

21st Century Global Strategic Management and Cross-cultural Management *(Updated, Expanded, and Enriched 2009)*

21 世纪全球策略管理与融合中西文化管理
(2009 年重新修订,内容扩大,更为丰富)

(An Elective Module designed for local and foreign China business entrepreneurs, executives and business school students)

在全球化与中西行政人员共事的崭新年代,专为中国和西方企业家,主管,与企管学员打造的组合式高级管理文凭课程

Introduction

The 21st century is witnessing dramatic paradigm shifts in global businesses and geopolitical influences. The global pendulum is swinging to the East particularly China, while the world, especially China, is facing growing challenges of energy, food and water security and Climate Change. In this New Age of Globalization, new business risks and opportunities are emerging in the horizon. More and more foreign businesses are now operating in China and Chinese enterprises are establishing their definitive presence overseas. Chinese senior executives are growing in numbers in foreign businesses in China while foreign senior executives are not uncommon within Chinese enterprises.

There is therefore an increasing need for both Chinese and foreign entrepreneurs and executives to understand better the strategies, challenges and tools of international businesses in the shifting sands of the 21st century and to develop greater skills in global strategic and cross-cultural management.

Module Objective

To develop, expand, and sharpen participants' knowledge, understanding and skills of 21st century international businesses and cross-cultural management using well-researched and up-to-date business case studies and a flexible, modular and interactive approach demanding proactive student participation.

Global/Strategic Management

- To understand the concepts, tools, and skills of strategic management, including strategy formulation, assessment, analysis, choice, implementation and evaluation
- To understand the modern elements of strategic decision making
- To understand how the globalization environment works in the 21st century
- To understand the management tools of international businesses
- To appreciate the major concerns and strategies of international businesses nowadays
- To understand how corporations develop and manage their international strategies in the 21st century

Cross-Cultural Management

- To appreciate different cultural patterns in a globalized world
- To understand cultural variations in business communications and negotiations
- To understand cultural variations in leadership style, motivation and Human Resources Management
- To understand the cultural dimensions of Ethics and Corporate Social Responsibility
- To gain an cross-cultural insight into doing business in China in the 21st century

Target Participants

- Top and middle management executives (both Chinese and foreign) of Chinese and foreign-invested enterprises and corporations in China
- Entrepreneurs wishing to develop a sharper insight into how to grow their businesses internationally in the 21st century
- Executives to be groomed for responsibilities with an international dimension
- Executives wishing to develop their international and cross-cultural knowledge and skills in the 21st century
- MBA and EMBA students
- Other executives, students, researches and academics interested in international businesses and cross-cultural management in the 21st century

Medium of Instruction 用普通话或英语授课

- Flexible (English, Putonghua, or Cantonese as required)
- Options include
 - Mainly in English supplemented by Chinese
 - Mainly in Chinese supplemented in English

Methodology

- The Module is designed to provide up to *ten full lectures* of three hours each but can be modified in length and scope by selecting any combination of topics or Study Cases to suit different requirements.
- As a composite package, the Module may also be used in parallel or in combination with the whole or part of my other Elective ‘*Understanding China Businesses in the 21st Century*’

- The learning process is designed to stimulate proactive participation by students who will be required to research into and present their findings on individual case studies. The class will be pre-divided into small teams. Each team as a group is expected to make Powerpoint presentations on a number of allotted Cases and to work up a Comprehensive Written Analysis project on a selected Case, employing the strategic management tools learnt. Each team is expected to respond to questions, comments and critiques by their peers during the class, subject to the guidance of the professor.
- About half of each class session is devoted to a lecture exploring the ideas and concepts covered in the Syllabus and the other half to student presentations and discussion of Case Studies.
- Normally there will be a written essay-style Final Examination to consolidate and test the knowledge and understanding gained.
- Each student is assessed according to his/her (a) class performance (b) Comprehensive Written Analysis project and (c) written Final Examination in equal proportion.
- On satisfactory completion of the full Module including the written examination, a participant will be awarded a Certificate of Completion by the University.

