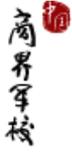




PHBS
北京大学汇丰商学院



MGT541

Managing China Cross-border Development Module 4, 2017-2018

Course Information

Instructor: Cuifen Weng

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Office Hour: Monday 15:20-16:20, Thursday 15:20-16:20

Teaching Assistant: TBA

Phone:

Email:

Classes:

Lectures: Monday and Thursday, 13:30-15:20

Venue: PHBS Building, Room 229

Course Website:

All course-related announcements, reading materials, and assignments will be posted at CMS (<http://cms.phbs.pku.edu.cn>). It is important that you visit the course website frequently.

Please login to CMS and register for the course titled "Managing China Cross-border Development".

1. Course Description

1.1 Context

Course overview:

This is a graduate-level elective course. The course takes an interdisciplinary approach and examines key issues of international business in China and outward foreign direct investment (OFDI) from China. It situates China's cross-border development in the broader context of globalization and encourages a comparative perspective of the country. Three general topic areas will be covered, including 1) an overview of China's open door policy and institutional settings for international business, 2) multinational enterprises (MNEs) in China – driving forces, strategies, and outcomes, and 3) OFDI by Chinese firms – antecedents, strategies, outcomes, and challenges.

The primary mode of instruction for this course is discussion-based, combining lectures with student presentations and discussions. In each class we will discuss a series of questions based on the required readings and selected cases. Brief lectures will be delivered to equip students with background knowledge of China's institutional settings and/or basic theoretical knowledge and methodological tools to be able to critically examine the readings and cases. Students are required to finish all required readings before each class and are expected to actively participate in class discussion. There will be case studies and scenario role playing that allow students to apply theoretical knowledge into real-world practices. A group project provides students with opportunities to delve deeper into topics related to China's cross-border development and identify possible directions in which the existing scholarship can be advanced.

These activities enable students to develop critical thinking, analytical capabilities, teamwork spirits, communication skills, and leadership. It is important to note that there may not be a “right” answer for each issue under examination; there may be multiple “right” answers. What matters is how you process the information given and whether your argument/solution is logical and feasible.

Prerequisites:

This course has no formal prerequisites, but will employ some of the theories and methodological tools used in contemporary international business and strategic management literature. Students with background in international business and strategic management will have an advantage in better understanding the course materials. However, such background is not required in the course.

1.2 Textbooks and Reading Materials

Readings:

Cases and articles as assigned in the course schedule. All required readings and cases will be available through the CMS or a provided URL. Reading list may be updated as the course progresses. Due to intellectual property law, only limited book chapters can be uploaded in CMS. Only lecture notes will be handed out in class. Please prepare your reading materials in advance.

2. Learning Outcomes

2.1 Intended Learning Outcomes

Learning Goals	Objectives	Assessment (YES with details or NO)
1. Our graduates will be effective communicators.	1.1. Our students will produce quality business and research-oriented documents.	YES. Case write-ups, group project, and final report.
	1.2. Students are able to professionally present their ideas and also logically explain and defend their argument.	YES. Group presentation, in-class discussion, case studies, final report.
2. Our graduates will be skilled in team work and leadership.	2.1. Students will be able to lead and participate in group for projects, discussion, and presentation.	YES. Group project, case studies.
	2.2. Students will be able to apply leadership theories and related skills.	YES. Group project, case studies, scenario role playing.
3. Our graduates will be trained in ethics.	3.1. In a case setting, students will use appropriate techniques to analyze business problems and identify the ethical aspects, provide a solution and defend it.	YES. Case studies, final report.
	3.2. Our students will practice ethics in the duration of the program.	YES. Class discussion, assignments.
4. Our graduates will have a global perspective.	4.1. Students will have an international exposure.	YES. All class contents have an international perspective.
5. Our graduates will be skilled in problem-solving and critical	5.1. Our students will have a good understanding of fundamental theories in their fields.	YES. Lectures, class discussion, case studies, group

thinking.		project, final report.
	5.2. Our students will be prepared to face problems in various business settings and find solutions.	YES. Class discussion, case studies, scenario role playing, group project, final report.
	5.3. Our students will demonstrate competency in critical thinking.	YES. Class discussion, case studies, group project, final report.

