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Session 1: China's Economy and the Challenges to Doing Business Here

INSTRUCTOR: FEI YIWEN

Associate Professor of Finance, Antai College of Economics and Management, Shanghai Jiao Tong University

Research areas: Corporate Finance

Address: Fahua Zhen Road 535, Shanghai 200052, P.R.China

COURSE DESCRIPTION

This session will focus on China's economic development in past decades and the business environment changes in the recent years. The course is going to discuss following topics, which aims to give participants the basic understanding of Chinese culture and business development and challenges ahead when doing business in China.

COURSE OUTLINE (the key questions)

1. China's Economy in Post-crisis Period

- Overview
- The real relative sizes of China and other economies
- China's Economic situation after the Crisis
- The Changes of Composition of GDP

2. The Forecast of China's Economy

- The global economy is not so positive
- China's advantage of its economic structure

3. The challenges

- The efficiency of inputs
- The appreciation of RMB
- China's companies
- The globalization of the economy
- Innovation and R&D
- Labor

4. Doing Business in China

- General Situation of FDI in China

Inflow Direct Investment and Outflow Direct Investment

- Comparison with other major economies in Asia and the World

Sources, Regional Distribution, Industrial Distribution

- China's Investment Environment Analysis

Main Factors of FDI Inflows, impact of FDI Inflows on China's Economy, Related Laws and Regulations, Infrastructure and Logistics

- Emerging Market Opportunities

Infrastructure, Economy and Investment Climate, Key Industries

Session 2: Multi-dimensional Cross Culture Difference and Communication

Instructor: Henry Guo

Honored graduate and Dual Degree EMBA, Euromed Marseille Ecole de Management, Antai College of Economics and Management, Shanghai Jiao Tong University

Address: Room 102, S. Bldg., Antai College; 535 Fahua Zhen Rd, Shanghai 200052

COURSE DESCRIPTION

The course is designed for experienced or not experienced Westerners who have the intentions to do business with Chinese or start some business communication in Asia to understand the logics behind Chinese/Eastern behaviors and master a good index for the complexity within 3 hours.

LEARNING GOALS

The participants will learn the ways of wielding principle based practical psychologies and effective daily cross culture communication skills as solid basis.

COURSE OUTLINE (the key questions)

1. Chinese history and civilization

15-minute movie- History and civilization overview

2. Communication expertise in China

Communication basis: Personal space, position and height, power distance, full-conscious communication, mind, body and facial language reading in China.

3. What is Chinese: Chinese puzzle before you communicate

Chinese in general

Westerners and Easterners, Chinese from Western perspective, typical weakness of Chinese staffs from Western view

Western behaviors interpretation from Chinese perspectives

Civilization evolution and different preferred ways of thinking – logical and holistic

Mindset difference: Smart easy or courage difficult options, individual and nature – which can conquer which, Chinese harmony with nature

Psycho-mechanism behind the behaviors – Childhood of the civilization impact, sin and internalized sanction, guild and externalized sanction, face concept of south east Asians

Chinese empirical, intuitional, touch and feel, dependant on 1 or 2 super heroes;

Westerners' conversion from experiences into repeatable, defined, measurable and optimizing processes

4. What is Chinese culture behind the communication

Daoism - The ways and Fen Shui

Legalist - Trust - Western identity, process trust, visibility and vulnerability; Eastern showing absolutely no emotion and intelligence from Legalist tradition

Static and dynamic charisma from West and East

Confucianism and Bing

Buddhism



5. Understand the multi-dimensional cultural differences behind the communication

Equality, delegation, against hierarchy

Informal – formal

Communication: direct and in-direct language

Communication: High context and low context

Fix time and fluid time

Individualism and collectivism / mutualism

Task or relation orientation

Attitude towards uncertainty

(Risk or innovation oriented / Caution)

