

International Trip to China: March 2014

## **GSM 7261G: Global Management, Emerging Markets, and China**

### **Instructor**

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### **Required Texts**

1. Stuart Strother (2012), *China: Doing Business in the Middle Kingdom*, Business Expert Press. ISBN: 978-1-60649-227-7. Order here:

<http://www.businessexpertpress.com/books/china-doing-business-middle-kingdom>

2. Case Packet. Obtain from Harvard Business Publishing. Visit this link:

<https://cb.hbsp.harvard.edu/cbmp/access/24254327> and purchase the coursepack.

### **Recommended Reading**

*Bloomberg Businessweek* ([www.businessweek.com](http://www.businessweek.com)), *Economist* ([www.economist.com](http://www.economist.com)),

*International Business Times* ([www.ibtimes.com](http://www.ibtimes.com)), and *Wall Street Journal*

([www.wsj.com](http://www.wsj.com)) are good periodical sources for international business.

### **Course Description and Rationale**

This is a one-credit course to accompany the study abroad experience in China, Spring 2014. The trip includes visits to numerous companies, organizations, and cultural sites in and around Beijing and Shanghai, China. In this course we study (i) fundamentals of international management, (ii) the environments and challenges of emerging markets, (iii) strategies and operations for succeeding in emerging markets, and (iv) specific aspects of business in China, presently the world's second largest economy.

China is the most populous country, with 1.35 billion people, about 20 percent of the world. The country has evolved to superpower status in economic, military, and geopolitical terms. China is the world's second-largest economy and the biggest importer and exporter. In the past decade, China's economy grew about seven times faster than that of the United States (316% versus 43%). The country's per-capita GDP of \$6,000 implies that many Chinese remain in poverty. However, China's middle class now numbers some 300 million people (equivalent to US total population), most with incomes more than \$15,000 per year.

China's retail market is massive and growing rapidly. The country recently became the world's largest market for automobiles, beer, and luxury goods. China is also an important destination for global sourcing and low-cost manufacturing. Rapid industrialization has brought unintended consequences, including massive air and water

pollution.

China's civilization dates back some 8,000 years. The Chinese invented printing, paper, gunpowder, the compass, and numerous other innovations. Mandarin Chinese is spoken by nearly 1 billion of China's people, more than any other language worldwide. Today, about 140,000 Chinese students study at US universities, the largest group of international students by far. In China, we will visit Beijing, the seat of national of government, and Shanghai, the center of business. Beijing is home to most of China's largest state-owned enterprises, many of which compete directly with US firms. Shanghai is a global financial center and the busiest port in the world.

### **Learning Objectives**

The learning objectives for this course include the following:

- Understand essential aspects of international business, especially market entry and international operations
- Gain familiarity with the institutions, systems, infrastructure, and other environmental characteristics of emerging market countries
- Begin to acquire a mindset for developing and applying entrepreneurial and innovative business approaches for success in emerging markets and other developing economies
- Become sensitized to underdevelopment, poverty, and other realities of emerging markets
- Understand basic managerial requirements for the successful performance of firms in emerging markets

### **Course Format:**

The course will emphasize the following activities:

1. The professor will present course material, which we will discuss as a class.
2. You will write an ongoing *Journal* in which you record your perspectives, insights, and questions regarding this course and the international trip, which will be used to support class discussion.
3. You will write up a *Case* and give a *Case Presentation*, as part of a team.
4. Your learning will be assessed via an *Essay Exam* on the course textbook.

<b>ASSESSMENT</b>	<b>Percent of Final Grade</b>
<b>Class participation</b>	20%
<b>Journal</b>	25
<b>Case and Case Presentation</b>	25
<b>Take-Home Essay Exam</b>	30

Note: The final grade for this course is "pass/fail"

## Detailed Course Content

### **Lectures**

A packet of the lecture overheads is available on WISE. A good strategy is to bring this to class and take notes as needed. This will save time and increase learning.