2.2 Course specific objectives

1. Gain basic theoretical knowledge and methodological tools to read and possibly conduct international business research, China-specific or more generally about emerging markets. Preferably, students may find their interested topics for future research.
2. Integrate knowledge and apply analytical techniques to identify and analyse issues in international business in China and Chinese firms' OFDI. Develop logical and feasible solutions to help MNEs in or from China to survive, to create or maintain competitive advantage.
3. Demonstrate critically thinking in examining readings and cases.
4. Develop teamwork spirits, communication skills, and leadership throughout group project and class interactions. Be effective and efficient in how you communicate complex problems and solutions.

2.3 Assessment/Grading Details

Assessment task	Type	Weight	Due date
Class participation	Individual	10%	
Case write-ups	In pairs or individual	30% (15% for each case)	Case 1: May 24, 2018 Case 2: June 14, 2018
Group project	Group	30%	Group formation: May 14, 2018 Presentation slides: June 27, 2018
Final report	Individual	30%	July 5, 2018

Class participation: Class attendance is required and will be checked randomly without prior notice. Please email me before the class for any foreseeable absence. Students who miss class beyond reasonable frequency will automatically lose the class participation grade. In-class discussion and participation are expected, and I reserve the right to make small upward adjustments to your final grade if you consistently demonstrate outstanding performance in class discussion.

Case write-ups:

Find two cases and write an analysis for each. **Criteria for case selection:**

- Case 1 should be a foreign firm operating in China.
- Case 2 should be a Chinese firm's OFDI activities.
- Each case should cover at least one topic issue discussed in the course.
- The focal issues in both cases should be current, i.e., happened in the last five years.
- There should be sufficient information available for your analysis.

In each write-up, make sure to include the following:

- 1) A description of the case and the context. This should provide sufficient background

information about the case and define the boundaries of what you will cover. Make sure you use your own word to describe the case and use proper citation.

- 2) Correctly identify the issue/event. This is the impetus for the case. It may be a specific problem or goal that the firm is trying to address. You should be able to identify the key aspects/factors of the event. You should also be able to discuss different possible results the event could lead to and under what circumstances.
- 3) Analysis. You should focus your work on analyzing the firm(s) in the case as well as the external environment (other related firms, industry, institutions, etc.). You should clearly apply concepts, frameworks, and content from the course. The analysis should fit the context and focal event from points 1) and 2).
- 4) Solutions. This should include at least two potential solutions that the focal firm can take to reach the desired outcome you discuss in point 2). The solutions should be specific to the focal firm and fit the context.

For both cases, you can choose to work in pairs or individually. However, you may only work with the same partner **once**. There is no requirement that you work with anyone if you do not want to. However, I would encourage you to take this opportunity to see how someone else works and try and see if there is anything you can learn from each other.

Group project:

The group project is designed to give you an opportunity to apply and extend what you have learned from class. You can choose any topic related to China's cross-border development. My evaluation will be based on the quality of your presentation slides (content and format) and the performance of the presentation. No written report is required for this assessment. You will have **20-25 minutes** for your presentation, including 5 minutes for Q&A. **There will be a penalty for exceeding the time limit.**

Deadline for group formation is May 14, 2018. Each group consists of 4-5 students. Every student must present. All members in a group will have the same group score. This score is then adjusted using the outcome of an intragroup peer evaluation. **Teamwork** will account for a significant portion of your grade. Respect each other's background, time constraint and schedule. Try your best to create a positive and active team climate.