Learning outcomes (Major benefits)

On completion of the Elective, participants should be able to

- gain an all-rounded understanding of Global Strategic Management and Cross-cultural Management and their management tools in the 21st century;

- understand and develop insights into the rapidly changing international business environment in the 21st century;
- understand and develop independent thinking on major trends and drivers defining globalization and international businesses in the 21st century;
- understand how international businesses succeeded or failed in the 21st century;
- understand and develop abilities to leverage cultural differences in operating in a cross-cultural business environment;
- think independently on how to develop specific international business strategies in the 21st century;
- present and argue more convincingly on global strategic management and cross-cultural management issues

Main textbooks (*) and reference books

**David, Fred R, 2006, Strategic Management, Pearson Education Asia Limited and Tsinghua University Press (FD)*

**Phatak, Arvind V, et al, 2005, International Management: Managing in a Diverse & Dynamic Global Environment, McGraw-Hill International (AP)*

**Zhou Linong, 2006, China Business- Environment, Mementurm, Strategies, Prospect, Prentice Hall, Prentice Hall, Pearson Education south Asia Pte Ltd (ZL)*

Fernandez, Juan Antonio, & Liu, Shengjun, 2007, China CEO, John Wiley and Sons (Asia) Pte Ltd (JF)

De Meyer, Arnoud et al, 2005, Global Future – The Next Challenge for Asian Business, John Wiley & Sons (Asia) Pte Ltd (AM)

Sull, Donald N, 2005, Made in China, What Western Managers Can Learn from Trailblazing Chinese Entrepreneurs, Harvard Business School Press (DS)

Vanhonacker, Wilfried R, 2004, China Casebook, McGraw Hill (WV)

Lecture contents

1. *Strategic Management Overview, Strategy Formulation, Types, Assessment and Analysis*

策略管理宏观, 制定, 类型, 评估与分析

Nature of Strategic Management, Benefits and Pitfalls, Guidelines, Business Ethics, Nature of Global Competition; Strategy Formulation, Vision and Mission, External Assessment, Porter's Five- Forces Model, The Global Challenge, External Factor Evaluation Matrix (EFE), Competitive Profile Matrix (CPM); Internal Assessment, Resource-Based View (RBV), Value Chain, Internal Factor Evaluation Matrix (IFE); Types of Strategies, First Mover, Strategic Management in Small Firms & NGOs

Textbook: FD Chapters 1 to 5

Case Studies: FD –

Krispy Kreme Doughnuts KK 美国甜甜圈大型连锁店 (P.32)

Case 7 – Amazon.com Inc 美国亚马逊公司

Case 19 – Wal-Mart Stores Inc 美国沃尔玛公司

2. *Strategic Management Choice, Implementation and*

Evaluation

策略管理选择, 实施和评估

Strategic Analysis and Choice, Comprehensive Strategy Formulation Framework, Input, Matching and Decision, Office Culture, Politics, and Governance; Implementation Strategies, Matching Structure and Strategy, Managing Change, Marketing, Finance, Accounting, R & D and MIS issues; Strategy Review & Evaluation, Strategy Evaluation Framework, Balanced Scoreboard, Evaluation Information and Systems, 21st Century Challenges in Strategic Management; Strategic Management Case Study Analysis and Class Presentations

Textbook: **FD** Chapters 6 to 9 and 1st section of Part 5

Case Studies: **FD** –

Krispy Kreme Doughnuts KK 美国甜甜圈大型连锁店 (p.32)

Case 30 – ***Boeing 美国波音公司***

Case 31 – ***Lockheed Martin Corporation***
美国洛克希德马丁公司

3. ***Globalization and the International Environment***

全球化环境与策略

Globalization: Drivers, Pros and Cons, Global Competitiveness; Transnationality Index, Orientation, Evolution, Services, Top Ten, Motives and Objectives, International Management Template, Aspects of International Environment, International Trade Blocs, Regional Trade Blocs

Textbook: AP - Chapters 1 to 2

Case Studies: AM –

Chapter 3 – *Li & Fung Group 利丰集团*
Sing Tel 新加坡电信集团
(Regionalising core business)

Chapter 4 – *Uni-President Enterprises Corporation 统一企业*
China Netcom Corporation 中国网通
(Leveraging the fastest- growing Pan-Asia telecom service market)

Chapter 7 – *Hong Kong Exchanges & Clearing Limited*
香港交易及结算所有限公司 (港交所)
(A platform for globalization of Chinese enterprises)

