

Schwarzman College Syllabus

Course Title: Comparative Study of International Business

Faculty

Anchor Professor: Prof. Natasha JIANG Chun

Guest lecturers:

Confirmed guest lecturers	Confirmed dates	School
1. Prof. Nigel Thrift on global business environment	Dec. 1, 2016	Former President of Warwick University
2. Prof. Scott Kronick on business communication in China	Dec.8, 2016	CEO of Ogilvy China and Asian Pacific
3. Prof. Barry Nalebuff on cross-culture negotiation	Dec.15, 2016	School of Management, Yale University
4. Prof. Gao Xudong on cross-culture innovation strategy 高旭东	Dec.22 2016	SEM in Tsinghua University, director of innovation center
5. Owen Ma Zheng on corporate branding and B2B marketing in China 马征	Dec. 29 2016	Vice President, Cargill China
6. Pan Qingzhong on Chinese leadership style 潘庆中	Jan. 10 2017	Deputy Director of Schwarzman Schools, Tsinghua University

Course Information:

Class meets 2 times per week in Module 2 (8 weeks in total)

Days: Tuesday & Thursday morning session

Time: 9:50-12:15PM

Credits: 3

Course Description:

- ***Content***

With multinational companies going local and local companies going global, more companies start to integrate taking advantage of the emergence of new technology and new internet business models. However this convergence does not mean the disappearance of local culture, there is no uniformed model for successful multinational businesses operations. Companies have to understand the local cultures and make global-local decisions. This course takes a functional and cultural perspective to study the cultural impacts on important aspects of international business.

The content of the course consists of two parts: the first part will mainly focus on cultural impact on the following functional areas of businesses — corporate strategy, business communication, negotiation and decision-making, PR and advertising, marketing and branding; leadership styles, business ethics, compensation and motivation. The second part of the course will be seminars where business leaders of world-leading companies will offer simulation games for students to play or give lectures so students can think strategically and cross-culturally with empathy and business savvy.

- ***Objectives***

The class conduction is based on students' reading and reflection with a mixture of classroom activities such as lectures, case study and discussion, presentation, topic seminars and simulation exercises with the achievement of the following leadership qualities and life-skills as objectives:

- 1) Get students familiar with the knowledge areas useful for doing international businesses.
 - 2) Sharpen student's ability in data-collection and -sorting, problem-identification, -analysis and solution necessary to conduct case study and project.
 - 3) Improve students' decision-making skills and ability in judgmental calls in a foreign culture.
 - 4) Enhance student's awareness in cross-cultural savvy and empathy.
 - 5) Sharpen student's communication and cooperation skills among cross-cultural team environment.
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- ***Features***

The course is designed to enhance students' four most important skills in cross-cultural businesses: cultural competency; cross-cultural strategic thinking and decision-making; across-culture influence and persuasion, international business savvy. Due to the nature of different background of our students cultural diversity and heterogeneity will be a consistent theme for discussion and debate throughout the learning process. It is appreciated that students can carry this cultural savvy into their project design and analytical thinking, of which how to do cross-cultural business in other countries is the top-priority.

Course Structure:

Part 1 (4 sessions):

In this part students will understand the role of culture; embrace cultural diversity by making country profiles/reports based on cultural variables; understand global business environment and latest development trend in international business.

Part 2 (4 sessions):

In this part students will study cross-cultural communication theories and practices and learn cross-cultural business negotiation theories and skills. Well-known professor Barry Nalebuff from School of management of Yale University will come to deliver a lecture.

Part 3 (4 sessions):

In this part students will learn strategy formulation and implementation and cross-culture marketing especially the latest development of internet marketing and social-media marketing in China such as Taobao, 360buy, Wechat and many other specialized and customized way of business. Vice President, from Cargill China, Owen Ma Zheng will talk on corporate branding and B2B marketing in China

Part 4 (4 sessions):

In this last part students will learn knowledge areas such as cross-cultural recruitment, motivation, performance appraisal, training and cross-cultural leadership styles. Scott Kronick, CEO of Ogilvy in China and Asian Pacific will deliver a speech on relevant issues.