Truth or courtesy

People or law

Ways of decision making

Destiny – Yuan

6. Interaction and wrap-up

What you have learnt about cross-culture communication in China

Session 3: Understanding China: a Western Point of View

Instructor: Graham Earnshaw

Publisher of China Economic Review

Address: Room 102, S. Bldg., Antai College; 535 Fahua Zhen Rd, Shanghai 200052

COURSE DESCRIPTION

China has changed in so many ways in recent decades, but in other ways has stayed the same. Graham Earnshaw, a long time resident of China, decided in 2004 to go and see China beyond the center of the main cities, and started a project involving a walk across China which he continues today. Every trip, he starts from the exact place the last one ended. The aim is talk to ordinary people at the most basic level of Chinese society. Graham in his talk will describe the journey and some of the conclusions he has drawn from it, including the fact that “we are all the same” – the universality of human experience.

LEARNING GOALS

1. Understand some of the factors driving change in China today.
2. Catch a glimpse of some of the trends that will impact on not only China but also the world.

COURSE OUTLINE (the key questions)

7. What changes are occurring at the grass roots of China?
8. What are the factors and trends that are driving change in China today?
9. How do these factors vary from one region to the next? (Homogenous China vs multiplicity of cultures?)
10. My thoughts on “Whither China”, based on these experiences.
11. My thoughts on the experience of being a foreigner / foreign business person / foreign company in China, based largely on these experiences. Labor costs are low compared to the Developing economies, but increasing rapidly. Does that mean that jobs will come back to the Developing economies? Does that mean that China will cease to be a manufacturing powerhouse?
12. China’s still a poor country, but getting richer fast. Will Chinese consumers keep consuming more and more? What will happen if/when they do?
13. We hear a lot of talk about China’s currency, the RMB, being undervalued. Is that true? What should we expect in terms of currency valuation and the economies of both China and the developed economies?
14. How do successful foreign entities thrive in China? Best/worst practices?

Session 4-5: When the World Comes to China: Social, Cultural, Economic Issues and Opportunities 1, 2

**Instructor: John D. Van Fleet, Asst. Dean. Marshall School of Business, University of Southern California;
Exec. Director, Global Executive MBA in Shanghai**

Address: Room 102, S. Bldg., Antai College; 535 Fahua Zhen Rd, Shanghai 200052

COURSE DESCRIPTION

With the world's attention increasingly turning to China, we see more and more of the world's people, particularly business people, coming here—to develop their careers, and their companies. In this component of the Global Summer School Program, we will look at many the social, political, cultural and economic issues and opportunities in today's China, and particularly work to combat some of the erroneous images of China that appear (and reappear) in Western media. We'll frame the discussion around a number of key questions, which we'll attempt to answer with many modern examples and in a multimedia format—plenty of graphics, including video.

LEARNING GOALS

1. Understand the relevant environment affecting success when dealing with China, whether business or personal.
2. Learn from examples how to be more effective in dealing with China.

COURSE OUTLINE (the key questions)

1. What don't I know about the China context that could hurt me? (Some historical and cultural factors that you may not be aware of, but should be!)
2. Is the real estate sector a bubble? If it pops, what will happen?
3. Is social unrest serious? Is broader social upheaval, or even revolution, likely?
4. Labor costs are low compared to the Developing economies, but increasing rapidly. Does that mean that jobs will come back to the Developing economies? Does that mean that China will cease to be a manufacturing powerhouse?
5. China's still a poor country, but getting richer fast. Will Chinese consumers keep consuming more and more? What will happen if/when they do?
6. We hear a lot of talk about China's currency, the RMB, being undervalued. Is that true? What should we expect in terms of currency valuation and the economies of both China and the developed economies?
7. How do successful foreign entities thrive in China? Best/worst practices?

Session 6: Driving Innovation in China

Instructor: Martin Daffner

Director of Avery Dennison's Asia Pacific of Engineering and Innovation

Address: 535 Fahua Zhen Rd, Shanghai 200052

COURSE DESCRIPTION

In this course, you will learn frameworks, innovation enablers and leadership skills needed to drive innovation in emerging markets and specifically China. Participants in the course will discover the most common strategies of successful innovation programs in China, understand the cultural enablers and disablers to innovation that are specific to some Asian cultures, and learn the five factors that are critical to the success of any innovation capability development program.