4. *Political and Legal Dimensions*

政治和法律的因素

Macro-Uncertainties, Political Risks, International Turbulence, Risk Forecasting, Hedging, the lessons of China Aerospace Corporation and Huawei Technologies, International Law, International Court of Justice, WTO, ILO, IPR, Regional and National Laws, EU laws, Common Law, Civil Law, Islamic Law, Special Laws, US Foreign Corrupt Practices Act

Textbook: AP - Chapters 3 to 4

Case Studies:

FD (p104) – *China Aerospace Corporation (CASC)*

中國航天科技集團公司

(p.107-8) – *Huawei Technologies*
华为技术有限公司

ZL – Category II – Case 1 *Guangzhou Peugeot*
广州标致汽车公司

Case 4 – *Danone* 法国达能集团

5. *Strategy, Entry and Collaboration*

市场策略, 进入和协作

Mindsets and Planning, Ethnocentrism, Polycentricism, Geocentricism, Globalization, Country-Attractiveness Ratings, Key Success Factors, Mode of Entry, Priority, Competitive Strengths v Country Attractiveness, Types of Orientation, Value Chain Configuration, Core Competency Leveraging, Counter-Attack, ‘Glocalization’, Exporting, Counter Trade and Contract Management, Licensing and Franchising, Management Service Contracts, Turnkeys, EIJV/WFOEs and Determinants, EIJV Pitfalls, Ownership, Location, Internationalization, Alliance and Collaboration, Non-Equity Alliances

Textbook: AP - Chapters 6 to 8

Case Studies:

AP – Chapter 6 Mini-Case - *CIENA* 美国讯远通信公司
(*The challenges of globalization*)

AM – Chapter 2 –

- **Kikkoman 万字酱油集团** (How to sell soy sauce to America and beyond?)
- **Samsung 韩国三星集团** (The magic of 3P Innovation)

Chapter 4 –

- **Industrial and Commercial Bank of China (ICBC)**
中国工商银行 (How a Chinese state-owned bank is transformed into the world's biggest and most profitable)

FD –

Case 13 – **Royal Carribbean Cruises Ltd**
皇家加勒比邮轮有限公司

Case 24 – **Harley- Davidson Inc**
哈雷戴维森摩托车公司

6. **Structure, Control, Knowledge and Brands**

企业结构，控制，知识和品牌

Strategy-structure link, Americanization of Toyota; Pre-internationalization, International Division, Global Product Structure, Factors and Costs, Global Area Structure, Advantages and Disadvantages, Variant structures, Matrix Structure, Factors and Pitfalls, Heterarchical Structure, ABB v The Chinese Communist Party, Thailand's AIS, Entrepreneurial and Flexible, Types of control, Control Systems, Adaptation to Local Conditions, Performance Variables, External Factors, Non-Financial Measurements, Strategic Intent, Competence v Strategic Importance, Parent Subsidiary Relationship, Types of Control, Knowledge and Technology Transfer, Knowledge

Defined, Product, Process and Personnel, Barriers to Technology Transfer, Explicit and Tacit Transfer, Creativity, Knowledge Life Cycle, Knowledge Creation, Knowledge Culture Environment, Learning Organization, IBM Vision, Global Branding of Stella Artois

Textbook: AP - Chapters 9 to 11

Case Studies:

JF – Chapter 4 - *Picanol China* 中国必佳乐公司
(The art of dealing with headquarters)

AP –

Mini-Case (p. 343-347) - *IBM* 国际商业机器公司
(Managing technology & knowledge)

Case II (P 349-362) – *Stella Artois* 比利时时代啤酒
(Global branding)

DS – Chapter 6 - *Galanz* 格兰仕集团
(Managing relationships dynamically)

AM - Chapter 2 – *Sony* 新力集团
(From localization to a World Brand)

7. Cultural Dimensions and Cross-cultural Management

文化层面和跨文化管理

Objective and Subjective Dimensions, Convergence and Divergence, Parochialism, Ethnocentrism, Geocentrism, Kluckhohn & Strodtbeck dimensions of value orientation,

Hotstede's 5 cultural dimensions, Trompenaar's Framework, Ronen & Shenkar Framework, Schwartz's Framework, Hall's Framework, Triandis Framework, Cultural Sterotypes, Cross-cultural Communication, Transaction and Translation, China's Quo Qing, Lost in Translation, Cultural Perceptions, Vroom-Yetton's 5 leadership styles, Personnel Policies

Textbook: AP - Chapters 5 & 12

ZL – Chapter 15

Case Studies:

AP – Case 1 Euro Disneyland (p.170-181)

欧洲迪斯尼乐园

WV - Case 4 - Mr Smith and Mr Zhang

史密斯先生与张先生

Case 19 – **Tony Roma's in Shanghai**

上海多利萝玛排骨之家

8. Cross-cultural Negotiation, Decision making & Motivation

跨文化谈判，决策与激励

Negotiation Backdrop, Situation, Process and Variables, Low and High context Cultures, Negotiation Process, *Stephen Convey* and *Sun Tzu*, Local Culture, Rhythm, Dynamics and Depth, Deal Culture, Confucius Culture, Ethics, US v Chinese, Individual Decision Making, Descriptive v Prescriptive, Programmed v Non-Programmed, Inductive v Deductive, Speed v Empathy, Bounded Rationality, Satisficing, Judgment and Intuition, Group Decision Making, Pros and Cons, Techniques, Group Polarization, Groupthink, Leadership and Motivation, Boss Centred v Subordinate-centred, Tall, Flat, and Matrix Structures,

Robert Vecchio Conflicts and Power Bases, Power Constraints, Organizational Culture, Haier and Matsushita

Textbook: AP - Chapters 13 & 14
ZL –Chapter 16

Case Studies: WV

Case 1 – *China Resources (CR) Snow & S African Breweries (SAB)*
华润雪花啤酒（中国）有限公司与南非酿酒公司
(South African Brewers' Strategy in China)

Case 13 – *Roland Berger (Shanghai) International Management Consultants Ltd*
罗兰贝格（上海）国际咨询公司

Case 16 – *Shanghai-ed Com*

9. Leadership, HRM, & CSR

领导, 人力资源管理与企业社会责任

Leadership Perspectives, Trait-based, Behavioral, Contingency, Implicit, Transformational, Leadership Across Cultures, Authoritative, Status and Power, Prominence, Decisiveness, Knowledge, Participative, Guilt and Shame Cultures, Cultural Variations in Style, Global Leadership, Japanese, Indian, Arab, Global, Siemens, Google, International HRM, Diversity, Concerns, Employee Classification, Orientations, Impacts on HRM, Recruitment, Appraisal, Compensation, Training, and Labour Relations, Expatriates, Competence, Adaptability, Culture Shock, Prevention, Compensation, Dual-Career

Expatriates, Mentorship, Repatriation, CSR, Dilemma in Host Country, Moral Philosophies, Theology, Deontology, Theory of Justice, Cultural Relativism, Absolute Norms, CSR Applied, Steps, International Accords, Management Systems, Bribery, Child Labour, Human Rights

Textbook: AP - Chapters 15 - 17

Case Studies:

JF – Chapter 1 – *Emerson Electric (Suzhou) Co Ltd*
艾默生电气（苏州）有限公司
(Leadership in China)

Chapter 2 - *Eli Lilly & Co, China*
中国礼来制药有限公司
(Human Resources Management in China)

Chapter 8 – *Chupa Chups – 楚帕 Chups 棒棒糖*
(Expatriate couple in China (Lost in translation))

AP - Chapter 16, Case III
Ellen Moore – 埃伦玛摩尔
(US Consultants in Korea -驻韩国美国顾问)

Chapter 17, Case IV
Nike Inc – 耐克公司
(CSR and Brand 伦理观念和品牌)

DS - Chapter 2 *Sina Corporation 新浪公司*
(How to navigate a foggy future)

10. Survival, Adaptation and Transformation:
Lessons from Financial, Economic and Ecological Disasters

脱胎换骨, 适者生存 – 全球金融经济和生态危机的启示

Origin of the Financial Crisis, the Grand Imbalance, the China Dimension, the US Dollar Trap, China's Responses to the Global Financial and Economic Crisis, the New Power Brokers, the Swing of the Pendulum to the East, National Intelligence Council Project 2025, the Geopolitics and Geo-economics of Climate Change, How Societies Chose to Fail or Survive, the Changing Landscape of Wall Street and Detroit

Texts:

- ***The China Dimension of the Global Credit Crunch*** at

<http://www.andrewleunginternationalconsultants.com/publications/2009/03/the-china-dimension-of-the-global-credit-crunch.html>

- ***China and the Global Financial Crisis: Risks, Responses and Opportunities*** at