Teaching Style:

The class conduction is based on students' reading, reflection, team cooperation and prior experiences with a mixture of classroom activities such as lectures, case study and discussion, presentation, topical seminars and simulation exercises with the aim of nurturing and developing cross-cultural business leadership potentials and qualities and life-skills while still respecting the uniqueness of each student. The course provides a platform for multicultural students to work together as both competitive as well as cooperative teams in order to achieve the optimal results.

Course breakdown:

Format	Number of sessions	Number of groups	Size per group
Lecture	8		
Case Discussion/seminar	7	7	3-4

Field trip	1	1	Whole class
Team Presentation (Country profile & Final project)	2	6	4-5
Other	One session will be used for book review and students should hand in hard copy.		

Evaluation:

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- Group Country Reports 10%: Students will form into groups of 4-5 according to cultural proximity and make a group report on one or two countries based on cultural profiles described in the textbook chapter 3.
 - Field trip in Zhongguancun Science Park 10%: students are required to take part in a field trip in Zhongguancun Science Park (Z-Park <http://www.zgc.gov.cn/>) China's Silicon valley in Beijing for newly start-up companies and innovation projects.
 - Group Case Discussion 10%: Case study from textbook and teacher's case package to understand international business environment and practices.
 - 1 Book Review 20%: Books are selective from teacher's suggested reading list and students need to download their own electronic books from internet or read from kindle.
 - Integrative Group-based Term Project 50%: Writing a business plan of going global from a domestic turf to another country selling the existing/new product or service. For specific requirements please refer to the textbook Part 5 Integrative Section-IC1.
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Assignment:

	Activities	Due date	Percentage
1	Group country report	Nov. 24 Session #2	10%
2	Field trip in Z-Park	To be arranged and decided	10%
3	Group case discussion	Team case presentation by turns Nov. 29 Session #3-4 team 1 Dec. 6 Session #5 team 2 Dec. 13 Session #7 team 3 Dec. 20 Session #9 team 4 Dec. 27 Session #11 team 5 Jan. 3 Session #13 team 6 Jan. 10 Session # 15 team 7	10%
4	1 Book review	Hand in at any time until the final	20%

		Dec.22 Session #10	
5	Integrative group-based term project presentation	Jan 12 Last Session #16	50%

Description of Assignment and Format

- Country Profiles and Reports: take Brazil as an example (See P. 99-103)
 - Facts and Statistics
 - Language in Brazil
 - Brazilian society and culture
 - Brazilian social class and family values
 - Business etiquette and protocol related to social customs in Brazil
 - greeting --meeting --negotiating --gift-giving --dining --communicating
 - dressing code --card exchanging --taboos etc.
 - Relationship between cultural values and managerial behaviors/practices in Brazil
- Case Presentation format: the presentation team should introduce the case briefly; then follow the problem identification, analysis, and problem solution procedure to give suggestions and recommendations. Finally the two or three questions at the end of each case should be answered and justification made.
- Book Review: Students should choose one book from the teacher's recommended reading list and write the book review and hand in the hard copy. The book review or report will be handed in at a time no later than the last session Jan. 12, 2017. The review should include three parts: first the reader should briefly introduce the author and make a summary of the whole book including main concepts, framework, theories and rationales. Then the reader should point out the significance of the book in theoretical and practical contribution. Finally the reader should give some critics and comments by interacting with other related books and scholars' work and by putting it into the context of specific academic area.
- Integrative Group-based Term Project

Students can download from the Internet a template or example of an international marketing plan and follow the outline during the writing process. In the submission and presentation of the international marketing plan each team will have to do international business of either exporting or establishing local businesses to sell products or services in other countries, paying particular attention to diverse global operational environment, entry strategies and different business practices caused by cultural differences. For detailed information of the integrative term project please read textbook Part 5 Integrative Section-IC1 and follow instructions and question guide in it.

5. Field Trip: One field trip will be arranged in China Zhongguancun Science Park (中关村创新平台 <http://www.zgc.gov.cn>). The time and arrangement will be decided and finalized soon. All the students will have to take part in this field trip because it is helpful for the final Integrative Group-based Term Project—a marketing plan for a specific product idea in China.