The project should include the following:

- 1) A clear research question(s) about a theoretical problem or empirical phenomenon related to China's cross-border development.
- 2) Your motivation of choosing this topic.
- 3) A literature review.
- 4) Well-articulated arguments/propositions/hypotheses.
- 5) Appropriate research design
- 6) Reliable data
- 7) Analytical results
- 8) A discussion of findings and a conclusion

Grading criteria:

- Analysis: insight, comprehensiveness, logic, creativity, information, clarity, evidence, argument
- Structure: logic, conciseness
- Format: grammar, word usage, presentation techniques, professionalism
- Research: sources, bibliography, rigor, information

Additional tips:

Note that this is a project requiring your joint effort throughout the course. As you proceed, you may need to constantly modify and revise your project. In order to successfully finish the project, cooperation and communication among group members are important. The most efficient way to proceed is to assign each member of the group clearly specified tasks to be completed each week, and meet with each other regularly to exchange reports, comments, suggestions, and further assignments for the next meeting.

Please understand that you and your group members decide the division of work among you (who collects the data, who analyses the data, who makes which part of the presentation, etc.). We assume that the input of each member into the project carries the same weight. Please make sure that you **fairly** divide the work and set up an agenda for the project. Maybe designating a team leader is a good idea. Make sure that you meet at least once a week to discuss the project.

Final report:

For this assignment, students will have a choice between Option A and Option B:

Option A: Replication Study: Replication is important to academic research and good scientific studies must be replicable. The management field has in recent years started to acknowledge the importance of replication study in advancing the scholarship. Each student will choose a topic in international business, identify a dataset (quantitative or qualitative) associated with that topic but in the Chinese context, and engage in a replication and/or extension study. The final replication report should contain five components: 1) identify a theme and a specific research question; 2) a brief review of the existing literature related to the research question; 3) theory and hypothesis/hypotheses to be replicated; 4) description of research design and data used for the replication; 5) replication results and discussion. The report is expected to be 2000-2500 words in length.

Option B: Foresight and Scenario Planning: Advices to company CEOs should not be based on the current situations of the environment or company because these situations will change by the time a plan is implemented. Foresight is therefore paramount to the work of business strategists. In this exercise, each student will choose a theme related to China's cross-border development, identify the uncertainties associated with the theme and construct possible scenarios that may be realized in the future. The final scenario report should contain five components: 1) identify a theme and a specific issue area; 2) identify the driving forces and big shifts that are likely to occur in this area (PESTLE trends), which may affect regions, countries or organizations; 3) identify the critical uncertainties associated with (some of) the trends; 4) develop a range of scenarios that may arise in the future; 5) discuss the various implications and impacts of each scenario and come out with recommendations for company CEOs. The report is expected to be 2000-2500 words in length.

Submission guideline:

1. All written assignments should be submitted through CMS on time.
2. Please use **APA** referencing style for citation in all written assignments.
3. Case write-ups and the final report should be submitted in word file. Format of file name should be: "studentID_StudentLastName_Case1(or Case2 or Final report)".
4. Presentation slides should be submitted in pptx or pdf file. File name should be "Group #".
5. **Penalty on late submission:** Extensions will only be granted on medical or compassionate grounds under extreme circumstances, and will not be granted because of work and other commitments. Requests for extensions must be made in writing to the instructor prior to the due date. Medical certificates or other evidence of extreme misfortune must be attached and must contain information that justifies the extension sought. Late assignment that has not been granted an extension will incur a penalty of 10 percent of the assigned mark per calendar day.

2.4 Academic Honesty and Plagiarism

It is important for a student's effort and credit to be recognized through class assessment. Credits earned for a student work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconducts, which include plagiarism; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement;

or altering, forging, or misusing a University academic record; or fabricating or falsifying of data, research procedures, or data analysis.

All assessments are subject to academic misconduct check. Misconduct check may include reproducing the assessment, providing a copy to another member of faculty, and/or communicate a copy of this assignment to the PHBS Discipline Committee. A suspected plagiarized document/assignment submitted to a plagiarism checking service may be kept in its database for future reference purpose.

