Suggestions for Instructors for 
Management: A Developing Country Perspective 
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The following is a compilation of information that will be helpful to instructors using this text. These sources are simply from the author’s experience. Additional suggestions are welcome.

I: Experiencing International Business and Management 

The author’s (Betty Jane Punnett) book, published by M.E. Sharpe, 2011, is a compilation of exercises, cases and projects, all of which can be tailored for use in developing countries/emerging markets. Below is the Table of Contents.

1. Defining an International Company.................................................................19
   Worksheet for Exercise 1.....................................................................................21
2. Moving from Domestic to Global.....................................................................23
   Worksheet for Exercise 2.....................................................................................25
3. Benefits of Trade...............................................................................................27
4. Trade Considerations .......................................................................................29
   Worksheet for Exercises 3 and 4.......................................................................31
5. Choosing Your Suppliers ..................................................................................33
   Worksheet for Exercise 5.....................................................................................35
6. Friendly Negotiations.........................................................................................37
   Worksheet for Exercise 6.....................................................................................39
7. How Do You Negotiate?....................................................................................41
   Worksheet for Exercise 7.....................................................................................43
8. The Relative Value of Money ...........................................................................45
   Worksheet for Exercise 8.....................................................................................47
   Worksheet for Exercise 9.....................................................................................51
10. Advertising Campaigns......................................................................................53
   Worksheet for Exercise 10...................................................................................55
11. Expatriate Assignment and Repatriation...........................................................57
   Worksheet for Exercise 11...................................................................................59
12. Social Responsibility: It Depends on Your Point of View ......................................61
   Worksheet for Exercise 12...................................................................................63
13. Environmental Concerns and Advocacy............................................................65
   Worksheet for Exercise 13...................................................................................67
14. Child Labor and International Managers.........................................................69
   Worksheet for Exercise 14...................................................................................71
15. Describing Culture............................................................................................73
   Worksheet for Exercise 15...................................................................................75
16. Diversity and Cross-National Management....................................................77
   Worksheet for Exercise 16...................................................................................79
17. Cross-Cultural Leadership Style.......................................................................81
   Worksheet for Exercise 17...................................................................................83
II: Teaching Cases: Corporate Social Responsibility and Environmental Management


The cases involve developed country companies, but they feature issues relevant to developing countries.

1. **Fordlandia: Corporate citizenship or corporate colonialism** – uses an historical approach to the case study of Ford’s 1920s attempts to set up a rubber plantation in the Amazon basin, Ralf Barkemeyer and Frank Figge show how the detailed knowledge of local cultures (or lack thereof) turned out to be pivotal in furthering the firm’s social sustainability strategy. The dilemmas exposed in this case appear as valid and pressing today as it was then: where does doing good turn into forcing one’s own norms and values unjustly onto others?

2. **Towards a sustainable coffee market? Paradoxes faced by a multinational company** – focuses on market dynamics for sustainable coffee. Ans Kolk discusses the problems of Dutch food retailer Sara Lee expanding the market for sustainable coffee. The central questions of the case are: Should the company prioritize a consistent international strategy and stick with the Utz label it found to be effective for introducing sustainable coffee into mainstream markets? Or should it go along with the Dutch government and redirect its strategy to fair trade?

3. **The Green Planet** – looks at a micro-enterprise. In her case about The Green Planet Store, Diane Holt shows the struggle of a green entrepreneur in dealing with the competition from green products mainstreaming into supermarkets and other large mainstream outlets. As the micro-enterprise is privately owned and managed, the choices and trade-offs made by the entrepreneur were between staying close to her personal values and creating a most profitable business.

4. **Strategies for sustainable cotton: Comparing niche with mainstream markets** – deals with the particular challenges of a relatively small player, but contrasts this with those of a large multinational company. In their case about the market for organic cotton, Lydia Illge and Lutz Preuss compare and contrast the challenges of the Swedish retailer H&M with those of the much smaller German niche player hessnatur, using the analogy of greening Goliaths versus greening Davids. The authors also raise the question as to which company has the greater positive sustainability impact.

