Graduate Study Abroad INTB8004: China 16SS

I. Course Information:
   **Title:** Study Abroad China  
   **Course #:** INTB 8004  
   **Credit Hours:** 2  
   **Term:** Fall 2015  
   **Prerequisites:** N/A

II. Instructors/ Program Leaders
Information:
   **Name:** Dr. Larry Gales  
   **Title:** Associate Professor of Management, Academic Director for International Programs  
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   **Office Hours:** Friday 4-4:30 or by appointment  
   **Communication Policy:** You are encouraged to contact me anytime via email. A response will be given within 36-48 hours except on weekends.  
   **Name:** Professor Mike Neugent  
   **Title:** Assistant Professor of Finance, Director for MS Finance  
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IIa. Co-instructor / Program Leader information: (TBA)

Our role is to act as liaisons and information source for you during the program. All of the on-site instruction will be done by people from our partner institutions. Additionally, we will be evaluating your work. We have both had extensive experience leading programs and in China. Don’t hesitate to ask if you have questions or need clarification.
III. Link to Pace:

This course aligns with PACE, the Lindner College of Business platform for developing the total business professional.

P – Professionalism

- Enhance oral & written communication, express ideas clearly, logically and persuasively.
- Develop and practice teamwork skills through group projects and exercises.
- Practice professional habits of punctuality, preparation, respect and participation.

A – Academics

- Develop foundational knowledge of core business functions and their interactions within firms.
- Begin applying functional and cross-functional knowledge to critically analyze business problems; for example applying techniques for business plan development.

C – Character

- Learn and apply leadership techniques for project management (plan, brief, execute, debrief).
- Build an understanding and initial skills of managing diversity, including understanding cultural differences, and challenges and opportunities of global business.
- Understand importance of ethics and social responsibility in business and personal settings.

E – Engagement

- Build understanding of importance and practices of networking through interactions with business professionals and guest speakers.
- Develop awareness and appreciation of involvement in social organizations, community service, and professional group opportunities.

Class meeting schedule: January 27, February 24, March 30, April 27 – 4:40-5:50

Mandatory UC International Pre-departure meeting: Friday, February 26 – 5:45-7:00

Requirements & Assignments

Please keep in mind that the International Seminar you have signed up for is a class with many of the same types of requirements as any other MBA/Graduate class. There are required meetings, readings and written assignments that will be evaluated. One area where the International Seminar is somewhat different from a typical UC MBA/MS class is that you are also acting as a representative of our college and university in a foreign (in all senses of the word) environment. Thus, while some of the rules listed here may seem strange or obvious, they still need to be stated and observed.

Enrollment: You must enroll in INTB 8004 (China) in Spring Semester. If you plan to use this course as a capstone, please let me know ASAP.
Attendance: You are required to attend all schedule sessions prior to departure (unless you make specific arrangements to view those session on Blackboard) and be on time and attend all seminar sessions on site. The only valid excuse for missing a session is illness (please don’t get sick overseas and a hangover doesn’t count!).

Conduct: Please observe local customs about classroom conduct. For example, in many places it is rude to eat or drink in class. Ask before doing. Some instructors will conduct an informal American style class. Others will be more rigid and formal. Be respectful of these differences. That’s part of the cultural lesson. Pay attention to the culture readings. They offer good guidance. Consult your faculty liaison about appropriate dress for class and for company visits. In general, we expect business casual for company visits. If there are no company visits or other meetings off campus, you can dress casual. However, please do not wear hats in class or on visits. One important note is that you must have closed-toe shoes for all company visits. You will also be doing much more walking than you typically do at home. Make sure that you have comfortable shoes. Finally, we are representing our school and don’t want to be perceived as “Ugly Americans.”

Although we often hear stories of the foreign nationals treating Americans poorly, in 15 years of doing programs in Europe, South America and Asia, we have rarely encountered any significant problems. Don’t expect that waiters, bartenders, and shopkeepers will treat you the same as in the US. Standards and expectations are different. When we have tour guides, please do not make special requests to them. If you have questions or ideas about things that you want to do, work through your leaders. Because in Chinese culture it is difficult to say “no” without losing face, guides will be reluctant to say “no” to your request and that could prove difficult for the guide and the group.

