

## **Understanding China Businesses 解读中国企业**

*(A critical modular elective drawing on well-researched up-to-date case studies demanding pro-active class participation)*

用最新个案和积极参与课堂教学方式的组合课程

### **Course Objective:**

China's breathtaking developments are as intriguing as her promises of profits are often illusive. China is not paved with gold but she is attracting foreign investments in drones. How best to interact with and navigate the Chinese business culture? What are some of the lessons learnt of past business successes and failures? Are there any strategies for foreign enterprises to compete and grow in what promises to be one of the biggest markets in the 21<sup>st</sup> century?

This modular Elective proposes to address the above issues using a variety of well-researched up-to-date case studies. Subject to the guidance of the Visiting Professor, participants are expected to do preparations in teams and to argue their presentations in the class. Their peers are encouraged to critique, comment on and interact with each class presentation.

The Elective is designed to provide participants with the knowledge, insight, and skills leading to much greater confidence in doing business in China.

Each of the following lectures is self-contained. The duration and coverage of the Elective are intended to be flexible and the lectures can be modified, combined, or selected to suit individual program requirements.

## **Lecture contents**

### ***(1) Introduction to doing business in China***

中国现代企业入门

An overview highlighting some of the salient business and cultural issues in doing business in China

*Material:*

*[http://www.andrewleunginternationalconsultants.com/publications/2005/06/understanding\\_h.html](http://www.andrewleunginternationalconsultants.com/publications/2005/06/understanding_h.html)*

### ***(2) Cross-cultural Management***

融合中西管理文化

Cultural patterns; cultural dimensions of international business; culture in negotiations; culture in leadership; culture in work and motivation; culture in HRM; culture in ethics and corporate social responsibility

*Material:*

*Phatak, Arvind V, et al, 2005, International Management - Managing in a Diverse & Dynamic Global Environment: Chapters 5, 8, 10 – 17, McGraw-Hill International*

*Zhou Linong, 2006, China Business: Chapter 15 – Cross-cultural Management; Chapter 16 – Market Strategies and Decision Making, Prentice Hall, Prentice Hall, Pearson Education South Asia Pte Ltd*

*Vanohonacker, Windried R, 2004, The China Case Book: Case 4 - Understanding Cultural Differences in Foreign-funded Enterprises in China, McGraw-Hill*

**(3) Sun Tzu: The Art of War**

孙子兵法古为今用

Interpreting the Art of War and its modern day applications to businesses, executives, marketing, and commercial success

Material:

*Kaufman, Stephen E, 1996, Sun Tzu, The Art of War, the definitive interpretation, Tuttle Publishing*

*Krause, Donald G, 1995, The Art of War for Executives, The Berkley Publishing Group*

*Gagliardi, Gary, 1999, Sun Tzu's The Art of War plus The Art of Starting a Business, Clearbridge Publishing*

*Michaelson, Gerald A, & Michaelson, Steven W, 2004, Sun Tzu Strategies for Selling, McGraw-Hill*

*Goldenberg, David, I, 2002, The Art of War 3: Cannons of Commerce, 1<sup>st</sup> Books Library*

**(4) Riding on National Strategies**

配合国策顺势而行

How to leverage the power of the State by being in tune with national strategies

Material:

*Vanohonacker, Windried R, 2004, The China Case Book: Cases 8 – 10 - **Kodak in China**, McGraw-Hill 柯达公司*

*Zhou Linong, 2006, China Business: Case3 - **VW**: Prentice Hall, Prentice Hall, Pearson Education south Asia Pte Ltd 福士汽车公司*

(5) **Adapt or Fail**

巨无霸亦要能屈能伸

How giants failed

Material:

*Zhou Linong, 2006, China Business: Case1- Guangzhou **Peugeot**; Case 2 **Whirlpool**: Prentice Hall, Prentice Hall, Pearson Education south Asia Pte Ltd 标致汽车公司, 惠而浦公司*

*Vanohonacker, Windried R, 2004, The China Case Book: Cases 12 – Guangzhou **Peugeot**, McGraw-Hill 标致汽车公司*

(6) **Building a winning local brand**

打造国内强势品牌

Different routes but one principle

Material:

*Roll, Martin, 2006, Asian Brand Strategy: Case 2 – **Li Ning**, Case 4 - **Giordano**, Palgrave Macmillan 李宁, 佐丹奴*

*Sull, Donald E, 2005, Made in China – What Western Managers Can Learn from Trailblazing Chinese Enterprises: Chapter 3 (The Rise of **Master Kong**); Chapter 7 (Hangzhou **Wahaha** Group), Harvard Business School Press 康师傅, 娃哈哈*

*Zhou Linong, 2006, China Business: Case 4 - **Danone**: Prentice Hall, Prentice Hall, Pearson Education south Asia Pte Ltd 法国达能集团*