5. **Assessing trade-offs in investments for the environment: The case of a VOC-reduction investment at AUTO Group** – Tobias Hahn, Frank Figge and Andrea Liesen use the example of an automobile company to present a method for evaluating trade-offs between different environmental features of investments. The question raised by the authors is how to make meaningful trade-off decisions between different additional environmental improvements that go along with two alternative production technologies for reducing VOC
emissions. Using traditional capital assessment tools, the method effectively translates the environmental improvements into monetary terms.

III: Emerald Cases on Developing Countries/Emerging Markets
www.emeraldinsights.com

Emerald Emerging Markets Case Studies Journal (Vol. 1 No. 1 2011)

Examples:

The changing landscape for Chinese small business: the case of ‘‘Bags of Luck’’ by Lee Zhuang
Keywords: China, Small enterprises, Labour, Manufacturing systems, Strategic Management

China’s Rippo of Zippo: expanding the costs of pirated intellectual property
Author(s): A.D. Amar
Source: Emerging Markets Case Studies Collection

FieldTurf Tarkett India: challenges and opportunities in new markets
Author(s): Srividya Raghavan

Chang’an Automobile and the Chinese automotive industry
Author(s): Michael Roberto, Grace Chun Guo, Crystal X. Jiang

MTN South Africa: one group, one vision, one brand
Author(s): Geoff Bick, John Luiz, Stephanie Townsend
IV
The enigma of private brands in the emerging Mediterranean countries: The case of Israel. Author(s): Ram Herstein, Kalanit Efrat, Eugene D. Jaffe
Source: EuroMed Journal of Business Volume: 5 Issue: 1 201

V
Ivey Cases on Developing Countries/Emerging Markets
www.iveycases.com

These are great cases, and many of them deal with developing country issues. They all have teaching notes, so they are easy to use. The website is very user friendly, and you can search for cases in a variety of ways – by Product Category (e.g. accounting) or by Theme (e.g. African cases).

Examples:

7-Eleven in Taiwan: Adaptation of Convenience Stores to New Market Environments - Shih-Fen Chen, Aihwa Chang
Product Number: 9B12A011 Publication Date: 03/16/2012 Length: 24 pages

The case portrays the expansion of 7-Eleven to Taiwan and the adaptation of the store format by its local franchisee to a new market environment. The core issue in this case is the balance between standardization and localization in business-format franchising across national borders. Keeping only the store logo and the convenience concept well established in the United States, the local franchisee of 7-Eleven in Taiwan re-formatted almost all aspects of the store chain, including its positioning, location, layout, product offerings, etc. In addition, 7-Eleven in Taiwan introduced a wide variety of new services to handle daily chores for its customers, ranging from e-commerce (train or movie tickets), e-payment, mobile communications, and pickup/delivery to taxi services. The local franchisee, President Chain Store Corp. (PCSC), seemed to have struck the right balance between standardization and localization that allowed it to use service differentiation to gain competitive advantages over its rivals. In about three decades, it grew from zero to nearly 5,000 stores in Taiwan with over 50 per cent of the market, while expanding its reach to China and Thailand.

Learning Objectives:

- International marketing (globalization of convenience stores; global standardization versus local adaptation on store formats and service contents across national borders)
- Service marketing (issues related to service differentiation that provide extra value to customers and thereafter increase per-unit store revenues and market shares)
- International business (international expansion of service industries; franchising as mode of entry, optimal level of parent control over foreign operations)
Ayojak was the flagship, online event management product solution offered by Signure Technologies Limited (Signure). Signure was established in 2007 in India and the United Kingdom. Signure had its product development and business development centres in Pune and Bengaluru (formally known as Bangalore), in India. Launched in September 2008, Ayojak had two operational products (Ayojak Ticketing and Ayojak Social Meets) as of May 2011 and had two more products in the development stage (Ayojak Conference and Ayojak Event Promote). Ayojak provided an end-to-end solution to any event organizer. The Ayojak event management solution service included such activities as the creation of an event web page, ticket sales, collation of attendee information, event promotion on social media and customer support for booking tickets online. Essentially, Ayojak acted as an intermediary to both event organizers and event attendees, adding value at both ends of the value chain. Ayojak became a value-adding intermediary who took responsibility of major logistical tasks for the organizer and helped them to attract more attendees, while also helping attendees to locate relevant events and facilitated convenience to them in finding an event, registering for the event and making payment for the event. To promote its clients’ events, Ayojak made extensive use of such social media platforms as Facebook, Twitter and blogs. Ayojak engaged in few offline marketing activities and hence depended solely on word of mouth through its social media presence. However, in April 2011, the chief executive officer (CEO) of Signure Technologies realized that Ayojak’s social media content strategy had been focusing on promoting its clients’ events. Now, with two more products soon to be launched, the CEO needed to rethink Ayojak’s content strategy. He wanted to build Ayojak’s brand among its stakeholders by using its social media presence, instead of using this presence solely as a promotion platform for its clients’ events.

First Caribbean International Bank

Ivey has a series of cases developed by lecturers at the University of the West Indies jointly with Ivey faculty on the Caribbean merger between Barclays Bank and CIBC to create the First Caribbean International Bank. The series includes a note on the Banking Industry in the Caribbean, a Strategy case, a Human Resources case, a Marketing case, an Accounting case, and an IT case. This series allows students to look at the same situation from a variety of different perspectives.
VI

The Academy of International Business - Middle East North Africa (AIB-MENA) Chapter presents the second volume in its series of books, this volume celebrates AIB-MENA's second conference themed "Managing in Uncertain Times" in Dubai, UAE. The focus of this book is to shed light on the real business management problems that MENA-based organizations face. The cases presented document the context, challenges and opportunities of these problems. The cases, documenting government, private and SME organizations, will appeal to international business academics, MENA researchers, trainers and organizations that want to know more about similar scenarios.

VII
Miguel Rivera-Santos, Carlos Rufin | May 06, 2009

This case series is designed to illustrate the specificities of competition in poor and developing economies and, more specifically, competition at the Base of the Pyramid. It is composed of four documents.

The Cellphone Industry from the Origins to Deregulation (Industry Note)

MTN Cameroon: The Competitive Advantage of Being African

An Overview of Cameroon

Orange Cameroon: A Global Telecommunications Company in Africa

VIII: Websites

www.globaledge.msu.edu/academy/coursecontent/

www.vtaras.com/educational_videos_links.html

www.culturescrossing.com
IX: The Academy of Management’s International Management Division has teaching materials available online, as outlined below. Click on the underlined titles to follow links to the materials.

### Teaching and Learning in Different Cultures

Romie F. Littrell, Business School, Auckland University of Technology – Leadership Challenges in International Management (doc)
Jacobo Ramírez, Tecnológico de Monterrey - Teaching and Learning in Different Cultures a critical view from Latin America (doc)
Sankaran Manikutty, Indian Institute of Management - Teaching in India (doc)
Teaching in India (ppt)
Astrid Kainzbauer, College of Management, Mahidol University - Teaching in Thailand (pdf)
Katrin Hansen, Gelsenkirchen University of Applied Sciences - Teaching in Germany (ppt)
Günter K. Stahl, WU Vienna and INSEAD - Teaching in Predominantly Muslim Countries (ppt)
Glyn Rimmington, Wichita State University - Perspective Share Perspective Taking: Developing Intercultural Communication Competence (ppt)
Perspective Share Perspective Taking: One-Page Handout (doc)
Alagic Mara, Wichita State University - Third Place Learning: Relational Criteria for Developing Intercultural Capital (doc)
Davina Vora, School of Business, SUNNY New Paltz - Teaching and Learning in Different Cultures: Interactive Exercises for a Diverse Student Body (doc)
Global Bingo (doc)
How International Are You? (doc)
Allan Bird, College of Business Administration, University of Missouri - St. Louis - Teaching and Learning in Different Cultures (ppt)
The Multicultural Classroom (doc)
Thomas Schmalzer, FH Joanneum, University of Applied Science Learning Across Cultures (pdf)

