

Global Strategic Management and Cross-cultural Management

全球策略管理与融合中西文化管理

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

在全球化与中西商业共事的年代,专为中国和西方企业家,主管,行政人员与企管学员打造的组合现代高级管理文凭课程

Introduction

In this Age of Globalization, more and more foreign businesses are now operating in China and Chinese enterprises have increasingly to interact directly with foreign businesses not only in China but also overseas. Furthermore, Chinese executives are growing in numbers in foreign businesses in China while foreign 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 challenges and tools of international businesses and to develop greater skills in strategic as well as cross-cultural management.

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 growing their businesses internationally
- Executives to be groomed for responsibilities with an international dimension

- Executives wishing to develop their international and cross-cultural knowledge and skills
- MBA and EMBA students
- Other executives, students, researchers and academics interested in international businesses and cross-cultural management

Module Objectives

To develop, expand, and sharpen participants' knowledge, understanding and skills of international businesses and cross-cultural management using a Harvard-style of student proactive learning.

Global/Strategic Management

- To understand how the globalization environment works
- To appreciate the major concerns of international businesses
- To understand how corporations develop and manage their international strategies
- To understand the management tools of internationalisation
- To understand the elements of strategic decision making

Cross-Cultural Management

- To appreciate different cultural patterns
- 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 insight into doing business in China

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 an educational or training package on doing business in or with China, the Module may also be used in parallel or in combination with the whole or part of my other Elective ‘Macroeconomic and International Dimensions of China: Global Dynamics of a Rising China’
- Each lecture is intended to devote one hour to exploring the ideas and concepts covered in the Syllabus and the other two hours to Case Studies.
- The learning process is intended to adopt a Harvard-style of student proactive learning.
- During the first hour to explore ideas and concepts, students are encouraged to share their own ideas and experiences.
- For the Case Studies, the class is pre-divided into small teams. Each team as a group is responsible for making a Powerpoint presentation on each of two allotted Cases. Each team is expected to respond to questions, comments and critiques by their peers during the class, subject to the guidance of the professor.
- For the full Module, there will be a final written examination to consolidate and test the knowledge and understanding gained.
- On satisfactory completion of the full Module including the written examination, a participant will be awarded a Certificate

of Completion of the SYSU Module in Global and Strategic Management and Cross- Cultural Management

Syllabus

Global/Strategic Management

1. ***Globalisation Environment and Strategies*** 全球化环境与策略
Transnationality Index; Top Transnational Companies v National Economies; High Tech Transnationals; Global and Multi-domestic Orientation; Global and Local (HSBC, Electrolux); Globalisation Motives; Overseas Manufacturing (Haier).
2. ***Internationalisation Risks*** 国际化风险 Dimensions of the International Environment; Risks (Country. Company, Project, Transfer, Macro, Micro, Law, Corruption. IPR, Labour, Culture, Standards, Environment, Order; Geopolitics; Hedging; Insurance);
3. ***Foreign Entry Modalities*** 各种打开外国市场方式与组合
Foreign Market Entry Modes (Direct and Indirect Exporting; Countertrade (Barter, Switch Trading, Counterpurchase, Buyback); Contract Manufacturing; Licensing; Franchising; Turnkey Projects; Nonequity Strategic Alliances; EJVs and WFOEs; Evolutionary Globalisation; Dunning's OLI Framework of Internationalisation; Strategy and Global Structure (Vertical, Product, Geography -Toyota in US, Pre-internationalisation, International Division, Global Product Structure, Global Area Structure, International Matrix Structure; Heterarchical and Transnational Mindsets
4. ***International Management Orientations*** 各式国际管理取向 (Ethnocentrism, Polycentrism, Geocentrism); Strategic

Orientations (Global, International, Transnational, Multidomestic); Value Chain Integration and Dispersal; Complex Integration; Attacks and Counterattacks; Core Competency Leveraging; Globalisation (Management, Affiliates, Exports, Products, Production)

5. ***International Control Systems*** 跨国监管方式与关系
(Input, Output, Behaviour); Performance Measures (Cultural Distance, Political Risks and Restrictions, Economic Factors); Parent-Subsidiary Relationship and Strategic Control Mechanisms (Dependent, Independent, and Interdependent)
6. ***Globalisation and Technology*** 资讯, 科技, 品牌, 分销, 税务会计, 同行竞争 Factor influencing Technology Transfer; Strategic Significance of Knowledge and Data; Tacit and Explicit Knowledge; Knowledge Life Cycle; Learning Organisation; Technological Leadership (IBM); Global Branding (Stella Artois); Multinationals in China (Automobile, Telecommunications, Drinks, Photo Films, Household Appliances, Detergents, Retail); Brand Strategies; Distribution Channels; Transfer Pricing, Losses and Taxes; Competition (Kodak and Fuji)
7. ***Decision Making*** 集团决策模式(Programmed and Non-Programmed); Maximising Behaviour (Satisficing Behaviour, Bounded Rationality); Intuition and Judgment; Group Decision Making (Social Loafing, Halo Effect, Brainstorming, Delphi Technique, Nominal Group Technique; Group Polarisation (Risky Shift, Cautious Shift); Groupthink; Organisational Structures (Tall, Flat, Matrix); Conflicts and Restraints; Delegation; Organisational Cultures (Haier, Matsushita)
8. ***Nature of Strategic Decisions*** 决策方针 Examples (M & A, Expansion & Retrenchment, Re-organisation and Re-