REQUIRED textbooks:

1. Textbook: Deresky, Helen. *International Management--Managing Across Borders and Cultures*, 8th Ed. Prentice Hall, 2013. (已购买)
2. Suggested/Recommended Reading:
 - 1) Hofstede, Geertz. *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations*, 2nd Revised Edition. SAGE Publications Inc. Mar. 25, 2003.
 - 2) Fons Trompenaar & Charles Hampden-Turner. *Riding the Waves of Culture: Understanding Diversity in Global Business*, 3rd Revised Edition. McGraw-Hill Professional; Dec. 2011.
 - 3) Smith, Adam. *The Theory of Moral Sentiment*, 6th Ed. London: A. Millar. 1790
 - 4) Laozi, *Daodejing (The Book of Dao and The Book of Virtue.)* Tribute to different versions of translation from Internet
 - 5) Varner, Iris, Linda Beamer. *Intercultural Communication in the Global Workplace*, 5th Revised Edition. The McGraw-Hill Higher Education. May 1, 2010.
 - 6) Gudykunst, William B. (Editor) *Theorizing About Intercultural Communication*. SAGE Publications. 2005.
 - 7) Lewicki, Roy, David Saunders, Bruce Barry. *Negotiation*, 6th Edition. McGraw-Hill Education, March 2009.
 - 8) Cohen, Raymond. *Negotiating Across Cultures: International Communication in an Interdependent World*, 2nd Revised Ed. United States Institute of Peace Press. Jan.1, 1998.
 - 9) Michael E. Porter. *Competitive Advantage*, Simon & Schuster Ltd. Jan. 19, 2004.
 - 10) Michael E. Porter. *Competitive Strategy*, Free Press Ltd. Jan. 19, 2004.
 - 11) Usunier, Jean-Claude, Julie Anne Lee. *Marketing Across Cultures*, 6th Edition. Prentice Hall, Jan. 18, 2013.
 - 12) Berry, John W., Ype H. Poortinga, Seger M. Breugelmans, Athanasios Chasiotis, David L. Sam. *Cross-Cultural Psychology—Research and Applications 3rd edition*. Cambridge University Press, Feb 17, 2011
 - 13) Caligiuri, Paula. *Cultural Agility: Building a Pipeline of Successful Global Professionals*, 1st Ed. Jossey-Bass Aug. 14, 2012.
 - 14) Stroh, Linda K., J. Stewart Black, Mark e. Mendenhall and Hal B. Gregersen. *International Assignments: An Integration of Strategy, Research, and Practice*. Lawrence Erlbaum Associates Inc. Aug. 16, 2004.

- 15) Thomas Grisham, *Cross-cultural Leadership (XLQ)*, VDM Verlag, March 1, 2009.
- 16) Luthans, Fred, Jonathan P. Doh. *International Management—Culture, Strategy and Behavior 9th Revised Edition*. The McGraw-Hill Higher Education, April 1, 2014.

Teaching Schedule:

Session	Date	Content	Format	Instructor/ Guest Lecturer
Part I: Embracing the World of Cultural Diversity				
1	Nov, 22 2016 Tuesday Morning 8:30- 11:30	<p><u>Topic: Understanding the Role of Culture</u></p> <ol style="list-style-type: none"> 1. Definition of culture 2. Culture and its effects on organization 3. Cultural levels and dimensions 4. Culture and management styles around the world <p><u>Readings</u></p> <ol style="list-style-type: none"> 1. Textbook Ch.3 Understanding the Role of Culture P.70-106 <p>Handouts from</p> <ol style="list-style-type: none"> 2. Hofstede, Geertz. <i>Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations</i>, 2nd Revised Edition. SAGE Publications Inc. Mar. 25, 2003. <p><u>Discussion Topics</u></p> <ol style="list-style-type: none"> 1. Are there universal values or beliefs that are held by all? 2. Are there universal management styles or international practices that are suitable for all? <p><u>Assignments with due date</u></p> <ol style="list-style-type: none"> 1. Country profile and report Due: Nov. 24 Session #2 Presentation in teams. 	Lecture/ Discussion/	Natasha Jiang Chun
2	Nov, 24 2016 Thursday Morning 8:30- 11:30	<p><u>Country Reports & cultural Profiles in Cultural Proximity Teams</u></p> <p>Students will form into groups of 4-5 according to cultural proximity and make a group report on one country based on cultural profiles</p>	Team presentation	