### **Participation:**

Participation counts for much of the total grade and is an important part of the learning process. You can participate only to the extent you attend class. Learning is a systematic process that is optimized the more of your senses you involve. By *attending* class regularly, *listening* to the lectures, *taking notes*, and *participating* in class discussions, you will maximize your learning. Proactive and thoughtful participation enlivens class discussions, stimulates ideas, challenges ideas, and maximizes the learning experience. Your ability to succeed in business is reflected in large part by your ability to participate intelligently and confidently in meetings, conferences, sales encounters, and other venues. Take advantage of this class to develop your participation skills. In addition, you undoubtedly know many things the professor does not know, including specific industry knowledge and current events. Do not hesitate to participate or challenge the professor in the event you can make a positive contribution.

### **Journal:**

You are to keep an electronic journal or blog during the class in which you provide your *reflections* on the readings for the class and the international trip. Specifically, you are to write a minimum of *seven* single-spaced pages of reflection (about one page per day of the program) that expresses your comments and insights about the readings, lectures, and especially the trip itself, particularly material you found helpful or interesting. Aim to emphasize your perceptions, insights, and questions on the material and the trip, and be substantive. It might help you to focus on material and experiences that hold particular meaning to your job or career aspirations.

There are numerous benefits to keeping the Journal. It forces you to read the material and think about it in a substantive way. It helps you develop writing skills and the ability to formulate and express your thoughts efficiently. In total, the journal fosters the learning process in a substantive way. For my part, I will be looking for journal entries that provide evidence of your reading and learning from the material and the trip. I will review your reflections and employ them when possible to foster discussion. **Turn in your Journal to the WISE Blogs link.** You can do this all at once, or over time. To complete the Journal portion of the class, please use the Blog function at WISE (under Blogs). Simply go to the site, enter your name, and begin writing your journal. You can set the blog so that only you can view your own entries. Or, if you prefer, you can type up your Journal in a word processor, such as Apple or Microsoft, and email it to me. I will grade the Journal at the end of the term.

### **Case and Case Presentation**

To facilitate real-world practice and help improve your analysis, problem-solving, and communications skills, you will write up and present *one* case from the course packet, as part of a team. Imagine you are a consultant specialized in international

management. Prepare your analysis outside of class and be prepared to actively discuss it in class. After you present the case, we will discuss it in class.

For your assigned case, your task is to analyze and write up the case, as summarized in the Appendix here. You should do an excellent job on the presentation, emphasizing particularly your analysis of problems indicated in the case and formulation of good solutions. If you can find a *relevant, substantive* video at YouTube or elsewhere to show with the presentation, this is often helpful. The presentation should be 20-30 minutes. The case write-up should be no more than *six pages, single* spaced.

**Turn in your Case write-up to the WISE Drop Box** by the start of class on the case discussion day indicated in the Course Schedule below. Late case papers will be accepted but will be dropped one grade level. The presentation will be given in class on the case discussion day. We will then discuss the case in class.

*All students are to read all cases* sufficient to be able to engage intelligently in class discussion about the case and the case presentation. Periodically, the professor will assess your understanding of individual cases, to ensure you are reading and understanding the case material. Acquiring the skill of quickly reviewing and understanding management cases will support you in your career.

## **Essay Exam**

A take-home essay exam will be given as indicated in the course schedule to evaluate your performance. The exam will cover material from the text, cases, and material in the lectures not necessarily presented in the text. The exam is to be completed independently; it is *not* a group project. Working on your exam with another student(s) is considered cheating. **Turn in your completed exam to the WISE Drop Box.**

## **Administrative Notes**

**Honesty and Integrity:** Plagiarism is verbatim copying of material from the Internet, library databases, books, articles, and other such sources, without attribution. The Atkinson Graduate School of Management requires that students (1) uphold the highest standards of academic integrity in their own work, (2) refuse to tolerate violations of academic integrity, and (3) foster a high sense of integrity and social responsibility. Consistent with this policy, I expect you to conduct yourself in an honest and professional manner, with integrity. This implies that all work must be yours. Plagiarism and cheating will be dealt with to the fullest extent possible. I have given 'F' grades for plagiarism in the past. The professor will check written assignments at random, using Willamette's *TurnItIn* software, which detects plagiarism.

It is okay to draw on the work of other people or organizations, *as long as you attribute the source of this work* (i.e., by providing appropriate citations and associated references in a bibliography) **and use quotation marks for material that is taken verbatim from a given source.** *You must develop the habit of attributing any work or ideas that are not your own.* Careers have been damaged or destroyed due to plagiarism. Throughout your career, plagiarism can be avoided by appropriately attributing others' work. At the same time, while using and attributing others work is often useful, it is best to acquire the habit of formulating and communicating *your own* thoughts and ideas. Thus, I strongly discourage written assignments that are not

essentially your own work.

