



MMS 375K DRAFT SYLLABUS
**COURSE TITLE: INTERNATIONAL
MANAGEMENT IN CHINA**
SPRING 2015, SESSION 2

Class Meeting Time: 300 minutes of contact time per week for 7 weeks (prefer 2 sessions of 150 minutes each)

Class Meeting Place: N/A

Academic Credit: 1 course

Areas of Knowledge: suggest SS (Social Sciences)

Modes of Inquiry: suggest CCI (Cross-cultural Inquiry)

Course format: lectures, case analyses, hands-on projects, presentations, discussions, field studies in Shanghai industrial areas.

Instructor's Information

Dr. Frank Long

Distinguished Professor, Strategic Decision Research Institute, Wuhan University

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 management environment. Effective cross-cultural management is challenging yet critical in all cases, but particularly so in the case of China, the world's second largest economy and one of the largest markets in the world. 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. The emphasis will be on the business environment in China over the past 30 years, comparisons of this environment with its Western counterpart, and some historical context from the 19th and early 20th century.

The ultimate goal of this course is to make students better prepared for taking on challenges as international management professionals, either as analysts or as practitioners. This will be accomplished in the following ways:

- First, with a comprehensive review of China's social, economic, cultural, and demographic attributes that are important for doing business with and in China. The country's business and management environment will be considered from the perspective of economic globalization.
- Second, by applying interdisciplinary theories and concepts, the course will analyze the 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 management, and financial management. We will consider 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 of multiculturalism and diversity which has become a prerequisite for today's management success in general, and for the success of IMIC in particular.
- Third, the course will adopt both inductive and deductive approaches toward the teaching and learning of analytical skills and problem-solving techniques that are called for in IMIC. Students will focus on case analyses and then design their own projects to integrate the theoretical and practical components of management strategies.

Course Goals / Objectives

Specifically, students at the end of the term are expected to:

- establish a comprehensive knowledge base about China as a world market and important international management platform;
- comprehend the complexities and peculiarities of China's social, cultural, and economic environments and their influence on international management practices;
- develop an academic understanding of China's business and economic attributes and recognize their differences from those in the western market;
- attain the disciplinary/interdisciplinary knowledge of theories and concepts in the field, and be able to identify factors that have critical impacts on international management effectiveness and efficiency in China;
- be able to engage in both academic and practitioner's analysis of important subject matters in the area of IMIC;
- develop problem-diagnosis and problem-solving capabilities through case analysis and hands-on project in the area of IMIC.

Course goals will be aligned with specific course outcomes, classroom exercises, and assignments. Rubrics for evaluation of all assignments will be provided to students so they understand how their work is being graded.

Required Text(s)/Resources

(Subject to change)

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

International Management: Text and Cases. 5th ed., 2003, by Beamish, Morrison, Rosenzweig, and Inkpen.)

Additional Materials (optional)

Assigned readings of international business journals and magazines by the instructor.

Major websites of business and management will be assigned to visit when students conduct case analyses and research projects.

Course Requirements / Key Evidences

This course will include activities in and out of class. A combination of standard classroom methods (lecture and small group discussions) with additional approaches will build up students' professional knowledge and skills.

1. **Reading:** Students' reading constitutes an important part of the course requirements. Readings include assigned chapters, cases, and selected journal and periodical publications. A major purpose of tests/exams executed, case analyses conducted, and projects undertaken, is to examine the outcomes of students' reading.
2. **Case Analysis:** Each student group will be assigned a case of IMIC, and the groups are expected to conduct their analyses out of class. This training enhances a student's capacity to apply disciplinary concepts and techniques to analysis of practical issues in the field of international management.
3. **Research Project:** Each student group will conduct a research project on a topic of IMIC. Topics will be chosen by the student groups, but approved by the instructor. This task seeks to increase a student's academic understanding and capability of analyzing contemporary issues of IMIC with theoretical knowledge and concepts learned in this class. This project has both a written and an oral component.
4. **Documentaries and Guest Speakers:** The class uses real-case documentaries to illustrate concepts and theories and to familiarize students with problems and issues that often pose challenges to IMIC. One or two guest speakers will be invited to share their international experiences of managing in China.