Where violation is suspected, penalties will be implemented. The penalties for academic misconduct may include: deduction of honour points, a mark of zero on the assessment, a fail grade for the whole course, and reference of the matter to the Peking University Registrar.

For more information of plagiarism, please refer to *PHBS Student Handbook*.

3. Topics, Teaching and Assessment Schedule

Course schedule:

This is tentative and subject to adjustments. Notification will be given of any changes.

Class	Date	Topic
1	03/05/2018	<p>Introduction and course overview</p> <p>Required readings:</p> <ul style="list-style-type: none"> - This syllabus. - Tian, X. (2016). <i>Managing International Business in China</i>. Chapter 1. (pp. 1-16). Cambridge University Press. - Wang, Y., & Zhao, L. (2017). Outward Foreign Direct Investment from China: Recent Trend and Development. <i>The Chinese Economy</i>, 50(5), 356-365. - China's share of global and Asian exports is falling. <i>The Economist</i>. March 8th 2018. <p>Optional readings:</p> <ul style="list-style-type: none"> - The Economist Intelligence Unit. (2018). <i>China Going Global Investment Index 2017</i>. - Child, J. (2009). China and International Business. In A. M. Rugman (Ed.), <i>The Oxford Handbook of International Business</i> (pp. 648-686). Oxford: Oxford University Press.
2	07/05/2018	<p>China's open door policy</p> <ul style="list-style-type: none"> - Foreign trade regime - Foreign direct investment regime (inward and outward) - Foreign exchange regime - The One Belt One Road (OBOR) initiative <p>Required readings:</p> <ul style="list-style-type: none"> - Chang. (2013). <i>Multinational firms in China: Entry strategies, competition, and firm performance</i>. Chapter 1 (pp. 1-19). Oxford University Press. - Tian. (2007). <i>Managing International Business in China</i>. Chapter 2. Cambridge University Press. - Luo, Y., Xue, Q., & Han, B. (2010). How Emerging Market Governments Promote Outward FDI: Experience from China. <i>Journal of World Business</i>, 45(1), 68-79.

		<ul style="list-style-type: none"> - Lim, W. X. (2016). China's One Belt One Road Initiative: A Literature Review. In T. W. Lim, K. Tseng, W. X. Lim (Ed.), <i>China's One Belt One Road Initiative</i> (pp. 113-132). London, Singapore: Imperial College Press, World Scientific Publishing.
3	10/05/2018	<p>MNEs in China: Entry strategies</p> <ul style="list-style-type: none"> - Entry mode - Location choice <p>Required readings:</p> <ul style="list-style-type: none"> - Tian. (2007). <i>Managing International Business in China</i>. Chapter 4. Cambridge University Press. - Chang. (2013). <i>Multinational firms in China: Entry strategies, competition, and firm performance</i>. Chapter 2. Oxford University Press.
4	14/05/2018	<p>MNEs in China: Partnering with Chinese firms</p> <p>Required readings:</p> <ul style="list-style-type: none"> - Tian. (2007). <i>Managing International Business in China</i>. Chapter 5. Cambridge University Press. - Luo, Y. (2002). Partnering with foreign businesses: perspectives from Chinese firms. <i>Journal of Business Research</i>, 55 (6), 481-493. <p>Optional readings:</p> <ul style="list-style-type: none"> - Li, D. & Glaister, K. W. (2007). National and corporate culture differences in international strategic alliances: perceptions of Chinese partners. <i>Asia Pacific Journal of Management</i>, 24(2), 191-205. - Arikan, I., & Shenkar, O. (2013). National animosity and cross-border alliances. <i>Academy of Management Journal</i>, 56(6), 1516-1544.
5	17/05/2018	<p>Case study 1</p> <ul style="list-style-type: none"> - A 30-Year Cross-border Alliance in China – Chongqing Jianshe Motorcycle Co. and Yamaha Motor Co.
6	21/05/2018	<p>MNEs in China: Managing guanxi strategically</p> <p>Required readings:</p> <ul style="list-style-type: none"> - Tian (2007). <i>Managing International Business in China</i>. Chapter 3. Cambridge University Press. - Luo, Y., & Zhao, H. (2013). Doing Business in a Transitional Society: Economic Environment and Relational Political Strategy for Multinationals. <i>Business & Society</i>, 52(3), 515-549. - Luo, Y., Huang, Y., & Wang, S. L. (2012). Guanxi and Organizational Performance: A Meta-Analysis. <i>Management and Organization Review</i>, 8(1), 139-172. <p>Optional readings:</p> <ul style="list-style-type: none"> - Zhang, C., Tan, J., & Tan, D. (2015). Fit by adaptation or fit by founding? A comparative study of existing and new entrepreneurial cohorts in china. <i>Strategic Management Journal</i>.
7	24/05/2018	<p>MNEs in China: Negotiations</p> <ul style="list-style-type: none"> - Scenario role playing <p>Required readings:</p>