		described in the textbook chapter 3 Pp.92-103.		
3	Nov, 29 2016 Tuesday Morning 8:30- 11:30	<p><u>Topic: The Global Manager's Environment—PESTND</u></p> <ol style="list-style-type: none"> 1. Globalization trend 2. Global business environment 3. China' role in global economy 4. Social responsibility & ethics <p><u>Readings</u></p> <ol style="list-style-type: none"> 1.Textbook Ch.1&2 Assessing the Environment and Managing Interdependence Pp.2-64 <p>Handouts from</p> <ol style="list-style-type: none"> 2. Smith, Adam. <i>The Theory of Moral Sentiments</i>. 6th Ed. London: A. Millar. 1790 3. Laozi, <i>Daodejing (The Book of Dao and The Book of Virtue.)</i> Tribute to different versions of translation from Internet <p><u>Discussion Topics</u></p> <ol style="list-style-type: none"> 1. Corporate value priority, what should come first? 2. CSR: global consensus or regional variation? 3. Do you think Apple should comply with US government to open the back door for anti-terrorist purpose? <p><u>Assignments with due date</u></p> <p>Part I: Comprehensive Cases</p> <p>Case 2: BlackBerry in International Markets: Balancing Business Interests and Host Nations' Security Concerns Pp.PC1-3</p> <p>Due: Dec. 6 2016</p> <p>Team 1 will present on session #5 while others question and discuss with them</p>	Lectures & Discussions	Natasha Jiang Chun
4	Dec.1 2016 Thursday Morning 8:30- 11:30	Understanding China's Business Environment—doing business in China PESTND model analysis	Field trip to Zhongguancun Science Park Z-Park	Natasha Jiang Chun
Part II: Communicating and Negotiating Across Cultures				
5	Dec. 6 2016 Tuesday	<u>Topic: Communicating Across Culture</u>	Lecture & case discussion	Natasha Jiang Chun

	Morning 8:30- 11:30	<ol style="list-style-type: none"> 1. The communication model 2. Communication theory 3. Cross-cultural communication competency 4. Managing cross-cultural miscommunication <p><u>Readings</u></p> <ol style="list-style-type: none"> 1. Textbook Ch.4 Communicating Across Culture Pp.110-140 <p>Handouts from</p> <ol style="list-style-type: none"> 2. Varner, Iris, Linda Beamer. <i>Intercultural Communication in the Global Workplace</i> 5th Revised Edition. The McGraw-Hill Higher Education May 1, 2010 (Original). 3. Gudykunst, William B. (Editor) <i>Theorizing About Intercultural Communication</i>. SAGE Publications, 2005 <p><u>Discussion Topics</u></p> <ol style="list-style-type: none"> 1. Oriental poker face: eastern deception or western inscrutability 2. How much should we trust each other in words and body language? <p><u>Assignments with due date</u></p> <p>Part II: Comprehensive Cases</p> <p>Case 3: Google's Orkut in Brazil: What's So Social about It? Pp.PC2-1</p> <p>Due: Dec. 13 2016</p> <p>Team 2 will present on session #7 while others question and discuss with them</p>		
6	Dec.8 2016 Thursday Morning 8:30- 11:30	Communicating across Cultures—Ogilvy in China	Speech & simulation exercise	Scott Kronick, CEO of Ogilvy in China and Asian Pacific
7	Dec. 13 2016 Tuesday Morning 8:30- 11:30	<p><u>Topic: Cross-cultural Negotiation and Decision Making</u></p> <ol style="list-style-type: none"> 1. Negotiation and process 2. Understanding negotiation styles 3. Managing negotiation 4. Decision-making—approaches and cultural influence <p><u>Readings</u></p> <ol style="list-style-type: none"> 1. Textbook Ch. 5 Cross-culture 	Lecture & discussion	Prof. Natasha Jiang Chun

