



MMS375K SYLLABUS

**COURSE TITLE: INTERNATIONAL
MANAGEMENT IN CHINA**

SPRING 2018, SESSION 2

Class Meeting Time: 1:00 – 3:30 pm, TTh

Class Meeting Place:

Academic Credit:

Areas of Knowledge: SS (Social Sciences)

Modes of Inquiry: CCI (Cross-cultural Inquiry)

Course format: lectures, case analyses, hands-on projects, presentations, discussions.

Instructor's Information

Dr. Frank Long

Professor of Management, Duke Kunshan University

Email: flongwh@126.com

Prerequisite(s), if applicable

N/A

Course Description

International Management in China (IMIC)

Managing across socio-economic boundaries is a major requisite in today's international environment. Effective cross-cultural management is challenging and particularly so in the case of China. As the world's second largest economy with the world's largest population and consumer market, China has attracted more foreign investment and operations than any other country for the last three decades. This course examines China's business activities, patterns and structure from an international management standpoint. It lays a particular emphasis on the business environment in China, makes comparisons of this environment with that of the western countries, and analyzes management differences generated thereupon. Taking China as a case for illustration, the course delivers fundamental knowledge and skills of international management, and promotes a global mentality among students.

Specifically the course will make the following efforts.

- First, with a comprehensive introduction of social, economic, cultural and demographic attributes that are important for managing in China or elsewhere in the world, international management environment will be studied from the perspective of economic globalization.
- Second, by applying interdisciplinary theories and concepts, the course analyzes differences between managing in China and managing in the western world. The areas to be examined include (but are not limited to) export management, FDI management, HR management, IJV management, market management, product and service management, etc. From a standpoint of international management effectiveness, the course analyzes the trade-offs between globalization and regionalization, standardization and localization, and uniformity and differentiation. This part of the teaching-learning process will nurture an appreciation for multiculturalism and diversity which become a prerequisite for today's management success in general and for IMIC in particular.
- Third, the course will adopt both inductive and deductive approaches toward the learning of important subject matters of this discipline, and help students develop analytical and problem-solving skills. Students will undertake case analyses, design management projects, and integrate theoretical and practical components of management strategies in a global setting.

Course Goals / Objectives

The ultimate goal of this course is to make students better prepared for taking on challenges as international management professionals, either in business/economic fields or in any other sectors of global affairs. Specifically, students at the end of the term are expected to:

- establish a comprehensive knowledge base about international management in both theory and practice;
- comprehend complexities and peculiarities of China's social, cultural and economic environments, and their influence on international management practices;
- develop an academic understanding of differences between managing domestically and managing internationally;
- become capable of engaging in both academic and practitioner's analyses of important subject matters of international management in general and those in China in particular
- become capable of identifying factors and critical issues that have direct impacts on international management effectiveness;
- develop problem-diagnosis and problem-solving capabilities through case analyses and hands-on projects in various areas of international management.
- develop a management mindset of globalism and mentality of multiculturalism.

Required Text(s)/Resources

Managing International Business in China. 2007, by Xiaowen Tian. ISBN-13: 978-0521679930 ISBN-10: 0521679931

Additional Materials

- (1) Cases to be studied and analyzed (they will be provided by the instructor);
- (2) Other readings of international business journals and magazines assigned by the instructor;
- (3) Major Websites of international business and management that will help students conduct case analyses and research/simulation projects.

Course Requirements / Key Evidences

This course requires students' active participation in and out of class. A combination of standard classroom activities (lectures, group discussions, presentations, etc.) and hands-on projects out of class will build up students' professional knowledge and skills.

1. Reading: Students' intensive reading constitutes an important part of the course requirements. It includes assigned chapters of the textbook, cases and selected journal/periodical publications. A major purpose of exams, case analyses and projects planned in this course, is to examine the outcomes of students' reading.
2. Case Analysis: Each student group will be assigned cases of international management practices, and expected to conduct analyses out of class and prepare case reports in class. This training enhances students' capability to apply disciplinary concepts and professional skills in the field of international management.
3. Research/Simulation Project: Each student group will conduct a research or simulation project on a topic of IMIC. Topics will be chosen by student groups themselves, but shall be approved by the instructor. This exercise attempts to increase students' academic understanding and capability of analyzing contemporary issues of international management with knowledge and concepts learned in this class.
4. Documentaries and Guest Speakers: The class uses documentaries to illustrate concepts and theories, and to familiarize students with problems and issues that often pose challenges to international management. Guest speakers may be invited to share their international experiences of managing in China or elsewhere in the world.
5. Quizzes: Two quizzes are served to evaluate students' mastery of basic knowledge in the field of international management. Questions are designed to examine students' reading comprehension, class participation, and integrated application of concepts learned in this class.
6. Class Participation: The class uses a variety of interactive approaches to engage students in class activities. Besides a spontaneous questions-and-answers format, there will be case analyses, project presentations and subject matter discussions that become measurements for one's in-class

participation. Only those who actively take part in all class activities will get full credits in this measurement of performance.

7. Class Attendance: Students are required to attend all classes. An absence without pre-arrangement with the instructor will lead to point deduction automatically. While absences are granted for dealing with emergency situations, anyone who has more than 2 absences for any reason will have his/her final grade lowered accordingly. More than 3 absences will result in the failure of this class.
8. Videotaping or any form of electronic recording of this class is not allowed.

Rubrics for evaluations and measurement of all assignments will be provided for students so that they understand how their work and performance are evaluated.

Technology Considerations, if applicable

The class needs web accesses to Business Week WSJ, and other professional journals of international business/management.