You will also learn methods and techniques used by leading innovation management consulting firms to address growth issues

LEARNING GOALS

1. Develop a high level innovation strategy for a finite business or organization. This strategy should leverage the 3 key strategic elements and the 5 critical to success factors.
2. Understand how leadership behaviors can impact the innovation capability of a team or organization.
3. Define some local and organizational culture elements that need to be taken into account when developing an innovation strategy or program.
4. Use the innovation enabler framework to understand a team's or organization's potential for improved innovation capability.

COURSE OUTLINE (the key questions)

This course will cover the topics of Innovation Enablers as developed by WhatIf innovation and published in Chris Baris-Brown's book "How to Have Kickass Ideas". The course will leverage actual case studies from the instructors 2- years of experience and nearly one decade driving innovation in China. Specifically, the course will highlight case studies from the instructors experience starting up an innovation center in China for Avery Dennison from 2006 – 2011. The course will also leverage key learning and insights discovered from the instructors independent market study of innovation centers and organizations in China, Russia and India. This study, started in 2012, has currently covered more than 40 different firms and organizations and continues today. The specific content from this study includes the three key strategic elements of a successful innovation program and the 5 critical to success factors for any innovation capability development effort.

The teaching format will use a combination of lecture, presentation and optional case studies (depending on the program administrations guidance).

Session 7: Corporate Strategy

Instructor: Dr Roland Bel, Kedge Business School, Marseille – France

Address: 535 Fahua Zhen Rd, Shanghai 200052

COURSE DESCRIPTION

The purpose of this short course is to give master and MBA students a first-hand perspective on Corporate Strategy in the context of China. Corporate Strategy deals with decisions that fundamentally influence the direction of the organization and effective implementation of the direction chosen. It examines the organizational structure, resources & capabilities, and the strategic positioning of the organization to determine where the firm should ‘play’ (in which markets) and identify, create, capture, and sustain competitive advantage. Success depends not only on the soundness of the formulated strategy, but also on the ability of the firm to adapt it to the different environments in which it operates and sometimes to shape the environment itself. This is especially acute for MNCs operating in various countries characterized by unpredictable and malleable environments very different from their domestic market. We will see how MNCs differentiate their corporate strategies in the Chinese market and the recent trends and evolutions.

After the course, students will work on the case of a Chinese company – ZPMC – which wants to elaborate a global service strategy. They will analyze the company’s situation and will have to provide a feasible and creative recommendation.

LEARNING GOALS

1. Understanding Management Foundations and Techniques

In this course, students will develop their skills at:

- Understanding different types of corporate strategies
- Evaluating the link between local environment and competitiveness
- Analyzing why certain firms are more competitive in specific countries

2. Developing a Strategic Perspective

Throughout this course, students will become sensitive to the importance and particularities of the environment in China and the necessity to adopt a flexible and adaptable strategy.

With the case, students will be able to formulate and implement a clear and codified strategic choice for a Chinese company going global. In order to help students in learning this “know-how”, the course will combine theoretical perspectives with several real life examples.

COURSE OUTLINE (the key questions)

1. Corporate Strategy: a reminder
2. Internationalization strategies
3. Four strategic styles
4. MNC corporate strategies in China
 - o From manufacturing to marketing to innovation
 - o M&As in China
 - o Competition with local players
 - o Looking for talent
 - o Pitfalls, challenges and opportunities in a Chinese strategy
5. Chinese companies going global?
6. Case: A global service strategy for ZPMC (China)

Session 8: Environmental Challenges and Policy Responses in China

Instructor: Haitao Yin

Associate Professor, Antai College of Economics and Management, Shanghai Jiao Tong University

Research interests: Environmental Economics and Policy; Energy Economics and Policy

Address: 535 Fahua Zhen Rd, Shanghai 200052

COURSE DESCRIPTION

This lecture is designed to inspire the students to think about the environmental challenges in China and how these challenges could shape the future development of China. Active participation in discussions is expected.

