



MGMT 890
Managing in Emerging Economies:
Brazil's Economic Recovery and Corporate Champions

Faculty: Mauro F. Guillén guillen@wharton.upenn.edu

Dates: Sunday January 6 (9 am) through Wednesday January 9 (5 pm)

Emerging economies now represent more than half of the global economy and the global consumer market. Moreover, new, dynamic emerging-market multinationals are making a dent in global competition, not just in traditional industries but also in high-tech activities. Brazilian companies in consumer and producer goods have demonstrated their competitive capabilities. This class offers students a window into how emerging-market firms adjust to changing economic conditions and compete globally.

This course will provide a solid understanding of:

- The major economic, political, financial and demographic trends affecting emerging economies.
- The essential tools for competing in emerging markets.
- The rise of emerging-market multinationals.
- The relationship between business and government in emerging economies.

The focus of the course will be on the specific context of Brazil, the world's third-largest emerging economy. In particular, the following topics will be addressed:

- Recent socio-economic, regulatory and political developments.
- The Brazilian consumer market.
- The rise of Brazilian consumer-oriented firms.
- Brazilian corporate giants in natural resources and energy.
- The global expansion of Brazilian multinationals

The course will include lectures, guest speakers, interactive case discussions, team-based exercises, and corporate and government visits.

Grading criteria:

Students will be given a letter grade:

- 35% class participation. Students are expected to attend all classes.
- 15% participation during presentations by guest speakers and site visits. Students are expected to attend all corporate visits.

- 50% individual final paper. Students should choose a topic related to the course and write a paper of approximately 20-25 double-spaced pages in length (excluding references, tables, figures and the like). A one-page description of the paper topic is due January 19. The paper itself is due on February 18. The paper should include: an abstract, an introduction, a main body with a conceptual framing and empirical data, and a conclusion. References should be included either in footnotes or at the end of the paper. Please note that the paper should not be about your experiences during the trip, or a diary of the trip, but rather a systematic analysis of a topic of your choice that has to do with Brazil.

Required readings:

- All readings listed on this syllabus are required and must be completed prior to their discussion in class.
- They are available from our Canvas website under Files\Readings.

About the Instructor

Mauro F. Guillén is the Director of the Joseph H. Lauder Institute for Management & International Studies, and the Zandman Professor of International Management at the Wharton School. His current research deals with the impact of globalization on cross-national patterns of organization and innovation, and with the international expansion of the emerging-market multinationals. His most recent books are *Green Products: Perspectives on Innovation & Adoption* (2011), *Global Turning Points* (2016), *Emerging Markets Rule* (2012), and *The New Multinationals* (2010). He blogs for the World Economic Forum's Global Agenda Council on Emerging Multinationals, and is the winner of the Aspen Institute's Faculty Pioneer Award. He is a trustee of the Royal Foundation of Spain. His personal website is at: <http://www.management.wharton.upenn.edu/guillen/>

SCHEDULE OF CLASSES & VISITS

*****All speakers and site visits subject to change*****

Sunday, January 6

Introduction to the Brazilian Economy
Guest lecture on Brazilian politics
Guest lecture on the Brazilian consumer market
Alumni panel
Reception

Monday, January 7

Visit to Natura (comestics)
Visit to a prominent financial institution
Guest lecture on the Brazilian consumer market

Tuesday, January 8

Visit to consulting company
Visit to tech venture
Case discussion: Cosan (sugarcane ethanol)
Team-based exercise: Energy bidding

Wednesday, January 9

Visit to 'ethanol country' and Cosan