Elective (3): 21st Century Global Strategic Management and Cross-cultural Management (Updated, Expanded, and Enriched)

21 世纪全球策略管理与融合中西文化管理
(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时代, 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 as the world order is changing in face of geopolitical rivalry, economic imbalances, Climate Change, and growing challenges of energy, food and water security. In this increasingly interdependent, multi-polar world, new business risks and opportunities are emerging in the horizon, which demand a more global and strategic perspective and mindset. In particular, more and more businesses are operating across frontiers into a host of countries including China and Chinese enterprises are establishing a definitive presence in many countries 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. This Elective is designed to meet these needs.
Elective 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
(2) Strategic Management Choice, Implementation and Evaluation
策略管理选择, 实施和评估
(3) Globalization and the International Environment
全球化环境与策略
(4) Political and Legal Dimensions
政治和法律的因素
(5) Strategy, Entry and Collaboration
市场策略, 进入和协作
(6) Structure, Control, Knowledge and Brands
企业结构, 控制, 知识和品牌
(7) Cultural Dimensions and Cross-cultural Management
文化层面和跨文化管理
(8) Cross-cultural Negotiation, Decision making & Motivation
跨文化谈判, 决策与激励
(9) Leadership, HRM, & CSR
领导, 人力资源管理与企业社会责任
(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

Module Objective
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

Foreign and Chinese entrepreneurs, business executives, as well as MBA/EMBA students and academics wishing to develop a sharper knowledge, strategic insight and practical skills for global businesses and cross-cultural management in the 21st century
Medium of Instruction 用英语或普通话/粤语授课

- 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 lectures of two hours each but can be modified in duration and scope by selecting any components or topics to suit different requirements.

- The Module may be used in parallel or in combination with the whole or part of the other Electives ‘Understanding China Businesses’ and ‘Global Strategic Management and Cross Culture Management’

- The learning process is designed to stimulate proactive participation by students. The class will be pre-divided into small teams. Each team is expected to make Powerpoint presentations on a number of allotted topics and to work up a Comprehensive Written Analysis project on a selected topic. 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 various issues covered in the Syllabus and the other half to student presentations and discussion.
- Normally there will be a written essay-style Final Examination to consolidate and test the knowledge and understanding gained by students.

- Each student is assessed according to his/her (a) Comprehensive Written Analysis project (b) written Final Examination and (c) class performance, in equal proportion.

- On satisfactory completion of the full Module including the written examination, a participant may 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 21\textsuperscript{st} century;
- understand and develop insights into the rapidly changing international business environment in the 21\textsuperscript{st} century;
- understand and develop independent thinking on major trends and drivers defining globalization and international businesses in the 21\textsuperscript{st} century;
- understand how international businesses succeeded or failed in the 21\textsuperscript{st} 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 21\textsuperscript{st} 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)


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


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

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


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)
4. Political and Legal Dimensions

政治和法律的因素


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


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)
6. Structure, Control, Knowledge and Brands


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


*Textbook: AP* - Chapters 5 & 12
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


*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

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


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


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


• 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


• 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


• 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


- 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

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**International and Independent China Specialist** 国际中国顾问

**Positions**

Chairman and CEO, Andrew Leung International Consultants Limited, London  
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, Switzerland  
Distinguished Contributor, Asymmetric Threats Contingency Alliance (ATCA) (global think-tank)  
Elected Member, Royal Society for Asian Affairs  
Senior Consultant, MEC International  
Global Commercial Agent, Changsha City, China  
Visiting Professor, London Metropolitan University Business School  
Visiting Professor, Sun Yat-sen University Business School, China (2005-10)  
(The following until 19 May 2010, on permanent relocation back to Hong Kong)  
Founding Chairman, China Group, Institute of Directors City Branch, London, UK  
Vice Chairman, 48 Group Club, UK  
China Group Leader, Elected Fellow on Executive Committee of Royal Society for the Encouragement of Arts, Manufactures and Commerce (RSA), London Region  
Governing Council Member, King’s College London, UK  
Advisory Board Member, China Policy Institute, Nottingham University, UK

Included in UK's Who's Who since 2002  
Awarded the Silver Bauhinia Star (SBS) in the July 2005 Hong Kong Honours List
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. He oversaw the migration and transformation of Hong Kong's industries into the Pearl River Delta, now the Factory of the World. During a mid-career sabbatical, Andrew helped set up Standard Chartered Asia Ltd, the bank's first merchant banking subsidiary in Hong Kong. He was twice sponsored by the U.S. Government for month-long visits across the US, including a month-long visit in 1990 to brief Chairmen and CEOs of Fortune 50 multinationals on China beyond Tiananmen Square. In London, he was invited to brief the Duke of York and a former Lord Mayor of London prior to their respective maiden official visits to China.

Andrew's 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, which was first established and based in London. On Andrew’s permanent relocation back to Hong Kong on 19 May 2010, the company is now being re-incorporated in Hong Kong.

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 Evian Group, Switzerland; 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; the China Economic Association (Europe) and Fudan University, China.

Andrew is a regular Sponsored Speaker at many international conferences across the world including an Economist China Conference at the German Foreign Affairs Institute in Berlin, the World Money Show and the World Hi-Tech Forum in London, the East West Institute in Brussels, the Forum Istanbul, Turkey, the Aljazeera Forum in Doha, Qatar, and an African Banking and Financial Institutions Seminar in Accra, Ghana.

Andrew appears regularly on live TV interviews on China with BBC (including BBC World, Newsnight, BBC New York and an appearance at Breakfast With Frost), CNBC Europe, Bloomberg, Sky, CNN, NBC, Aljazeera (English Channel), PressTV, Russia Today (RT), and Times of India (TV). His speaking profile can be found on CNBC (Executive Vision) at http://www.cnbc.com/id/39747269, 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

Many of Andrew's internationally published articles, commentaries, presentations, and interviews 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 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 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.
Until his permanent relocation back to Hong Kong on 19 May, 2010, Andrew was a Vice Chairman of the China-influential 48 Group Club of the United Kingdom with historical links with the Chinese leadership. He was the Founding Chairman of the China Interest Group of the UK’s Institute of Directors City Branch. He led 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. He sat on the Governing Council of King's College London and on the Advisory Board of the China Policy Institute at Nottingham University.

Andrew was a Visiting Professor with the Sun Yat-sen University Business School in China (2005-10) and remains a Visiting Professor with the London Metropolitan University Business School.

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, reading and appreciation of fine arts.

Profile Links:

CNBC
http://www.cnbc.com/id/39747269
City Speakers International
http://www.cityspeakersinternational.co.uk/speakers/speaker_andrew_leung.php
China Speakers Bureau
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