<http://www.andrewleunginternationalconsultants.com/chinawatch/2009/05/china-and-the-global-financial-and-economic-crisis-risks-responses-and-opportunities.html>

- ***The New Power Brokers: How Oil, Asia, Hedge Funds and Private Equity are faring in the Financial Crisis***, Mckinsey Global Institute, July, 2009
- ***National Intelligence Council's 2025 Project: How the US should understand and engage China in navigating the uncharted waters*** at

<http://www.andrewleunginternationalconsultants.com/chinawatch/2008/12/national-intelligence-councils-2025-project-how-the-us-should-understand-and-engage-china-in-navigat.html>

- *How Green geopolitics and geo-economics will change China and the World* at

<http://www.andrewleunginternationalconsultants.com/chinawatch/2008/09/how-green-geopo.html>

- Diamond, Jared, *Collapse: How Societies Choose to Fail or Survive*, Penguin Books, 2006

Case Studies:

- *General Motors* (Yale Global Online, 25 June, 2009)

通用汽车公司

(From General to Government Motors: Can GM Return to its Former Glory?)

- *Chrysler* *克莱斯勒汽车公司*

(Demise and Rebirth)

- *GE Imagination* *通用电气公司* *梦想启动未来*

(Not just a vision of the future. It's Right Now)

FD – Case 40 - *R.J Reynolds* 美国雷诺烟草控股公司

(How to Survive in a tobacco adverse world)

Supplementary bibliography

- *Doctoroff, Tom, 2005, Billions – Selling to the New Chinese Consumer, Palgrave Macmillan*
- *Eisenman, Joshua, et al. 2007., China and the Developing World: Beijing's Strategy for the 21st Century, M.E. Sharpe*
- *Emmott, Bill, 2009, Rivals: How the Power Struggle Between China, India and Japan Will Shape Our Next Decade, Penguin Books*
- *Fishman, Ted, 2005, China Inc., Simon & Schuster UK Ltd*
- *Friedman, Thomas, 2005, The World Is Flat: A Brief History of the Twenty-First Century, Allen Lane*
- *Garner, J.F., 2005, The Rise of the Chinese Consumer: Theory and Evidence, John Wiley & Sons*
- *Heazle, Michael, & Knight, Nick, 2007, China-Japan Relations in the Twenty-First Century, Edward Elgar Publishing Ltd*
- *Jacques, Martin, 2009, When China Rules the World, Allen Lane*
- *Kagan, Robert, 2008, The Return of History and the End of Dreams, Atlantic Books*
- *Kynge, James, 2006, China Shakes the World: The Rise of a Hungry Nation, Weidenfeld & Nicholson*
- *Leonard, Mark, 2008, What Does China think?, Fourth Estate Ltd*
- *Patten, Chris 2008, What Next? Surviving the Twenty-First Century, Allen Lane*

- *Prestowitz, Clyde, 2005, Three Billion New Capitalists: The Great Shift of Wealth and Power to the East, Basic Books*
- *Ross, Robert & Zhu Feng, 2008 China's Ascent, Cornell University Press*

Visiting Professor 客座教授

Andrew K.P.Leung, SBS, FRSA 梁建邦

International and Independent China Specialist

国际中国顾问, 伦敦梁建邦国际顾问公司主席, 香港银紫荆勋衔, 英国皇家
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Positions

Chairman and CEO, Andrew Leung International Consultants Limited, London
 Vice Chairman, 48 Group Club, United Kingdom
 Gerson Lehrman Group (Global Experts) Council Member
 International Expert, Reuters Insight Community of Experts, Thompson Reuters
 Brain Trust Member, The Evian Group (global think-tank), Lausanne,
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 Distinguished Contributor, Asymmetric Threats Contingency Alliance (ATCA)
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 Elected Member, Royal Society for Asian Affairs
 Chairman, China Group, Institute of Directors City Branch, London, United
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 China Group Leader, Elected Fellow on Executive Committee of Royal Society
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职位

梁建邦国际顾问公司 (伦敦注册) 主席
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汤姆森路透集团投资咨询机构国际专家团专家
瑞士洛桑环球智库 Evian Group 智囊团成员
环球智库 ATCA 特邀成员
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英国董事商会伦敦金融城分会中国组主席
英国皇家人文工商学院伦敦区中国组召集人
中东国际顾问公司 (MEC) 高级顾问
中国长沙市商务局全球商务代理
英国伦敦英皇大学董事
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英国伦敦城市大学商学院客座教授
中国中山大学商学院客座教授

In Brief

Andrew is a prominent international China specialist with 40 years of experience in many senior government positions in Hong Kong, including commerce, industry, banking, finance and overseas diplomatic representation. His last position was Hong Kong's chief official representative for the United Kingdom and 14 EU and non-EU countries, including Russia, Switzerland and Norway. He is now Chairman of Andrew Leung International Consultants Limited based in London.