		<p>negotiation and decision-making Pp.143-169 Handouts from</p> <p>2. Lewicki, Roy, David Saunders, Bruce Barry. <i>Negotiation</i>. 6th Edition., McGraw-Hill Education, March 2009</p> <p>3. Cohen, Raymond. <i>Negotiating Across Cultures: International Communication in an Interdependent World</i> 2nd Revised Ed. United States Institute of Peace Press Jan.1, 1998</p> <p><u>Discussion Topics</u></p> <ol style="list-style-type: none"> 1. Some people are born good negotiators, do you agree? 2. It's hard to find a good decision-maker, even harder to evaluate good or bad decisions, do you agree? <p><u>Assignments with due date</u> Part II: Comprehensive Cases Case 4: MTV networks: The Arabian Challenge Pp.PC2-9 Due: Dec. 20 2016 Team 3 will present on session #9 while others question and discuss with them</p>		
8	<p>Dec.15 2016 Thursday Morning 8:30- 11:30</p>	<p>Guest speaker on cross-culture negotiation (Watch Barry nalebuff's Mooc lecture first)</p>	<p>Speech & simulation exercise</p>	<p>Prof. Barry Nalebuff from Yale university</p>
Part III: Formulating and Implementing Strategy for International and Global Operations				
9	<p>Dec. 20 2016 Tuesday Morning 8:30- 11:30</p>	<p><u>Topic: Formulating and Implementing Strategy</u></p> <ol style="list-style-type: none"> 1. Reasons for going global 2. Strategic formulation process 3. Steps in developing international and global strategies 4. Strategic implementation through corporate levers <p><u>Readings</u></p> <ol style="list-style-type: none"> 1. Textbook Ch. 6 Formulating Strategy Pp. 172-212 2. Textbook Ch. 7 Implementing Strategy Pp. 213-239 <p>Handouts from</p>		<p>Prof. Natasha Jiang Chun</p>

		<p>3. Michael E. Porter. <i>Competitive Advantage</i>, Simon & Schuster Ltd. Jan. 19, 2004</p> <p>4. Michael E. Porter. <i>Competitive Strategy</i>, Free Press Ltd. Jan. 19, 2004</p> <p><u>Discussion Topics</u></p> <ol style="list-style-type: none"> 1. If I ask you to give one key word in strategic thinking, what should it be? 2. What is your or your company's competitive advantage? <p><u>Assignments with due date</u></p> <p>Part III: Comprehensive Cases</p> <p>Case 5: Alibaba in 2011: Competing in China and Beyond PC3-1</p> <p>Due: Dec. 27 2016</p> <p>Team 4 will present on session #11 while others question and discuss with them</p>		
10	Dec.22 2016 Thursday Morning 8:30- 11:30	Prof. Gao Xudong will talk on China's entrepreneurial policies and innovation strategies	Speech & simulation exercise	Prof. Gao Xudong from SEM in Tsinghua
11	Dec. 27 2016 Tuesday Morning 8:30- 11:30	<p><u>Topic: Marketing Strategy—Cracking the Mind of Local Consumers</u></p> <ol style="list-style-type: none"> 1. Marketing concept and philosophy 2. Segmenting, targeting & positioning 3. Strategic marketing—BCG & GE growth-share matrix 4. Integrated marketing communications <p><u>Readings</u></p> <ol style="list-style-type: none"> 1. Textbook Ch. 6 Formulating Strategy Pp. 172-212 2. Textbook Ch. 7 Implementing Strategy Pp. 213-239 <p>Handouts from</p> <ol style="list-style-type: none"> 3. Usunier, Jean-Claude, Julie Anne Lee. <i>Marketing Across Cultures 6th Edition</i>. Prentice Hall, Jan. 18, 2013 <p><u>Discussion Topics</u></p> <ol style="list-style-type: none"> 1. Marketing concept is an eternal truth, why? 		Prof. Natasha Jiang Chun