Assessment Information / Grading Procedures

The final grade for this class will be determined by the total points that students accumulate throughout the term. Students are required to take exams, make presentations, and turn in assignments on time. No make-up exam or a delay of work submission will be granted unless one contacts the instructor in advance for accepted reasons. Points are assigned as follows and the letter grade will be given in accordance with the percentage of students' cumulative points against the total assigned for this course.

<i>Items of Performance</i>	<i>Points Assigned</i>
1 Research/Simulation Project (Detailed requirements will be given in class.)	100
2 Quizzes (100 points each; Study Guides will be provided in class.)	200
1 Case Study Report and Presentation (Detailed requirements will be given in class.)	100
Class Attendance and Participation	100
Total	500

Diversity and Intercultural Learning (see Principles of DKU Liberal Arts Education)

The course addresses diversity and intercultural learning (D&IL) not only as a social or philosophical issue in today's management, but also as an indispensable principle that organizations should integrate into their strategy formulation, market operations and all other management practices. ***A large part of the course is devoted to intensive studies of a country whose social-economic-cultural-demographic attributes are different from those on which the traditional management theories, principles, wisdom, approaches or even "common senses" were developed.*** Based on this "warm-up," the coverage of each area of the discipline will deal with issues of stereotypes, biases and ethnocentrism, and analyze behaviors and ways of doing things that are different from those of management's home country.

Instead of treating "diversity" as part of contingency management, the course designates it as a prerequisite for management effectiveness today. Through interactive teaching and learning, it helps students develop the mentality that promoting diversity is not merely about tolerating or accepting the different. Rather it is about respecting, appreciating and embracing all differences as strength and competitive advantage for today's management. A holistic study of international management, whether in IJV or global sourcing/licensing, or in strategy formulation or HRM, tries to establish students' awareness of the importance of D&IL. Whether in case studies or project designs, students are required to demonstrate their cognitive and behavioral competency in dealing with diversity issues in management.

Course Policies and Guidelines

1. See Course Requirements and Assessment Information above.
2. The instructor will explain course requirements and expectations for students in class.
3. There is no dress code for attending the class.
4. Cell phone use in any form is not permitted during the class time.
5. Students are expected to take notes in class, and encouraged to answer or raise questions and to take part in free discussions actively. However, a private conversation between any two students that distracts other students or the instructor is not allowed.
6. The instructor offers Office Hours to deal with students' study-related problems, issues, or requests.
7. Each student is bound by the **ACADEMIC HONESTY STANDARD** of Duke Kunshan University. Its Community Standard states: "Duke Kunshan University is a community composed of individuals of diverse cultures and backgrounds. We are dedicated to scholarship, leadership, and service and to the principles of honesty, fairness, respect, and accountability. Members of this community commit to reflect upon and uphold these principles in all academic and non-academic endeavors, and to protect and promote a culture of integrity." Violations of the DKU academic honesty standard will not be tolerated. Cheating, lying, falsification or plagiarism in any practice will not be allowed and will result in zero
8. **ACCOMADATIONS FOR STUDENT'S WITH LEARNING DISABILITIES (LD):** A student with LD or any other form of disability will be helped accordingly, and treated equally and specially.

Specific services for learning, in accordance with the nature of disability, can be provided through pre-arrangement. If requiring special learning accommodation, a student must first register with the Dean of Students' Office, and submit the Office documentation to the instructor at the beginning of the term.

Tentative Course Outline or Schedule

Tentative Class Schedule for MMS 375K International Management in China (Spring 2015)

(SUBJECT TO CHANGE)

Week/ Class	Coverage	Reading/work Assignment	Assignment due
Week 1 Class 1	Why international business? China's Social-economic-cultural- demographic attributes: the 21 st century;	Chapter 1; working groups and case assignment	
Week 1 Class 2	The Global Business Environment Theories of International Business Globalization of economies; China's economy and international business environment	Chapter 2 and assigned readings	
Week 2 Class 1	Managing International trade; Managing trade operations with China	Chapter 3 & 4 Cases: Cameron (A and B); Hush	
Week 2 Class 2	Global Sourcing Strategy and Licensing; Managing operations in China	Chapter 5 Cases: Leo; Kenny	
Week 3 Class 1	Analysis of social-cultural factors in IMIC (Part I)	Chapter 6 Cases: Neilson; Selkirk	<i>the Research Project topics</i>
Week 3 Class 2	Managing IJV operations in China; Issues of diversity, dissimilarity and multiculturalism	Chapter 7	<i>Group Case Study reports due; case presentations</i>
Week 4 Class 1	International management strategy formulation in China; strategic	Chapter 8 Case: Palliser; Ruski	

	differentiation and focus <i>Quiz One (A study guide will be provided.)</i>		
Week 4 Class 2	International HRM in China; Issues/concepts of diversity and Multiculturalism	Chapter 9 Cases: Samsung; Technophar	<i>Case presentations</i>
Week 5 Class 1	MNE and MNC and their management in China	Chapter 10 Cases: Black; Nora	<i>Case presentations</i>
Week 5 Class 2	Global management in China: globalization vs. regionalization; Managing differences and diversity	Chapter 11 Cases: Global; Hilti (A & B)	
Week 6 Class 1	Managing government intervention in China; Legal environment in China	Chapter 12 Cases: DSL; Sitcom	
Week 6 Class 2	International product management in China: standardization vs. localization	Chapter 13 Cases: Toyota; Mercedes	<i>Research/simulation Project due</i>
Week 7 Class 1	International market management in China: promotion, alliances and competition <i>Quiz Two (A study guide will be provided.)</i>	Chapter 14 Cases: Wal-Mart; Honeywell	
Week 7 Class 2	Analysis of social-cultural factors in IMIC (Part II)		<i>Oral report on Research Project</i>

April 2018 version with all rights reserved