### Exercises

Thomas Schmaltzer, FH-Joanneum - Cross Cultural Teaching Tools (ppt), Workshop PowerPoint (ppt), Introduction (doc), Starbily Global - The Case (doc), Developing a Role Playing Case Study (doc), Workshop Feedback Form (doc)
Joyce Osland, College of Business, San Jose State University - Jeopardy Game (doc), Jeopardy Game (ppt), Global Leadership on the Acid Ocean (doc), Stakeholder Simulation: The Clayoquot Controversy (doc), Stakeholder Challenge for Global Leaders (ppt)
Günter K. Stahl, WU Vienna and INSEAD - Chery Motor Case Study (doc), How to Enrich Case Discussions by Incorporating Experiential Exercises (ppt)
Dr. Patricia Borstoff - China HR Selection Decision (pdf), Culture Exercise (pdf), Culture Exercise - Developing Country (pdf), Ethic and Social Responsibility Exercise (pdf), International Marketing Exercise (pdf), Vietnam Exercise 2008 (pdf)
Bjorn Z. Ekelund - Introduction to "Diversity Icebreaker" (ppt), Diversity Icebreaker (doc)
Studies of ethics and corruption typically show levels of corruption to be inversely correlated with levels of economic development—more corrupt countries are among the least developed, and less corrupt ones are among the more developed. Poorer countries have less well-developed legal systems than richer ones, and do not have the resources to enforce the laws relating to corrupt practices that exist, officials are not well paid and “extra” payments are more attractive to them, so this relationship is not surprising. Consider what this means for small island countries, such as those in the Caribbean, and their companies—these companies and countries have limited resources, and if they are to be successful in a global business environment, they must use these resources wisely. I believe that corruption inevitably means that resources are not deployed in the most efficient manner, and that costs increase. Corruption is thus inimical to development, and corporate efficiency, as the following scenarios illustrate:
1. Mr. Jonas, a businessman, owns a number of hotels in his home country of King Island, and wants to expand to other countries in the region – Queen Island is selected as the most profitable location, because of government subsidies that are available. Mr. Jonas has three potential partners to consider, and he makes a trip to Queen Island to meet with each of them. One of the potential partners, Mr. Smythe, suggests that Mr. Jonas stay at his company’s all-inclusive hotel while visiting and that he bring his family as the visit takes place during the school vacation. Mr. Jonas accepts the generous offer and he and family spend an enjoyable week at the all-inclusive hotel in Queen Island. Mr. Jonas reviews potential partners, and concludes that Mr. Smythe is ideal. He enjoyed meeting Mr. Smythe and his family socially, and feels they will be able to work well together.

2. The Prime Minister of a small island state, Santa Clara, is known locally as “Mrs. Small Percent”. The rumour is that to have a project approved by the government of Santa Clara you need to give an appropriate gift to the Prime Minister. The Prime Minister believes that she is doing nothing wrong, because she feels she makes decisions that are best for the country, and small gifts enable her to do so more effectively than she could otherwise.

3. An importer in a small island state, St. Joseph, has developed a good relationship with the customs officials there. This is very helpful when she needs to clear items through customs. The officials will often put aside what they are doing to assist her with her shipment. She maintains the friendship and says “thank you” by taking the officials out to meals from time to time, and giving them gifts at Christmas time.

These scenarios are not “real”, but they are realistic, for example:
• it is not uncommon in the hospitality industry to provide accommodations for potential partners
• some people in positions in politics believing they were encouraging development
• it is relatively routine for importers to reward those who assist them in the import process.