Dress: For class sessions, casual dress is fine, but not too casual (no shorts, tee shirts, tank tops or hats). May weather in China can be pleasant with temperatures, some rain, and dust in Beijing. The average temperatures will range from the high 50s at night in Beijing to the 70s or 80s during the day and humid in Chongqing. Business casual is appropriate for the company visits. Please make sure to have at least one pair of sturdy closed shoes and comfortable walking shoes. Women should wear pants for company visits.

Assignments: In addition to reading the material and attending the sessions, you have three graded assignments and class participation, described below. The first two assignments are 20% of your grade each. The post-seminar assignment is the remaining 60% of your grade. (Note that there are some specific requirements if you are doing the capstone option.) There is no specific grade for class participation, but we expect everyone to participate, to
attend all sessions in Cincinnati and in China, and to conduct yourself in a professional manner. Failure to do so can result in a grade reduction.

Readings

If you have not taken 22 MGMT 717 or MGMT 7017, purchase and read Cultural Intelligence: People Living and Working Globally Business (2009), David C. Thomas and Kerr Inkson, Berrett-Koehler Publishing (for the best price, check on-line sources).

We also recommend that you find a copy a good guidebook for China. In the past we recommended either Lonely Planet China, Rough Guide, or Insight. These guidebooks are not necessarily the best ones for things like hotels and restaurants, but they are the best for providing insights into the history and culture. The also provide good information about tourist sites and language.

Books: I have provided you with a list of recommended books. If you know of another one that you would like to substitute, let us know and we will approve it if appropriate. You are to select one of those to read prior to departing for China.

Age of Ambition: Chasing Fortune, Truth and Faith in the New China, Osnos (highly recommended; nominated for National Book Award)

China Uncovered, J. Story

Dealing with China: An Insider Unmasks the New Economic Superpower, Henry Paulson

On China, Henry Kissinger

The 1 Hour China Book, Woetzel & Towson

The Chinese Way of Business, De Mente & Boye Lafayette

Other readings, schedules and other information specific to China will be posted on Blackboard. You can also communicate with other program participants through the email function.

Assignments: In addition to reading the material and attending the sessions, you have three graded assignments, described below. The first assignment is prior to departure and involves research and reporting on the companies and locations. This is 20% of your grade. Assignments will be made in the first class session. The second assignment is a cultural journal exercise (see the description below) and is 20% of your grade. The third assignment is the post-seminar term project and is 60% of your grade. (Note that the final assignment will be significantly broader if you are doing the capstone option.) We
reserve the right to reduce your grade for failure to abide by the rules – but that rarely happens with graduate students.

**Pre-departure Assignments (20%)**

In two-person teams, you will assigned to do research on one of the following topics and provide the group with a 3-4 page summary of your findings:

**Journal/Log**

This is, in part, an experiential course. The course includes more than the time you spend in the classroom or on company visits. The journal format focuses on helping you learn how to learn from experience, and become more proactive and purposeful learners. For example, consider use of the term “culture shock.” When managers visit or move to a different country, they often note feeling “very foreign” or “out-of-place,” unsure of what others expect, what is appropriate/inappropriate, what are common work practices, etc. To be successful, managers must learn very quickly, becoming sensitive to potential differences, coming to understand and respect the culture, and managing cultural differences effectively.

Final Products:

**Option 1:** You will work in teams of two or three and create a video journal that highlights various cultural experiences. This can include interviews, narratives, transactions or other impressions. It is not a travelogue. The segments must **deal with cultural issues.** The length of each vignette is open, but should be in the range of 5 minutes. You are to complete four (4) vignettes. See the Option 2 description below for some guidance. You will edit these upon return. The idea is to provide material that can be posted on our website and/or used to recruit and orient students. Final videos are due **May 27. (20% of grade)**