		<ul style="list-style-type: none"> - Tian. (2007). <i>Managing International Business in China</i>. Chapter 6. Cambridge University Press. - Cavusgil, S. T., Ghauri, P. N., & Akcal A. A. (2014). The negotiation process and strategies in international business. Chapter 8. <i>Doing business in emerging markets</i>. Sage.
8	28/05/2018	<p>MNEs in China: Outcomes</p> <ul style="list-style-type: none"> - Spill-over effect - Competition <p>Required readings:</p> <ul style="list-style-type: none"> - Chang. (2013). <i>Multinational firms in China: Entry strategies, competition, and firm performance</i>. Chapters 4 and 5. Oxford University Press. - Motohashi, K., & Yuan, Y. (2010). Productivity impact of technology spillover from multinationals to local firms: comparing china's automobile and electronics industries. <i>Research Policy</i>, 39(6), 790-798. - Tian, X., Song, M. & Tian, R. (2014). FDI Productivity in China. In Julian, C. C., Ahmed, U. Z., & Xu, J. (eds.) <i>Research Handbook on the Globalization of Chinese Firms</i> (pp. 69-80). Cheltenham, UK: Edward Elgar Publishing. <p>Optional readings:</p> <ul style="list-style-type: none"> - Buckley, P. J., Clegg, J., & Wang, C. (2002). The impact of inward FDI on the performance of Chinese manufacturing firms. <i>Journal of International Business Studies</i>, 33(4), 637-655. - Wei, Y., & Liu, X. (2006). Productivity spillovers from R&D, exports and FDI in China's manufacturing sector. <i>Journal of International Business Studies</i>, 37(4), 544-557. - Zhu, B. (2016). MNCs, Rents, and Corruption: Evidence from China. <i>American Journal of Political Science</i>.
9	31/05/2018	<p>Chinese OFDI: driving forces</p> <p>Required readings:</p> <ul style="list-style-type: none"> - Wang, C., Hong, J., Kafouros, M., & Boateng, A. (2012). What drives outward FDI of Chinese firms? Testing the explanatory power of three theoretical frameworks. <i>International Business Review</i>, 21(3), 425-438. - Lu, J., Liu, X., & Wang, H. (2011). Motives for Outward FDI of Chinese Private Firms: Firm Resources, Industry Dynamics, and Government Policies. <i>Management and Organization Review</i>, 7(2), 223-248. - Williamson, P. & Zeng, M. (2009). Chinese multinationals: Emerging through new global gateways. In Ramamurti, R. and Singh, H. (Eds). <i>Emerging Multinationals in Emerging Markets</i> (pp. 81-109). Cambridge: Cambridge University Press. - Buckley, P. J., Clegg, L. J., Cross, A. R., Liu, X., Voss, H., & Zheng, P. (2007). The Determinants of Chinese Outward Foreign Direct Investment. <i>Journal of International Business Studies</i>, 38(4), 499-518.
10	04/06/2018	<p>Chinese OFDI: characteristics and competitive advantages/disadvantages</p> <p>Required readings:</p> <ul style="list-style-type: none"> - Ramamurti, R., & Hillemann, J. (2018). What is "Chinese" about Chinese multinationals? <i>Journal of International Business Studies</i>,