engineering, Joint Ventures and alliances, Entering or Exiting New Markets, New Product Development; Current Competitors; Entry of New competitors; Threats of Substitutes; Bargaining Power of Buyers and suppliers); Business-level Strategies; Global Strategies; SWOT Analysis and Strategic Audit; Ethical and Green Issues in Strategic Decisions; Hewlett-Packard, Haier, Hainan Airlines, Electrolux (China)

Cross-cultural Management

1. ***Cultural Patterns*** 各种不同文化元素 Objective v Subjective; Convergence v Divergence; Cultural Sensitivity; Parochialism, Ethnocentrism, Geocentrism; Cultural Frameworks (Kluckhohn & Strodtbeck, Hofstede, Trompenaars, Renen & Shenkar, Schwartz, Hall, Triandis); Language: Selected Cultural Patterns (China, United States, United Kingdom, Germany, Japan, Middle East); Disneyland across the World
2. ***Cultural Dimensions of International Business*** 跨国企业内的文化冲突 Cultural variations in communication; Verbal and Non-Verbal Communications (Kinesics and Proxemics); High Context and Low Context; Perception, Stereotyping, Face Saving, Self Disclosure; Local Etiquette, Humour, Truthfulness; Elaborate v Succinct Communication; Silence; Effective Cross-Cultural Communication; Cultural Interaction
3. ***Culture in Negotiations*** 谈判的文化因素 Context, Physical Arrangements; Time Limits; Status Differences; Negotiating Process; Different Cultural Approaches (American v Chinese); National and Organisational Variables; Conflict Resolution
4. ***Culture in Leadership*** 跨国企业的领导才能 Perspectives (Trait-Based, Behavioral, Contingency, Implicit,

- Transformational); Leadership Across Cultures; Quality Circles; Guilt & Shame cultures; Globe Project on Leadership; Three Levels of Power Distance; Leadership Drive and Delegation; Non-Western Styles of Leadership (Chinese, Japan, India, the Middle East); Elements of Global Leadership
5. ***Culture in Work Motivation*** 不同文化鼓舞工作的方式 Needs (Maslow, Alderfer, Herzberg, McClelland) and Process (Expectancy, Equity, Goal-Setting); Work Centrality and Work Goals; Internal and External Locus of Control; Cultural Variations in Work Motivation and Job Satisfaction (Power Distance, Uncertainty Avoidance, Gender, Long Term v Short Term Orientation; International Differences in Job Satisfaction, Job Involvement and Organisational Commitment
 6. ***Culture in HRM*** 人事管理的文化因素 Ethnocentric, Polycentric, Regiocentric, Geocentric; Concerns (National, Economic, Technological, Organisational, Cultural); Functions (Recruitment and Selection, Employee Classification, Performance Evaluation, Compensation, Training and Development, Labour Relations, Dual Career Expatriates; Culture Shock
 7. ***Culture in Ethics and Corporate Social Responsibility*** 从文化角度看企业社会责任和道德标准 Challenging Situations; Moral Philosophies (Teleology, Egotism, Utilitarianism, Deontology, Justice, Cultural Relativism, Basic Moral Norms, International Accords and Codes of conduct, Bribery and Corruption, Political Payments, Gifts and Entertainment; Child Labour and Sweatshops; Nike
 8. ***Understanding How to do Business in China*** 中国现代企业文化 Chinese Culture; Confucianism, Daoism, Legalism, Buddhism, Socialism; Common Chinese Values; Modern Business Adaptations; Overseas Chinese Business Culture; Chinese

Business Culture on the Mainland; Key Chinese Business Cultural Traits (Guo Qing, Guanxi, Face); Negotiation Tactics; Language Barriers; Presentation Styles; Cultural Perceptions (Chinese of Foreigners, Foreigners of Chinese, Chinese employees of MNCs); Motorola in China; Haier in America; Headquarters-Chinese Subsidiary Relationship

Case Studies 企业个案

China Business – Environment, Momentum, Strategies, Prospect (Zhou Linong, 2006, Prentice Hall, Pearson Education south Asia Pte Ltd,