**Option 2:** You will complete a series of journal entries (4 total). At least one of these entries should be about business, one should be about culture outside of business, and the third and fourth can be on subjects of your choice. Each entry should be about 2-3 pages long (take notes on-site and transcribe observations and interpretation when you return to Cincinnati) and include the four general components described below. You will be graded based on the quality of your entries (i.e., thoughtful and well-written) and the extent to which you have followed the assignment guidelines. **Due May 27, should be submitted as a Word document by email. (20% of grade)**

**Components:**

1. **Experience:** What cultural clues did you experience/observe? Describe what happened or what you saw. This component of your journal requires cultural sensitivity. Thoughtfully observe and describe the related cultural clue(s) (e.g., stories, language, symbols, rites/rituals, norms, attitudes, etc. experienced during plant tours, guest lectures, casual conversations,
shopping trips, etc). (Please note that this is NOT a travelogue. Don’t merely recite that today I went to…) This should be a brief description. **Example:** The first time I went to a dinner in France, it took nearly three hours. By American standards, the service was very slow. My host detected that I appeared impatient. However, that experience provided me with important insights into French culture. Or in China, the first dinner I attended in China had the typical communal serving where everyone helped themselves using their own chopsticks…the same ones they used to eat.

2. **Reflection:** What cultural difference do these clues suggest? Why do you think this difference exists (e.g., what value does it have for the individual/group)? Look at the experience from the “local” perspective. Remember, cultures develop and persist because they serve a purpose. What insights from the study of culture can help explain what you observed. **Example:** The French and the Chinese take food and socializing (relationship culture) very seriously. A meal is to be savored and enjoyed with friends. It’s about the relationship.

3. **Theory:** Based on your experience and reflection, what do you think you “know” now? Develop your own or borrow (e.g., from studies, classes, etc.) a theory that explains the cultural difference. For example: Americans are motivated first and foremost by money. Explain why.

4. **Summary/Implications:** How might understanding this difference affect your social interactions with people from this culture? How would you use this learning to manage cultural differences more effectively?

**Term Assignment Options (non-capstone)**

The term assignment accounts for 60% of your grade for the International Seminar Course.

Options 1-4 may be done in teams of two (2) people or individually. The objective is to apply the knowledge you have gained from your seminar, research that you do when you return, and the links to local companies and your prior MBA/MS course work, to a practical problem. You have several options for fulfilling this assignment. The objective is for this assignment to match your particular international business interests and experience. **These assignments will require that you go beyond the material covered in your seminar.** Some of the websites and information generated for the pre-seminar sessions may be useful for these assignments, but you will likely need to do additional research. (Warning: don’t just cut and paste from web sites. This must be your own work.) These assignments are due by **June 1.** Please submit this electronically as a
Word document. The options that follow are fairly generic. You can customize them or propose your own assignment (Option #5).

Option 1: We are working on developing specific consulting-like projects with a number of businesses active in Chile. We hope to identify a set of problems or issues that could be the focus of a comprehensive project. In the past we have done projects for Kroger that focused on supply chain issues in the fruit and salmon business. (See Capstone below.) More information to come. This can be done as a capstone or non-capstone project.

Option 2: Develop a business plan for your organization (one where you currently work or one that you select) that focuses on building or expanding operations in the country and/or region associate with your program. What kind of political, cultural, economic, financial, marketing, human resources and logistics/distribution issues must the company address to be successful? Be careful. If, for example, you determine that your firm should form a joint venture or acquire a local firm, you must be able to identify likely candidates. You should identify whether your operation will be a sales, distribution, and customer service center, or if you will also engage in production overseas. You also need to provide financial/accounting information that shows the potential costs and benefits of this venture.

If your company is already running an operation in the country or region associated with your program (more than just selling a product), you can evaluate the company’s current operation along the same dimensions listed in above.

Option 3: Design a training program for developing personnel in your organization for placement in the country or region associated with your program and for preparing foreign nationals from the country or region associated with your program to work in your organization in the US. You need to identify key areas where employment practices and culture in the US differ from those in your country of choice. You should also be aware of typical patterns of expatriate adaptation and re-entry. The plan should cover (but is not limited to) such issues as evaluation and selection of potential candidates, compensation, employee relocation expenses, portability of benefits, and language and cultural preparation. Your plan should also deal with repatriation of expatriate managers after their overseas assignments have ended.