LEARNING GOALS

1. Better understanding of the environmental challenges in China;
2. Better understanding the relationship between economic development and environmental protections in China;
3. Better understanding of the policy instruments that China has recently developed to combat environmental pollution;
4. Better understanding of business implications of the environmental protection efforts in China.

COURSE OUTLINE (the key questions)

1. Environmental Challenges in China
 - 1) Environmental pains in China;
 - 2) The challenging dilemma in China: economic development and environmental protection.
2. Policy Responses to Environmental Challenges in China
 - 1) Command and control regulations;
 - 2) The use of environmental tax and subsidy;
 - 3) Cap and trade systems;
 - 4) Information disclosure;
 - 5) Insurance
3. Business implications
 - 1) Dealing with increased costs of environmental compliance;
 - 2) Dealing with increased environmental awareness of the general public.
4. Wrap-up

Session 9-10: Corporate Strategies of Chinese Firms

Instructor: LU WEI

Professor of Marketing Department, Antai College of Economics and Management, Shanghai Jiao Tong University

Research areas: Marketing, Strategy Management, Precision Marketing

Address: 535 Fahua Zhen Rd, Shanghai 200052

COURSE DESCRIPTION

This is a brand new course for Strategy Management, which intends to introduce the history of Chinese Enterprise Strategy, analyze the current situation of Chinese Enterprise Strategy, discuss the challenges and problems in today's Chinese Enterprise Strategy, and explore the future developing directions and trends of Chinese Enterprise Strategy.

This course tries to develop students' comprehensive sense of enterprise strategy management with a fresh look and vision from a brand new perspective which is different from traditional teaching ways.

LEARNING GOALS

1. Learning the history and the development of Chinese Enterprise Strategy
2. Analyzing present problems and challenges faced by Chinese Enterprise Strategy
3. Exploring future developing roads for Chinese Enterprise Strategy

COURSE OUTLINE (the key questions)

1. The Long Origin of Strategy in Ancient China
2. The Era That Didn't Need Strategy
3. Touching Stones Across the River —— Quickly Adapting Strategy
4. The Era of Emphasizing Functional Strategy
5. The Introduction of Comprehensive Enterprise Strategy
6. Present Problems and Challenges Faced by Chinese Enterprise Strategy
7. The Future Developing Directions for Chinese Enterprise Strategy

Session 11: Multinationals – Successes and Failures in China

Instructor: Steven Yuan

Professor of Marketing Department, Antai College of Economics and Management, Shanghai Jiao Tong University

Research areas: Marketing, Strategy Management, Precision Marketing

Address: 535 Fahua Zhen Rd, Shanghai 200052

COURSE DESCRIPTION

China's economic advance in the last three decades has been the most important economic phenomenon of our time. Every business seems to be concerned with China – as a market, a supplier, or a competitor. For many multinationals, China has been ‘the billion dollar aspiration’—many have been drawn by its 1.3 billion consumers, untapped market opportunities and sustained GDP growth. Over the past 3 decades, foreign companies invested more in China than in any other market outside the US. Many have lost or written off their investments; but others have also been very successful.

This course is designed to help you understand some important realities about the China market; and via case studies of both successful and failed foreign ventures, prepare you to participate in and manage this tough but potentially lucrative market.

LEARNING GOALS

1. To acquaint you with the basic facts about China's economy and the major trends and forces shaping it.
2. To make you aware of the difference of doing business in China from in more developed countries, and help you to gain cultural and social sensitivity.
3. To familiarize you with the successful and unsuccessful practices in strategy, organization, leadership, and execution of foreign business in China.

COURSE OUTLINE (the key questions)

This course will be taught in large lecture format. Students are expected to listen carefully, take notes, and make substantial contribution to the class discussion. The instructor will guide the class discussion, provide a framework and ask probing questions; however it is the students' role to contribute strongly to the discussion with the purpose of drawing useful lessons from the course.