Consider the potential implications:
In the first scenario, the choice of partner may be influenced by the provision of hotel accommodations, and the friendship that developed from this. It is possible that another partnership would have been more effective from an economic development perspective. The best potential partners may be discouraged by any appearance of corruption, and this appearance may invite other corrupt partners to the table. The government of the fictional state will be providing subsidies for the project, and, because resources are scarce, these subsidies should be used to generate the highest possible benefits for the country – subsidizing any project that is not ‘the best’ is a sub-optimal resource allocation for the country. It is even possible that it diverts resources from other projects, which could provide greater economic benefits.

In the second scenario, the Prime Minister believes that she has the good of the country at heart, and this may well be true. It is possible, however, that the gifts she receives influence her judgment about which projects should be accepted and supported, and which should be rejected. The fictional Prime Minister is in a position of power and has control over many of the country’s resources. Because these
resources are scarce, it is critical that they be used to maximize economic development potential. Supporting any project, which is not ‘the best’, or rejecting one that is, is a sub-optimal resource allocation for the country. In addition, options which might have been presented by ethical firms may not materialize because of the need to pay the Prime Minister’s “commission”. Further, this Prime Minister’s actions can be seen as giving license to others to accept gifts, and may stimulate self-serving propositions accompanied by ever larger ‘percentages’.

In the third scenario, the importer gets access to shipments quickly by ‘greasing’ the system, and she believes she is simply rewarding the customs agents for their help. It is possible, however, that the agents put aside work that is more important for economic development, in order to assist her. Customs agents in developing countries are often paid rather poorly, and they will, not surprisingly, give better service to individuals who reward them. This means that their attention does not necessarily go to the areas that are most important. Once again, scarce resources may not be used as efficiently as they could be, and priorities may have been misplaced. In small countries, any waste because of unethical and corrupt behaviour can make the difference between growth, stagnation, and decline. In addition, unethical behavior can discourage foreign direct investors and lending institutions. Further, ethical investors who hear of unethical behaviour may not consider a particular country for investment, lending, and so on; and conversely, unethical investors may be attracted. Unethical behavior has a major multiplier effect in small states. Large, developed states can afford, and do absorb, unethical and corrupt behavior. Developing states, especially small ones, do not have the resources, and cannot afford or absorb, this behavior, if they are to achieve economic development.

The previous scenarios illustrate the central thesis of this article—any corruption, however minor, can divert scarce resources, affect the availability of additional resources, and implies that scarce resources may be used inefficiently.

From a purely practical perspective, developing countries, especially small states, must seek to ensure that unethical and corrupt behaviors are discouraged and, to the extent possible, eliminated. Unethical and corrupt behaviors distort the efficient and effective use of a country’s resources, and tend to attract unethical and self-serving partners—this behaviour goes against the national/societal interest. How does one avoid unethical behavior? The key appears to be transparency. If policies are well-known, and actions are open, the likelihood of corruption, and its inefficiencies are far less likely. For example, if we review the scenarios, transparency makes a difference:

In scenario one, if the hotelier informs all parties of the offer of accommodation and his intent to accept, this ensures that the other competitors are able to have equal opportunities to get to know the prospective partner. If the offer is meant as a ‘bribe’, the host’s offer of accommodation may be withdrawn, if it is to be made public. In scenario two, if the Prime Minister acknowledges all gifts, and they become the property of the state, rather than her personal property, the situation changes. Potential offers of ‘bribes’ are unlikely, if they will be publicly acknowledged. In scenario three, if priorities and policies are clearly defined, and the importer thanks customs officials publicly, there is little likelihood of inappropriate favoritism.
In each of these scenarios, transparency means that the behaviors are no longer questionable. By and large, if we are willing to expose our public behaviors to scrutiny, it means that the behaviors are likely acceptable. In the small countries, such as those in the Caribbean, because we are small we must use our resources wisely, and we must strive for the highest ethical standards—we must seek transparency wherever practical. If we ask the question, “to pay or not to pay?” the answer is clearly “no”, where there are any ethical implications.