*Doctoroff, Tom, 2005, Billions – Selling to the New Chinese Consumer, Palgrave Macmillan*

**(7) Match Core Strength with the Future**

凭己之长打江山

Stick to core strengths but look to the future

Material:

*Zhou Linong, 2006, China Business: Case 3 – **Hong Ta**; Case 4 – **Legend (Lenovo)**: Prentice Hall, Prentice Hall, Pearson Education south Asia Pte Ltd 红塔集团, 联想集团*

*Sull, Donald E, 2005, Made in China – What Western Managers Can Learn from Trailblazing Chinese Enterprises: Chapter 2 (**Sina** Corporation), Harvard Business School Press 新浪集团*

**(8) From Local to International**

建基中国, 放眼全球

Regionalisation and Globalisation

Material:

*Sull, Donald E, 2005, Made in China – What Western Managers Can Learn from Trailblazing Chinese Enterprises: Chapter 5 (**Haier**) and Chapter 6 (**Galanz**), Harvard Business School Press 海尔集团, 格兰仕集团*

*De Meye, Arnoud, Mar, Pamela .C.M., et al, 2005, Global Future :Chapter 3 –Li & Fung Group ; Chapter 4 – Uni-President Enterprises Corporation, John Wiley & Sons(Asia) Pte Ltd 利丰集团, 统一企业*

*Vanohonacker, Windried R, 2004, The China Case Book: Cases 14 -15, Shanghai Automobile Industry Corporation (SAIC), McGraw-Hill 上海汽车工业集团*

### **Learning outcomes (Major benefits)**

On completion of the Elective, participants should be able to

- gain an all-rounded understanding of doing business in China;
- appreciate and leverage Chinese cultural characteristics;
- become more confident in better interacting and working with Chinese businesses and executives;
- understand how some major businesses succeeded or failed in China;
- understand branding in a Chinese context;
- think independently how to develop one's own specific business strategies in China;
- present and argue more convincingly analyses of China-related businesses

### **Intended participants**

The Elective is intended for –

- Business executives, entrepreneurs, and MBA/EMBA students wishing to learn about how businesses succeeded or failed in China with reference to well-researched up-to-date case studies;
- Business executives, entrepreneurs, and MBA/EMBA students wishing to sharpen their understanding of doing business in China;

- Business executives, entrepreneurs, and MBA/EMBA students wishing to grasp the knowledge and insight of interacting with the Chinese culture;
- Business executives, entrepreneurs, and MBA/EMBA students wishing to develop greater confidence in formulating their own business strategies in China;
- Executives and managers in contact with China businesses;
- Academics and researchers wishing to gain a deeper understanding of doing business in China

### **Supplementary bibliography**

- *Angang, Hu, 2006, Economic and Social Transformation in China, Centre for China Study, Beijing, Routledge*
- *Chan, John L, 2004, China Streetsmart: What You Must Know to Be Effective and Profitable in China, Prentice Hall Regents/ESL*
- *Chen, Jian & Yao, Shujie, 2006, Globalization, Competition and Growth, Routledge*
- *Chen, Ming-je, 2001, Inside Chinese Business – A Guide for Managers Worldwide, Harvard Business School Press*
- *Clissold, Tim, 2004, Mr China, Constable and Robinson*
- *Croll, Elizabeth, 2006, China's New Consumers, School of Oriental and African Studies, United Kingdom, Routledge*
- *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 Ltd*
- *Gittings, John, 2005, The Changing Face of China: From Mao to Market, Oxford University Press*
- *Gries, Peter Hays and Rosen, Stanley (Ed.), 2004, State and Society in 21<sup>st</sup> Century China: Crisis, Contention and Legitimation, Routledge*
- *Guo, Yuantao, 2006, Global Big Business and the Chinese Brewing Industry, Routledge*
- *Harvard Business Review on Doing Business in China, 2004, Harvard Business School Press*
- *Kynge, James, 2006, China Shakes the World: The Rise of a Hungry Nation, Weidenfeld & Nicholson*
- *McGregor, James, 2005, One Billion Customers: Lessons from the Front Lines of Doing Business in China, Nicholas Brealey Publishing*
- *Nolan, Peter, 2004, Transforming China: Globalization, Transition and Development, Anthem Press*
- *Prestowitz, Clyde, 2005, Three Billion New Capitalists: The Great Shift of Wealth and Power to the East, Basic Books*
- *Richter, Frank-Jurgen, 2000, The Dragon Millennium: China Business in the Coming World Economy, Greenwood Press*
- *Saich, Tony and Wright, Vincent, Governance and Politics of China (Comparative Government & Politics), Palgrave Macmillan*

- *Story, Jonathan, 2003 China the Race to Market, FT Prentice Hall, Pearson Education Limited*
- *Studwell, Joe, 2003, China Dream: The Elusive Quest for the Greatest Untapped Market On Earth, Profile Business*

### **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](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](http://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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