		<p>49(1), 34-48.</p> <ul style="list-style-type: none"> - Luo, Y., & Tung, R. L. (2018). A general theory of springboard MNEs. <i>Journal of International Business Studies</i>, 49(2), 129-152. - Williamson, P. J., & Raman, A. P. (2013). Cross-border M&A and competitive advantage of Chinese EMNEs. In P. J. Williamson, R. Ramamurti, A. P. Raman, & M. T. L. Fleury (Eds.), <i>The Competitive Advantage of Emerging Market Multinationals</i> (pp. 260-277). Cambridge: Cambridge University Press. - Marinova, S., Child, J., & Marinov, M. (2011). Evolution of Firm- and Country-Specific Advantages and Disadvantages in the Process of Chinese Firm Internationalization. <i>Dynamics of Globalization: Location-Specific Advantages or Liabilities of Foreignness?</i> (pp. 235-269). <p>Optional readings:</p> <ul style="list-style-type: none"> - Hernandez, E., & Guillén, M. F. (2018). What's theoretically novel about emerging-market multinationals? <i>Journal of International Business Studies</i>, 49(1), 24-33. - Alon, I., Child, J., Li, S., & McIntyre, J. R. (2011). Globalization of Chinese Firms: Theoretical Universalism or Particularism. <i>Management and Organization Review</i>, 7(2), 191-200. - Luo, Y., & Tung, R. L. (2007). International Expansion of Emerging Market Enterprises: A Springboard Perspective. <i>Journal of International Business Studies</i>, 38(4), 481-498.
11	07/06/2018	<p>Chinese OFDI: State-owned versus private firms</p> <p>Required readings:</p> <ul style="list-style-type: none"> - Amighini, A. A., Rabellotti, R., & Sanfilippo, M. (2013). Do Chinese state-owned and private enterprises differ in their internationalization strategies? <i>China Economic Review</i>, 27(0), 312-325. - Lin, X. (2010). State versus private MNCs from China: initial conceptualizations. <i>International Marketing Review</i>, 27(3), 366-380. - Li, J., Xia, J., & Lin, Z. (2017). Cross-border acquisitions by state-owned firms: How do legitimacy concerns affect the completion and duration of their acquisitions? <i>Strategic Management Journal</i>, 38(9), 1915-1934. - Meyer, K. E., Ding, Y., Li, J., & Zhang, H. (2014). Overcoming distrust: How state-owned enterprises adapt their foreign entries to institutional pressures abroad. <i>Journal of International Business Studies</i>, 45(8), 1005-1028. - Cui, L., & Jiang, F. (2012). State ownership effect on firms' FDI ownership decisions under institutional pressure: a study of Chinese outward-investing firms. <i>Journal of International Business Studies</i>, 43(3), 264-284. <p>Optional readings:</p> <ul style="list-style-type: none"> - Sutherland, D. (2009). Do China's "national team" business groups undertake strategic-asset-seeking OFDI? <i>Chinese Management Studies</i>, 3(1), 11-24. - Li, M. H., Cui, L., & Lu, J. (2014). Varieties in State Capitalism: Outward FDI Strategies of Central and Local State-owned Enterprises from Emerging Economy Countries. <i>Journal of International Business Studies</i>, 45(8), 980-1004. - Duanmu, J.-l. (2014). State-owned MNCs and host country expropriation risk: The role of home state soft power and economic gunboat diplomacy. <i>Journal of International Business</i>