**Students with Disabilities:** Students with disabilities who require accommodation should notify me of the nature of accommodation you require in the first week of class. Additional support is available from the Willamette University Disability Services Office ([www.willamette.edu/dept/disability](http://www.willamette.edu/dept/disability)), telephone 503-370-6471.

**Attend and participate in all classes.** The success of class discussion on cases and other activities depends on advance preparation and eager participation. Discussion and participation constitute a significant part of your final grade. Your thoughtful contributions, discussion, and active listening are important. Notify the professor if you are going to be absent.

**Teamwork and Team Evaluation.** You must participate actively in the assigned team. A form you can use to assess fellow team members is provided in the Appendix here, based on their respective contribution to the team project. Complete and email this form to the professor. It will be treated confidentially.

**Use of Laptops and Cell Phones.** I encourage you to bring your laptop computer or similar device to class. Laptops are useful in class for taking notes, doing assignments, and checking material discussed in class. However, please do not use your laptop during class for activities not related to the class. Such usage violates Willamette's policy on Expectations of Conduct. Regarding cell phones, texting is *not* allowed during class. For emergencies, please step out of the classroom to text or call.

### Course Schedule

<b>Date</b>	<b>Text Chapter / Class Lecture</b>	<b>Class Activity / Discussion</b>
Saturday, March 1 Mudd 204, Salem	<ul style="list-style-type: none"><li>• Essentials of international management</li><li>• Introduction to emerging markets</li><li>• Business and management in China</li></ul>	Launch Journal Assign Cases
Saturday, March 8 Mudd 204, Salem	<ul style="list-style-type: none"><li>• Business and management in China, cont'd</li></ul>	Journal Case Presentations Distribute Take-Home Exam
Monday, April 14		Take-Home Exam due All Journal entries due All Case papers due

## APPENDIX A

Suggested outline for the written **Case paper**:

- Analysis of *Current Situation* (regarding the business environment, industry, organization, and its plans) (This should be around 20% of your paper)
- Analysis of *Problems/Challenges* and their core elements (around 20%)
- Formulation and Evaluation of *Alternative Courses of Action to Address the Problems/Challenges* (around 40%)
- Selection, Justification, and Implementation of the *Chosen Course of Action* (around 20%)

**Case presentations** will be evaluated according to the following criteria:

- Analysis of *Current Situation* (15%)
- Analysis of *Problems/Challenges* (15%)
- Formulation/Evaluation of *Alternative Courses of Action* (35%)
- Selection/Implementation of *Chosen Course of Action* (15%)
- Professionalism and clarity of presentation (how much confidence and authority do you convey; how well can audience understand what you convey) (20%)

A document is posted at WISE, *Case Analysis Framework*, which elaborates the above outline and expectations for cases in detail.

Alternatively, if you prefer, you can use the case outline, *Case Analysis Guidelines*, that accompanies Integrated Knowledge Exercise Week (IKEW) cases. It is located here: <http://agsm.willamette.edu/classtools/mba/IKEWs/home/site.frames>. The IKEW outline is very similar to the one I've provided above. In the event you use the IKEW outline, the grading criteria will be adjusted accordingly.

## APPENDIX B

### GROUP PROJECT TEAM MEMBER EVALUATION FORM

Date:

Project:

Your name:

As a result of your team's performance on this project, the company was able to increase profits substantially this quarter and has decided to award your team a one-time bonus pay of \$100,000. Please use the form below to decide how this \$100,000 should be divided among each of the team members, *according, in your opinion, to their respective contribution to the project.*

<u>Team Member Names</u>	<u>Portion of Bonus Pay</u>
Your name:	\$
Name:	\$
Name:	\$
Name:	\$
Name:	\$
Name:	\$
Total	\$100,000

(Note: Amounts allotted should add up to \$100,000. If you believe everyone's contribution was equal, then all of the amounts should be equal. **This information will be used to calculate the final grade of your team members**).

Please explain below, if desired, why you allotted the above amounts to each team member, regarding all aspects of the project (e.g., research, analysis, writing, team meeting participation, presentation preparation, etc.).