



Management in China

1. Course Description

This course focuses on Traditional Chinese thought and management and contemporary developments in Chinese management practices. It includes an in-depth analysis of management principles and current hot topics, with emphasis on developing the abilities of the students to analyze real world business practices in China.

2. Course Objectives and Requirements

Objectives

- Improve your understanding of how management works in modern China
- Develop the ability to handle managerial issues in China

Requirements:

- Active participation in class discussion.
- Class attendance. Attendance will be taken and absences can result in a reduction of the class grade.
- Students are encouraged to ask questions during class, as well as to provide any examples or thoughts from their own experiences that relate to the class materials.
- Active oral participation in case discussions is required.
- The final examination will require students to apply conceptual ideas to different managerial issues.

3. Course Arrangement

Groups and projects

- Each student will join a group of four.
 - Each group will carry out a project and present the results to the class.
 - Select an organization operating in China (for which you can find English-language web site and/or news stories)
 - Identify key management issues currently facing that organization
- Develop a detailed analysis/case study of that organization focused on key management issues. Each project writeup should be at least five pages (plus bibliography)
- Each group will have 20 minutes + Q&A to present their project



unit	Credit hours	Contents	Preparation and reading materials for class	Cases
1	4	Unit One: Course introduction and overview <ol style="list-style-type: none"> 1. Introduction 2. The Management field 3. Overview of business in China 	Chapters 1 and 2 of Textbook	
2	4	Unit Two: Traditional Chinese thought <ol style="list-style-type: none"> 1. Confucianism and Neo-Confucianism 2. Taoism 3. Buddhism 4. The literature of strategy 	Online readings for traditional Chinese thought	
3	4	Unit Three: Business ethics and corporate social responsibility in China	Chapter 5 of Textbook Online CSR readings	
4	4	Unit Four: Strategy <ol style="list-style-type: none"> 1. Modern strategic thought 2. Sunzi's <i>Art of War</i> and the Chinese literature of strategy 	Chapter 8 of Textbook Online readings: Sunzi Case: Mattel and the Toy Recalls (A)	Mattel and the Toy Recalls (A)
5	4	Unit Five: Organizing and leading <ol style="list-style-type: none"> 1. Organizing and leading 2. Chinese paternalistic leadership 3. Corporate culture in China 	Textbook chapter 10 (Basic organizational design) Textbook chapter 17 (Managers as leaders); Online readings for Chinese paternalistic leadership	
6	4	Unit Six: Controlling and Governance <ol style="list-style-type: none"> 1. Controlling 2. Corporate governance in China 	Textbook chapter 18 (Introduction to controlling)	Baosteel
7	4	Unit Seven: Group presentations		
8	4	Unit Eight: Career Planning <ol style="list-style-type: none"> 1. Group presentations 2. Strategy and Structure in Chinese Industry 3. Open book final examination 	Case: China Netcom	China Netcom



4. Teaching Methods

1. Lecture
2. Readings
3. Case study
4. Class discussion
5. Group presentation

5. Expected Learning Outcomes

Category	Learning Outcomes
Mastery of Knowledge	<ol style="list-style-type: none">1. Master theories of general management,2. Master the principles and methods of planning, and controlling3. Become familiar with organizing process and methods of organizing.4. Become familiar with the process and methods of leadership5. Master the process and methods of controlling6. Understand the relationship between globalization, sustainable development and management
Intellectual abilities learned	<ol style="list-style-type: none">1. Be able to engage in management in the context of sustainable development and meeting global challenges2. Be able to use scientific management ideas and methods in management3. Learn to be flexible and adaptable in management.4. Be able to do academic research on management issues.
Practical skills learned	<ol style="list-style-type: none">1. Use the scientific method to plan2. Good communication; presentation skills3. Use organizational theory in actual organizations4. Leading in organizations5. Be able to implement organizational controls6. Be able to do research.
Personal competences and characters Cultivated	<ol style="list-style-type: none">1. Evaluate questions in the context of globalization and sustainable development2. Develop competence in planning, organization and communication3. Develop competence in flexible contingency management in response to



	<p>different external environments</p> <p>4. Develop leadership and responsibility</p> <p>5. Improve the ability to work in teams</p>
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6. Performance Evaluation

Evaluation Means	%	Link with learning outcomes expected
Class Attendance and Participation (including case discussions)	20	Evaluate ability in understanding and application of general management knowledge and effective communication.
Class Exercises and Assignments (written case analyses)	20	<p>Focusing on case analysis, evaluate abilities in using management knowledge to analyze and solve practical problems.</p> <p>Presentation skills</p>
Group Project	20	Evaluate ability in understanding and application of general management knowledge and the ability for team participation and effective communication.
Exam	40	<p>Evaluate the degree of mastering the theory and development of general management.</p> <p>Evaluate the ability to be engaged and flexible in management with the idea of sustainable development meet global challenges, use scientific management ideas and methods in management.</p>



7. Textbook, References and Reading Materials

Textbook:

Robbins, Stephen P. and Coulter, M. *Management* (11th Edition). Prentice Hall, 2010

Online resources

Traditional Chinese thought

Religions of Ancient China by Herbert Allen Giles
<http://www.gutenberg.org/files/2330/2330-h/2330-h.htm>

Corporate social responsibility and business ethics

- The Sichuan Earthquake and the Changing Landscape of CSR in China
<http://knowledge.wharton.upenn.edu/article/the-sichuan-earthquake-and-the-changing-landscape-of-csr-in-china/>
- Milton Friedman, The Social Responsibility of Business is to Increase its Profits
<http://www.colorado.edu/studentgroups/libertarians/issues/friedman-social-resp-business.html>
- Milton Friedman, Whole Foods' John Mackey, and Cypress Semiconductor's T.J. Rodgers, Rethinking the Social Responsibility of Business
<http://www2.pitt.edu/~woon/courses/mackey.pdf>
- Managing for Stakeholders as a basis for Capitalism
<http://www.globalsepri.org/UploadPhotos/2008912163415744.pdf>

Sunzi the Art of War

The Art of War http://en.wikipedia.org/wiki/The_Art_of_War
<http://www.gutenberg.org/files/17405/17405-h/17405-h.htm>

Chinese paternalistic leadership

Confucianism as Corporate Ethics Strategy (PDF)
https://en.wikipedia.org/wiki/New_Confucianism
<https://en.wikipedia.org/wiki/Neo-Confucianism>

Corporate Governance

Stoyan Tenev and Chunlin Zhang, "Corporate Governance and Enterprise Reform in China"
<http://www.ifc.org/wps/wcm/connect/93111800485831c58971e9fc046daa89/Corporate%2BGovernance%2Bin%2BChina.pdf?MOD=AJPERES>



8. Cases

1. Mattel and the Toy Recalls (A), Hari Bapuji, Paul W. Beamish IVY Product Number: 9B08M010
2. China Netcom, Corporate Governance in China A, Regina Abrami et al.
3. Baosteel Group: Governance With Chinese Characteristics, Paine, Lynn Sharp; Donovan, G.A., HBS Product Number: 309098

9. Assignment Requirements

Refer to Course Objectives and Requirements section