- **Zhuhai Airport** (A State-led White Elephant?) 珠海机场
- **Hong Ta** (A national tobacco champion's return from diversification to core business) 红塔集团
- **Legend** (Is diversification the way to grow?) 联想集团
- **Peugeot** (Return of the Prodigal Son?) 标致汽车集团
- **Whirlpool** (How the World's No.1 white goods manufacturer misfigured the China market) 惠而浦集团
- **Volkswagen** (How it won official rapport in developing a firm grip on China's car industry) 福士汽车集团
- **Danone** (How M & A behind local brands provided the key to acquiring leadership in China's beverage market) 法国达能集团

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

- **Sony** (From localization to a World Brand) 新力集团

- ***KiKkoman*** (How to sell soy sauce to America and beyond?) 万字酱油集团
- ***Samsung*** (The magic of 3P Innovation) 韩国三星集团
- ***Li & Fung*** (A world-class one-stop Supply Chain Provider) 利丰集团
- ***SingTel*** (Regionalising core business) 新加坡电信集团
- ***Uni-President*** (Building a top food brand across Asia) 统一企业
- ***Industrial and Commercial Bank of China (ICBC)*** (How a Chinese state-owned bank is transformed into a profitable global player) 中国工商银行
- ***China Netcom Corporation (CNC)*** (Leveraging the fastest-growing Pan-Asia telecom service market) 中国网通
- ***Hong Kong Exchanges and Clearing Limited*** (A platform for globalization of Chinese enterprises) 香港交易及结算有限公司 (港交所)

Textbooks

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

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

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

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

Vanhonacker, Wilfried R, 2004, China Casebook, McGraw Hill

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, 英国皇家人文工商学院荣授院士

Positions

Chairman and CEO, Andrew Leung International Consultants Limited, London

Expert, Reuters Insight, Community of Experts

Member, Brain Trust, The Evian Group (global think-tank), Lausanne, Switzerland

Distinguished Contributor, Asymmetric Threats Contingency Alliance (ATCA) (global think-tank)

Chairman, China Group, Institute of Directors City Branch, London, United Kingdom

Leader of China Group, Elected Fellow on Executive Committee of Royal Society for the Encouragement of Arts, Manufacture and Commerce (RSA), London Region

Elected Member, Royal Society for Asian Affairs

Member, Executive Committee, 48 Group Club, United Kingdom

Senior Consultant, MEC International

Member, Governing Council, King's College London, United Kingdom

Member, Advisory Board, China Policy Institute, Nottingham

University, United Kingdom

Visiting Professor (2006), TiasNIMBAS Graduate School of Management, Utrecht, Holland

Visiting Professor (2005-6), Business School, Lingnan University, China

Visiting Professor (2005-now), Business School, Sun Yat-sen University, China

职位

梁建邦国际顾问公司(伦敦注册) 主席

路透社集团 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

英国董事商会伦敦金融中心分会中国组主席

英国皇家人文工商学院伦敦区中国组召集人

英国皇家亚洲学会当选会员

中东国际顾问公司(MEC) 高级顾问

英国 48 家集团会董事

英国伦敦英皇大学董事

英国诺丁咸大学中国政策研究中心董事

荷兰 NIMAS 大学管理学院客座教授 (2006)

中国岭南大学管理学院客座教授 (2005-6)

中国中山大学管理学院客座教授 (2005-现在)

In Brief

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. He speaks Cantonese and Mandarin, writes Chinese calligraphy, and paints classical Chinese

paintings. His other hobbies include tennis, swimming, jogging, traveling, singing, and reading.

Andrew has amassed 40 years of China-related knowledge and experience, including a previous career in many senior government positions in Hong Kong, spanning commerce and industry, banking and finance, transport, social welfare, and overseas representation. His last was Hong Kong's chief representative for the United Kingdom, all the new EU Member States and applicant states, as well as Russia, Switzerland and Norway. He has since founded 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 multinational Chairmen and CEOs on China in the wake of Tiananmen Square.

*Andrew has contributed extensively on strategic China issues at local and international forums as well as at live TV interviews with CNBC, Bloomberg, Sky, CNN, NBC, Aljazeera (English Language Channel) and BBC (including Breakfast With Frost). His speaking forums included The Economist; Chatham House; the Institute of Economic Affairs; the Royal Society for Asian Affairs; 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; Fudan University; Baring Asset Management; Cazenove; F & C; Merrill Lynch; Royal Bank of Scotland; and HSBC. His speaking profile can be found on City Speakers International
http://www.cityspeakersinternational.co.uk/speakers/speaker_andrew*

_leung.php Many of his internationally published articles can be accessed on his website

www.andrewleunginternationalconsultants.com

Andrew provided advisory consultancy to McCreight and Company Inc, USA, a leading international corporate strategy implementation firm, on a project for Lenovo on its cultural integration with IBM Computers. As a Senior Consultant with MEC International, he was the Editor-at-large for a substantial international consultancy on China's Energies, including geopolitical, economic, security, financial and climate change implications. He made a presentation on the same topic 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. He has been appointed a Global Commercial Agent for Changsha, China, since 2006. He is a registered Reuters Insight expert for services worldwide.

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.

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