City University of Hong Kong
Course Syllabus

offered by Department of Marketing
with effect from Semester A 2017/18

Part I Course Overview

Course Title:	Chinese Multinationals
Course Code:	MKT4671
Course Duration:	One Semester
Credit Units:	3
Level:	B3
Medium of Instruction:	English
Medium of Assessment:	English
Prerequisites: *(Course Code and Title)*	Nil
Precursors: *(Course Code and Title)*	Nil
Equivalent Courses: *(Course Code and Title)*	Nil
Exclusive Courses: *(Course Code and Title)*	Nil

Part II Course Details

1. Abstract

This course aims to provide students with a comprehensive understanding of the establishment and operation of Chinese multinationals. The emergence of heighten market competition, technology transformation and the fast economic growth in China suggests an increasing relevance in understanding how multinational firms operate business in China. The course is designed to develop students' communication and problem-solving skills in understanding the Chinese multinationals' strategies and business culture management. After taking the course, students should be aware of the investment and operating environment of the Chinese economy that is moving rapidly toward market orientation, be capable of analysing the structure and strategy of Chinese multinationals, analysis the effects of different national cultures on different aspects of business operations; be able to critically examine the major components, determinants and practices of running Chinese multinationals and develop a practical awareness of doing business in China.

2. Course Intended Learning Outcomes (CILOs)

No.	CILOs[#]	Weighting* (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	*A2*	*A3*
1.	Identify the major theories explaining international trade and international production (FDI) of the Chinese MNEs including absolute advantage explanation, the theory of comparative advantages.	20%	✓		
2.	Assess the strategies and the management activities of the Chinese MNEs as well as their competitive edges.	20%		✓	
3.	Evaluate the effects of the culture of the Chinese MNEs and explore the development of indigenous approaches is essential to the understanding of cultural influence on management of Chinese multinationals, traditional Chinese culture is heavily dependent upon relationships, informality, trust orientation toward the group, and internal hierarchical respect.	30%		✓	
4.	Examine the motives and types of entry mode undertaken by the Chinese MNEs and their inter-firm and intra-firm organization activities.	10%		✓	
5.	Identify the critical success factors that encompass both the macro institutional environment at the national level and the micro institutional context at the organizational level.	20%			✓
** If weighting is assigned to CILOs, they should add up to 100%.*		100%			

[#] Please specify the alignment of CILOs to the Gateway Education Programme Intended Learning outcomes (PILOs) in Section A of Annex.

A1: Attitude
Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability
Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.

A3: *Accomplishments*
Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.					Hours/week (if applicable)
		1	2	3	4	5	
Seminar	Business information of Chinese multinationals is explained, analysed and evaluated through lectures and classroom discussion. The intention is to illuminate these normative values underpinning practice by using a cross-cultural management and comparative technique that provides an external point of reference. Theories and concepts of traditional and contemporary Chinese business culture and their impact on the business management practices will be covered.	✓	✓		✓	✓	
Information Search	Each student has to search and analyse relevant information and literature related to Chinese multinationals' current strategies, organizational control and performance as assigned by the teaching staff.	✓	✓		✓		
Project Presentation	Group presentation will be undertaken during classes to ensure understanding and collaboration among students. To stimulate students' interests in the learnt theories and concepts, teaching staff will provide relevant topics for class debate, Q&A or verbal presentation.	✓	✓	✓		✓	

4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.					Weighting*	Remarks
	1	2	3	4	5		
Continuous Assessment: 100%							
Class Exercises	✓	✓		✓		30%	
Literature Review on Individual Assignment	✓	✓	✓		✓	30%	
Project Presentation		✓	✓		✓	40%	
Examination: 0% (duration: , if applicable)							
** The weightings should add up to 100%.*						100%	

Regulation of the course:

Students fail to meet the attendance requirement of the Dept. of Marketing in the course may be failed.

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1. Class Exercises	1.1 ABILITY to foster dynamic thinking with a high degree of creativity. 1.2 capacity to analyse various issues and to apply course content in business environment 1.3 ABILITY to offer innovative ideas and ask questions related to the practice of Chinese multinational firms.	High	Significant	Moderate	Basic	
2. Literature Review on Individual Assignment	2.1 Ability to analyse the diversified cultural environment and its impact on Chinese institutions or multinationals, social and business practices as well as Chinese management behaviours. 2.2 Capacity to analyse various issues and to apply course content in business environment;	High	Significant	Moderate	Basic	
3. Project Presentation	3.1 ABILITY to prepare a plan for a business venture in China. 3.2 ABILITY to communicate plan in a specific multinational setting. 3.3 ABILITY to organize marketing information in an organized business report format.	High	Significant	Moderate	Basic	

Part III Other Information

1. Keyword Syllabus

The Pattern of Chinese Multinationals; Theoretical Perspectives for the Chinese Multinationals; Motivation in Multinationals; Negotiation in Chinese Multinationals; Managing Technology and Knowledge; Ownership Advantages and the institutional Context; GM Roles & Functions; National Culture In Chinese Multinationals; Corporate Culture In Chinese Multinationals; HRM in Chinese Multinationals; Ethics and Social Responsibility for International Firms.

2. Reading List

2.1 Compulsory Readings

1.	International Management: Managing in a Diverse and Dynamic Global Environment, 1st Edition Arvind V Phatak, Rabis. Bhagat, Roger Kashlak McGraw Hill International Edition. Chapter 1: An Introduction to International Management.
2.	Yan, Yanni (2005) Foreign Investment and Corporate Governance in China. Palgrave-Macmillan Press Ltd. Houndmills, Basingstoke, Hamshire RG21 6XS and London, UK 2005 and also published in the United States of America by St. Martin's Press, INC.
3.	Yan, Yanni (2000) "International Joint Ventures in China: Ownership, Control and Performance". Macmillan Press Ltd., Houndmills, Basingstoke, Hamshire RG21 6XS and London, UK 2000 and also published in the United States of America by St. Martin's Press, INC., 2000.

2.2 Additional Readings

1.	Redding, S G. 1990. *The Spirit of Chinese Capitalism*. NY and Berlin. De Gruyter.
2.	Mirsky Johathan, 2008. Modern China: A comprehensive introduction to the world's new economic giant, Constable and Robinson Ltd, London W6 9ER.
3.	Multinational Management: A Strategic Approach 3rd Edition John B. Cullen, K. Praveen Parboteeah Published by South-Western. Chapter 1 Multinational Management in a Changing World.
4.	Zellmer-Bruhn, M. and Gibson, C. 2006. Multinational organization context: Implications for team learning and performance. Academy of Management Journal 49(3): 501-518.
5.	Multinational Management: A Strategic Approach 3rd Edition John B. Cullen, K. Praveen Parboteeah Published by South-Western Chapter 13.
6.	Yan, Y. and Child, J. (2004). Investors' resources and management participation in International Joint Ventures: A control perspective. Asia Pacific Journal of Management 21: 287-304.
7.	Yang, John Z.; Farley, John; Hoenig, Scott (1999) When MNCs Come to China, Who Changes Whom? China Business Review, 26(2): 16- 21.
8.	Yan, Yanni (2003) 'A comparative study of human resource management practices in international joint ventures: the impact of national origin'. International Journal of Human Resource Management 14(4): 487-510.
9.	Enderle, G. (2001). Integrating the ethical dimension into the analytical framework for the reform of state-owned enterprises in China's socialist market economy: A proposal. Journal of Business Ethics 30: 261-275.