		<i>Studies</i> , 45(8), 1044-1060.
12	11/06/2018	<p>Case study 2</p> <ul style="list-style-type: none"> - Jinjiang Group: Globalization Through State Ownership and Political Connection
13	14/06/2018	<p>Chinese OFDI: entry strategies</p> <p>Required readings:</p> <ul style="list-style-type: none"> - Peng, Mike W. (2012). The global strategy of emerging multinationals from China. <i>Global Strategy Journal</i>, 2(2): 97-107. - Deng, X. (2010). Patterns of internationalization of Chinese firms—empirical study based on strategic approach. <i>Journal of Public Affairs</i>, 9(4), 301-312. - Buckley, P. J., Chen, L., Clegg, L. J., & Voss, H. (2018). Risk propensity in the foreign direct investment location decision of emerging multinationals. <i>Journal of International Business Studies</i>, 49(2), 153-171. - Lu, J., Liu, X., Wright, M., & Filatotchev, I. (2014). International experience and FDI location choices of Chinese firms: the moderating effects of home country government support and host country institutions. <i>Journal of International Business Studies</i>, 45(4), 428-449. <p>Optional readings:</p> <ul style="list-style-type: none"> - The Economist Intelligence Unit. (2018). <i>China Going Global Investment Index 2017</i>.
14	20/06/2018	<p>Chinese OFDI: innovation and technology development</p> <p>Required readings:</p> <ul style="list-style-type: none"> - Cui, L., Fan, D., Liu, X., & Li, Y. (2017). Where to seek strategic assets for competitive catch-up? A configurational study of emerging multinational enterprises expanding into foreign strategic factor markets. <i>Organization Studies</i>, 38(8), 1059-1083. - Wu, J., Wang, C., Hong, J., Piperopoulos, P., & Zhuo, S. (2016). Internationalization and innovation performance of emerging market enterprises: The role of host-country institutional development. <i>Journal of World Business</i>, 51(2), 251-263. - Huang, Y., & Zhang, Y. (2017). How does outward foreign direct investment enhance firm productivity? A heterogeneous empirical analysis from Chinese manufacturing. <i>China Economic Review</i>, 44, 1-15. - Li, M., Li, D., Lyles, M., & Liu, S. (2016). Chinese MNEs' Outward FDI and Home Country Productivity: The Moderating Effect of Technology Gap. <i>Global Strategy Journal</i>, 6(4), 289-308.
15	21/06/2018	<p>Chinese OFDI: performance and challenges</p> <ul style="list-style-type: none"> - Case study 3: Midea Refrigerator: The "Go Global" Odyssey <p>Required readings:</p> <ul style="list-style-type: none"> - Cogman, D., Gao, P. & Leung, Nick. (2017). Making sense of Chinese outbound M&A. McKinsey&Company. < https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/making-sense-of-chinese-outbound-m-and-a> - Redding, G. (2014). The Unexamined Differences in Dreams: Chinese Firms' Globalization and Interface Challenges. <i>Management and Organization Review</i>, 10(3), 399-404.

		<ul style="list-style-type: none"> - Huang, Z., Zhu, H., & Brass, D. J. (2017). Cross-border acquisitions and the asymmetric effect of power distance value difference on long-term post-acquisition performance. <i>Strategic Management Journal</i>, 38(4), 972-991. - Zhu, H., & Zhu, Q. (2016). Mergers and acquisitions by Chinese firms: a review and comparison with other mergers and acquisitions research in the leading journals. <i>Asia Pacific Journal of Management</i>, 33(4), 1107-1149.
16	25/06/2018	Case study 4 <ul style="list-style-type: none"> - Huayi Compressor Barcelona: Post-Acquisition Challenges
17	28/06/2018	Group presentations
18	02/07/2018	Group presentations

4. Miscellaneous

Show courtesy to your classmates and instructor by coming to class on time and switching your cell phones into silence mode during class.