		<p>2. What is the most important thing in internet marketing?</p> <p><u>Assignments with due date</u> Part III: Comprehensive Cases Case 7: Walmart's Expansion in Africa: A New Exploration Strategy Pp.PC3-27 Due: Jan. 3 2017 Team 5 will present on session #13 while others question and discuss with them</p>		
12	Dec.29 2016 Thursday Morning 8:30- 11:30	Owen Ma Zheng speaks on corporate branding and B2B marketing in China	Speech & simulation exercise	Owen Ma Zheng, Vice President of Cargill China
Part IV Global Human Resources Management				
13	Jan. 3 2017 Tuesday Morning 8:30- 11:30	<p><u>Topic: Developing Global Management Cadre through Staffing, Training and Compensation</u></p> <ol style="list-style-type: none"> Staffing for and managing global operations Expatriate training and development Training and compensating host country nationals (HCNs) Global management teams and IHRM practices <p><u>Readings</u></p> <ol style="list-style-type: none"> Textbook Ch. 9 Staffing, Training, and Compensation for Global Operations Pp.268-295 Textbook Ch. 10 Developing a Global Management Cadre Pp. 298-325 <p>Handouts from</p> <ol style="list-style-type: none"> Caligiuri, Paula. <i>Cultural Agility: Building a Pipeline of Successful Global Professionals 1st Ed.</i> Jossey-Bass Aug. 14, 2012 Stroh, Linda K., J. Stewart Black, Mark e. Mendenhall and Hal B. Gregersen. <i>International Assignments: An Integration of Strategy, Research, and Practice.</i> Lawrence Erlbaum Associates Inc. Aug. 16, 2004 <p><u>Discussion Topics</u></p> <ol style="list-style-type: none"> When you face an overseas 		Prof. Natasha Jiang Chun

		<p>assignment, what kind of preparation do you do?</p> <p>2. Work morale, labor relation, Union, knowledge transfer, labor quality which is more difficult in HCNs management?</p> <p><u>Assignments with due date</u> Part IV: Comprehensive Cases Case 9: Foreign Investment in Chinese Banking Sector: HR Challenges Pp.PC4-1 Due: Jan. 10 2017 Team 6 will present on session #15 while others question and discuss with them</p>		
14	Jan.5 2017 Thursday Morning 8:30- 11:30	Pan, Qingzhong speaks on the challenges of cross-culture leadership	Speech & simulation exercises	Pan, Qingzhong, associate director of Schwarzman Scholar Program
15	Jan.10 2017 Tuesday Morning 8:30- 11:30	<p><u>Topic: Cross-culture Motivating and Leading</u></p> <ol style="list-style-type: none"> 1. Motivation theories 2. Cross-cultural research on motivation 3. The global leader's role and environment 4. Cross-cultural research on leadership 5. Contingency leadership: the cultural variable <p><u>Readings</u></p> <ol style="list-style-type: none"> 1. Textbook Ch. 11 Motivating and Leading Pp.328-352 2. Comprehensive Case 10 Indra Nooyi: A Transcultural Leader Pp. PC4-9 <p>Handouts from</p> <ol style="list-style-type: none"> 3. Thomas Grisham, <i>Cross-cultural Leadership (XLQ)</i>, VDM Verlag, March 1, 2009. <p><u>Discussion Topics</u></p> <ol style="list-style-type: none"> 1. When you face an overseas assignment, what kind of preparation do you do? 2. Work morale, labor relation, Union, knowledge transfer, labor quality which is more difficult in HCNs management? 3. What is the XLQ model or 		

		<p>hypothesis that Thomas Grisham tried to testify? Is there a universal model that can help make people become successful cross-cultural leader?</p> <p><u>Assignments with due date</u> Part 5 Integrative Section Preparation for the Integrative Term Project on Pp.IC-1 Due: Jan. 12 2017</p>		
16	Jan.12 2017 Thursday Morning 8:30- 11:30	1) Integrative term project presentation and hand-in of a hard copy in word format. 2) Last chance for submission of 1 book review.	Team presentation	Prof. Natasha Jiang Chun