During a mid-career sabbatical, Andrew helped set up Standard Chartered Asia Ltd, a merchant banking subsidiary in Hong Kong. He was twice sponsored by the U.S. Government for month-long visits across the US, including a visit to brief Chairmen and CEOs of Fortune 50 multinationals on China in the wake of Tiananmen Square.

Andrew has spoken on numerous business and international forums on China

and has provided high-level China briefings to many companies, corporations and government authorities. These include Baring Asset Management; Cazenove; F & C; Merrill Lynch; Royal Bank of Scotland; HSBC; The Economist; Chatham House; the Institute of Economic Affairs; the Royal United Services Institute for Defence and Security Studies (RUSI); the Royal Society for Asian Affairs; the Commonwealth Business Council; Wilton Park; Asia House; the Chairman's Club; the D-Group; the East Asia Institute, Peterhouse College, Cambridge University; the Asian Studies Centre, St Anthony's College, Oxford University; Oxford Analytica; London School of Economics; the School of Oriental and African Studies; Warwick University; Reading University; Lancaster University; University College Dublin; Open University; McCombs School of Business, University of Texas at Austin; and Fudan University, China. Many of Andrew's internationally published articles, commentaries, and presentations can be accessed on his website www.andrewleunginternationalconsultants.com.

Andrew appears regularly on live TV interviews on China with CNBC Europe, Bloomberg, Sky, CNN, NBC, Aljazeera (English Channel), and the BBC (including BBC New York and an appearance at Breakfast With Frost). His speaking profile can be found on City Speakers International at http://www.cityspeakersinternational.co.uk/speakers/speaker_andrew_leung.php and China Speakers Bureau at <http://www.china-speakers-bureau.com/profiles/1405379.html>

Andrew provided advisory consultancy to McCreight and Company Inc, USA, a leading international corporate strategy implementation firm, on Lenovo's cultural integration with IBM. He was Editor-at-large for MEC International for a substantial international consultancy on China's energies, including geopolitical, economic, security, financial and climate change implications. He made a presentation on this at a Windsor Energy Group international conference at St George's House, Windsor Castle, to an audience of leading energy experts including senior corporate executives, academics, and the Executive Director of the International Energy Agency.

Andrew is a Gerson Lehrman Group (global experts) Council Member and is a registered Reuters Insight expert with Thomas Reuters for services worldwide. He is also an officially appointed Global Commercial Agent for Changsha City, China.

Andrew is elected as a Member of the Royal Society for Asian Affairs. He is on

the Brain Trust of The Evian Group, a think-tank founded at the IMD, Lausanne, Switzerland. He is also a Distinguished Contributor on China with the Asymmetric Threats Contingency Alliance (ATCA), an influential global think-tank.

He is a Vice Chairman of the China-influential 48 Group Club of the United Kingdom with historical links with the Chinese leadership. He chairs the China Interest Group of the UK's Institute of Directors City Branch. He leads a China Group of the Royal Society for the Encouragement of Arts, Manufactures and Commerce (RSA) London Region, as a Fellow elected to its Executive Committee.

Andrew sits on the Governing Council of King's College London. He is also on the Advisory Board of the China Policy Institute at Nottingham University. He is a Visiting Professor with the London Metropolitan University Business School and with the Sun Yat-sen University Business School in China.

Andrew has graduate qualifications from the University of London, postgraduate qualifications from Cambridge University, PMD from the Harvard Business School, and Solicitors' qualifying examination certificate from the Law Society, London.

Andrew has been included in UK's Who's Who since 2002. He was awarded the Silver Bauhinia Star (SBS) in the July 2005 Hong Kong Honours List.

Andrew speaks Cantonese and Putonghua, writes Chinese calligraphy, and paints classical Chinese paintings. His other hobbies include tennis, swimming, jogging, travelling, singing, and reading.

Profile Links:

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