Option 4: Develop a marketing plan for a product or service to be marketed in the country or region associated with your program. Be clear on the modifications that would be necessary for the product or service; how you would need to change packaging, pricing, promotion, distribution, etc. The plan should discuss such issues as local production versus importation, local competition, and potential partnerships or alliances. What are likely barriers that you will encounter?
Option 5: Design your own adventure.

Capstone Option (due June 1).

These may be done in teams of up to four (4) people. More than one team can work on the same project. Expectation is for this to be a comprehensive work – typically runs at least 20-25 pages single-spaced, plus tables, exhibits, and references (that’s about 8,000 words). Quality is more important than quantity! These assignments are project-based. We will work with companies (either local US companies doing business in Chile or Chilean companies) to identify problems, projects or cases. We will provide you with some training/background in doing a consulting project and case writing as the situation demands. These projects will involve multiple business disciplines (at a minimum, management, marketing, and finance/accounting, but may also include operations and supply chain issues). Your task will be to develop a rigorous, carefully researched, professional document and presentation that addresses the problem, project or situation. This deliverable is something that you will present to the people from our partner company. You will have only four weeks after you return to complete the project.

Examples:

Kroger supply chain management project. Kroger started experimenting with reusable plastic containers (RPC) for shipping grapes from Chile to the US. The use of RPCs involved significant changes in packing, shipping, and marketing of grapes. There were also cost and environmental issues. The UC team studied the marketing, environmental and financial impact of the change to RPCs. We worked locally with Kroger and in Chile with growers and shippers to understand this change. The final report evaluated the project and provide recommendations to Kroger.

Marketing food products in the US. We worked with a French producer of private label cookies to explore expanding their presence in the US market. At present, they only have a few products with Walmart and with a marketer of international foods. We examined their strategy, viewed their production facilities in France, sampled their products, and studied the US market for cookies, including visits to local grocers. The final report provided a comprehensive assessment of the US market and an analysis of opportunities and threats. The team recommended a strategy for expanding the company’s presence in the US market.

For either type of assignment: Please make certain to include all references (including web references) and cite sources within the text itself. If you are not familiar with citation styles, please consult the American
Psychological Association style guide (Langsam Library has an electronic version of the APA style guide).

If you have questions or need clarification on this assignment, don’t hesitate to contact Professor Gales (lawrence.gales@uc.edu) or Professor Neugent (Michael.neugent@uc.edu).

Useful websites
State Department: http://www.state.gov
US Department of Commerce: http://www.commerce.gov
International Trade Administration (US DOC)
http://www.commerce.gov/opa/photo/ITA/events.html
Cultural Differences – Gert Hofstede Homepage:
http://spitswww.uvt.nl/web/iric/hofstede/

Flight recommendation
Although we do not have anything planned for May 1 (it is a holiday in China), you need to arrive no later than 4:00 pm so that we can coordinate transportation to the hotel at Beijing Jiaotong University. The hotel is not easy to get to at night as it is in the middle of campus and taxis are not permitted to drop off passengers at night. Your return flight on 5/14/16 must be in the afternoon in order to make the connection from Chongqing.

Delta departing 4/30/16

CVG (10:00am)-DTW-PEK (2:50pm, 5/1/16) $1482.
CVG (6:45 am)-DTW-PEK (2:50 pm, 5/1/16) $1425

Delta departing 4/29/16

CVG (10:00am)-DTW-PEK (2:50pm, 4/30/16) $1309
(Return 5/14/16
PEK (4:35pm)-DTW-CVG (8:56pm)

United departing 4/30/16
CVG (10:38am)-ORD-PEK (3:15pm, 4/1/16) $1153.
PEK (4:10pm)-ORD-CVG (8:30pm)
American Airlines also has reasonably priced flights, but the return flights from PEK depart too early. Avoid Air Canada as we’ve had many problems with delays/late arrivals.