dean, SBS)</b>  <i>Date: Monday, 8<sup>th</sup> June, 2020</i> <i>Morning</i>
3 &4	<b>Introduction: The Characteristics of an Emerging Market</b>	Chapters 1(Winning in Emerging Markets)  <b>Case: Why Study emerging markets</b>	<b>William Kirwa</b>  <i>Date: Monday 8<sup>th</sup> June, 2020</i> <i>Morning</i>
5&6	<b>Discussion on Emerging markets</b>	<b>Guest Speaker</b>	<b>William Kirwa</b>  <i>Date: Monday 8<sup>th</sup> June, 2020</i> <i>Afternoon</i>

7&8	<b>Spotting Institutional Voids as business Opportunities</b>	Chapters 2&3 (Winning in Emerging Markets)  <i>Case: Spotting Institutional voids in Emerging markets</i>	<b>William Kirwa</b>  <i>Date: Tuesday 9<sup>th</sup> June, 2020 Morning</i>
9&10	<b>The Importance of Consumer and Business Intelligence</b>	Chapters 2 (Doing Business in Emerging markets)	<b>Dr. Nancy Njiraini</b>  <i>Date: Tuesday 8<sup>th</sup> June, 2020 Morning</i>
11&12	<b>Experiences of Emerging market</b>	<i>Virtual Visit to a local company with international units Bidco Africa</i>	<b>William Kirwa</b>  <i>Date: Tuesday, 9<sup>th</sup> June, 2020 Afternoon</i>
13&14	<b>Risks of Doing Business in emerging markets</b>	Chapters 3(Doing Business in Emerging markets)	<b>Dr. Fred Ogola</b>  <i>Wednesday 10<sup>th</sup> June, 2020 Morning</i>
15&16	<b>Strategic options for doing business in emerging markets</b>	Winning in Emerging markets and Doing Business in Emerging Market texts	<b>William Kirwa</b>  <i>Wednesday 10<sup>th</sup> June, 2020 Morning</i>
17&18	<b>Experience from Emerging market</b>	<b>Guest Speaker</b>	<b>William Kirwa</b>  <i>Wednesday, 10<sup>th</sup> June, 2020 Afternoon</i>
19& 20	<b>Strategic Positioning : access, local brands and multinationals</b>	<ul style="list-style-type: none"> <li>•<b>Case:</b> IESE M-1238-E, Gallina Blanca Star - Africa</li> <li>•<b>Article:</b> Ariño, A. Strategies that go the distance in Africa, IESE Insight, Issue 24, 1st Quarter 2015</li> </ul>	<b>Dr. Fred Ogola</b>  <i>Thursday, 11<sup>th</sup> June, 2020 Morning</i>
21&22	<b>Ethical challenges and issues of social responsibility in emerging markets</b>	Chapters 4 (Doing Business in Emerging markets)	<b>Dr. Edward Mungai</b>  <i>Thursday, 11<sup>th</sup> June, 2020 Morning</i>
23&24	<b>Experience from a Multinational entering emerging market</b>	<i>Virtual Visit to Multinational with presence in Kenya  Unilever</i>	<b>William Kirwa</b>  <i>Thursday, 11<sup>th</sup> June, 2020</i>

			<i>Afternoon</i>
25&26	<b>Globalization of Emerging Giants – Corporate Examples</b>	Chapter 6&7 (Winning in Emerging Markets)  <i>Case: Amazon in Emerging Markets</i>	<b>William Kirwa</b>  <i>Friday, 12<sup>th</sup> June, 2020 Morning</i>
27&28	<b>Institutions and policy in emerging markets</b>	1. Ewout Frankema (2013): <i>Africa and Green Revolution</i> 2. Alejandro Foxley, Regional Trading Blocks: The Way to the Future? (2010): <i>Carnegie Endowment for International Peace</i>	<b>Prof. Robert Mudida</b>  <i>Friday, 12<sup>th</sup> June, 2020 Morning</i>
29	<b>Emerging Arena</b>	Emerging issues	<b>Prof. Robert Mudida</b> <i>Friday, 12<sup>th</sup> June, 2020 Afternoon</i>
30&31	<b>Syndicate work</b>	Project Presentations	<b>William Kirwa</b> <i>Friday, 12<sup>th</sup> June, 2020 Afternoon</i>
<b>Wrap up Session and closure of the program</b>			

### **Academic Assessment**

The students will be assessed through the syndicate project work

### **Classes**

Kindly note that punctuality is fundamental. Further, active and relevant participation in class discussions is essential. Electronic devices can only be used to aid the class not to disrupt the class.

### **Policies**

- a. Students are required to participate fully in the classwork and groups assignments throughout the period
- b. Any student in this course who has a disability that may prevent him or her from fully demonstrating his other abilities should contact the course leader as soon as possible so we can discuss accommodations necessary to ensure full participation and facilitate his/her educational opportunities.

### **Syndicate projects**

In your syndicate groups, you are expected to identify either a company, or a subject of interest in the coursework and carry out a detailed analysis. Groups will be required to present their work in class.

Syndicate groups will be required to work on their concept paper and submit by the second day of the course. The final presentations could be through power point with any video presentation being no more than 5 minutes while the whole presentation should not exceed 20 minutes.

**Faculty information : Contact faculty**

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