



CREATING EMERGING MARKETS: PERSPECTIVES ON TEACHING

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What value do you believe CEM interviews have for educators and students?

- The CEM interviews allow educators and students to have a first-hand information from high-ranking decision makers facing particular challenges. In this way, the material covered in these interviews goes beyond what a student can find in a case or in a textbook. Moreover, just by watching how some of these business leaders express themselves and learning about their decision-making process forces students to overcome certain stereotypes they might have from emerging economies.

How have you used CEM interviews for classroom teaching or assignments? Do you use the interview transcripts, video clips or both?

- I use the videos mostly, but students are free to check the transcripts. The students have been asked to watch some of the videos before coming to class and I ask questions based on what they watched.

How have students responded to the CEM interviews?

- Very positively. While students coming from emerging markets were amazed to find some commonalities between their home country and that of the interviewee, those from developed countries learned the variety of challenges faced by managers not covered in the very Western-centric textbooks they learned from before going to graduate school.

Who would you recommend use CEM interviews?

- Instructors of courses on international business, global strategy, and business history.

Any suggestions for educators considering using CEM interviews in the classroom?

- Be aware that the people in the videos will show how dissimilar their experience is to that which you find in management textbooks. That's an advantage, but something good to be aware of in advance.

What would you like to see from CEM in the future?

- Given the growing interests among MBAs in non-traditional careers, more interviews of people involved with NGOs or with creative industries such as art or theater (the challenges they face and their achievements given those challenges are amazing).