5. Quizzes: Three quizzes are given to test students' mastery of the basic knowledge and concepts learned in this class. Each will cover certain designated chapters and readings. Quizzes serve as a means to check on students' reading comprehension and class participation. Some questions are also designed to solicit students' critical thinking and integrative application of knowledge and concepts learned.
6. Class Participation: The class uses a variety of approaches to engage students in class participation. Besides a spontaneous questions-and-answers format, there will be case analysis, project presentations and subject matter discussions that become measurement for one's in-class participation. The outcome of these activities will be assessed in a comparative manner. Only those who actively participate in activities will get full credits for class participation.
7. Class Attendance: Students are required to attend classes. Absence without pre-arrangement 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.

Technology Considerations, if applicable

Class needs the 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 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' cumulatives against the total points.

<i>Items of Performance</i>	<i>Percentage of Final Grade</i>
Research Project (1) (Detailed requirements will be given in class.)	20% written project 10% oral presentation
Quizzes (3) (Study guides will be given in class.)	10% each (total of 30%)
Case Study Reports (Detailed requirements will be given in class.)	20%
Class Attendance and Participation	20%
Total	100%

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

Given the nature of IMIC, the course addresses diversity and intercultural learning (D&IL) not only as a social issue in today's management but also as a general principle for IMIC success. ***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 sense" tenets were established.*** Based on this "warm-up," the coverage of each area of the discipline will discuss issues of stereotypes, biases and ethnocentrism, or the lack of understandings of people, behaviors and ways of doing things that are different from management's own.

Instead of treating D&IL as part of contingency management, the course approaches it as a prerequisite for management effectiveness today. Therefore, the consciousness that this course tries to develop is not about tolerance or acceptance of the different. Rather it is about respecting, appreciating, and embracing diversity and intercultural learning as a strength and a competitive advantage for management. The areas of study, whether in IJV or global sourcing/licensing, or in strategy formulation or HRM, try to create students awareness of the importance of D&IL. Whether in case studies or project undertakings, students are required to demonstrate their conscious approaches toward issues of D&IL. As the result, they are trained in the direction of becoming international managers with corresponding D&IL skills and outlook.

Course Policies and Guidelines

1. See Course Requirements and Assessment Information above.
2. The instructor will go through the syllabus and explain every part of the course requirements and expectations for students.
3. There is no dress code for attending the class except for making the final presentation.
4. Cell phone use in any form is not permitted during class.
5. Being late for the class is discouraged but "being on-time" should not be at the expense of personal safety.
6. Students are expected to take notes during instructor's lecturing, and encouraged to answer or raise questions, and to take part in free discussions actively. However, private conversations that divert other students attention of learning or distract instructor's teaching is not allowed.
7. The instructor of this course will offer Office Hours to students, to deal with their study-related problems, issues, or requests.
8. 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 be considered as an inexcusable behavior and will result in zero points for the activity.

- 9. ACCOMADATIONS FOR STUDENT’S WITH DISABILITIES:** A student with LD or any other form of disability will be helped, accommodated accordingly, and treated equally and specially. Specific services for learning, in accordance with the nature of disability, can be provided in a pre-arranged manner. 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 so that accommodations can be provided. The College is committed to providing reasonable accommodations to assist students in their coursework.

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	China’s Social-economic-cultural-demographic attributes: the 21 st century; Why international business in China	Chapter 1; working groups case assignment	
Week 1 Class 2	Globalization of economies; China’s economy and international business environment	Chapter 2 and assigned readings;	
Week 2 Class 1	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 <i>Quiz One (Chapters 1-4)</i>	Chapter 5 Cases: Leo; Kenny	
Week 3 Class 1	Analysis of social-cultural factors in IMIC (Part I)	Chapter 6 Cases: Neilson; Selkirk	<i>Choose Final Report 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</i>
Week 4 Class 1	International management strategy formulation in China; strategic	Chapter 8 Case: Palliser; Ruscki	

	differentiation and focus		
Week 4 Class 2	International HRM in China; Issues/concepts of diversity and Multiculturalism <i>Quiz Two (Chapters 5-8)</i>	Chapter 9 Cases: Samsung; Technophar	
Week 5 Class 1	MNE and MNC and their management in China;	Chapter 10 Cases: Black; Nora	
Week 5 Class 2	Global management in China: globalization vs. regionalization; Managing differences and diversity	Chapter 11 Cases: Global; Hilti (A & B)	<i>First draft of Final Reports due</i>
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>Final Reports due</i>
Week 7 Class 1	International market management in China: promotion, alliances and competition <i>Quiz Two (Chapters 7-13)</i>	Chapter 14 Cases: Wal-Mart; Honeywell	
Week 7 Class 2	Analysis of social-cultural factors in IMIC (Part II) <i>Oral Presentations of Final Reports will be given during exam period</i>		

22 December 2014 version