Course objectives and focus
The course aims to provide participants with the basic theoretical knowledge, skills, and sensitivities that will help them deal effectively with key management issues and challenges in today’s global business environment. We intend to explore the major issues and challenges facing companies with worldwide operations as seen by the managers themselves. We will address the following issues:

1. Motivations for firms to globalize
2. Circumstances under which globalization may not be a useful strategy
3. Global versus regional strategy
4. How can global firms compete in emerging markets?
5. ‘Global challengers’ from emerging markets
6. Different ‘types’ of global strategy
7. Specific aspects of global strategy: market selection, pace of expansion and mode of entry selection.
8. The organizational challenges in implementing global strategies

Each of these areas poses the multi-disciplinary issues that are the hallmark of the general manager’s job. The course will offer plenty of opportunities for students to: bring their diverse perspectives and experiences; solve complex business problems; and build on the knowledge acquired in several previous functional courses.

We will talk about interesting companies including the following:
1. Asia Pacific Breweries (Tiger Beer)–regionally, and in China
2. Osim (Singapore)
3. Asian Paints (India)
4. Jollibee (Philippines)
5. Schindler in India

Course materials
Required reading:
1. I will make a set of readings available on library e-Reserves, which will substitute for a book. One reason for doing so is that I don’t think that any of the available books dedicated to the topic of managing multinational firms is good.
2. A few cases (indicated by* next to them) will be from the Business Strategy in Asia (4th edition) by Singh, Pangarkar and Heracleous (2013). The method of procuring these cases available will be discussed in the first class. Two copies of the book will also be available on RBR. I will also check about getting copyright permissions and making PDF files available through IVLE.

Optional/supplementary readings

**Evaluation**
Your grade for the course will be determined based on the following criteria

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<th>Assessment criteria</th>
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<td>Class Participation + Forum contributions (Individual)</td>
<td>25</td>
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| Four write-ups through the term (Individual) 
  (one on a set of readings + three on cases)                  | 30        |
| Industry or country presentation(will start after the recess week) (Group) | 15        |
| Presentation on a topic or company (Group)                   | 25        |
| Peer review of another group’s presentation (Individual)     | 5         |

*****End of outline*****