

The Chinese Marketplace: Globalization and Local Transformations

Spring 2011
Dr. Tianshu Pan

Wednesdays 3:00 – 6:00 p.m.
Office Hours: Tuesdays 8:45 - 9:45 in 1108 Wenke Bldg. or by appointment

Course Objectives

Drawing upon an interdisciplinary approach, this course addresses several major themes in the dynamics of China's unprecedented socioeconomic transformations. Topics covered will include the implications of globalization for everyday life in local contexts, the cultural dimensions of international business, and the rise of entrepreneurship and consumerism in contemporary China. One important goal of this course is to provide a set of conceptual tools and new perspectives to help you better describe and understand the social world around you. This course is designed to replace your common sense understandings of interpersonal interactions with an uncommon sense about the links between individual experiences, structural forces, and particular marketplaces. It is hoped that you will develop a critical, even skeptical view, toward superficial explanations or practices taken-for-granted.

I plan to use a variety of pedagogical techniques to help you learn: readings, lectures, video, and ethnographic analysis. It is my hope that we can work together as a learning community to explore issues of general interests. Well-documented case studies and business ethnographies will be woven into class discussions of the major themes as a way of grounding theory in marketing practices. Readings are arranged in weekly units around specific thematic issues. Discussions of the case study materials will be accompanied by presentations of the instructor's research on a range of topics related to the application of anthropological/sociological methods of inquiry to business practices in different field settings.

Course Requirements

Students are expected to read all the listed materials and be prepared to discuss them during the weekly seminar meetings. The instructor is available in office hours and by appointment. Details on the content and grading standards for the writing assignments will be distributed and discussed in class.

The three components of the grade are combined as follows:

Participation (attendance and in-class discussion)	20%
ONE analytical paper (due May 11)	30%
Term project: proposal (due May 26), presentation, and write-up	50%

Course Readings

All course readings will be made available to you in Shanghai.

Required:

Davis, D. (ed.), 2000. *The Consumer Revolution in Urban China*. University of California Press.

Ferraro, Gary. 2006. *The Cultural Dimension of International Business*. Pearson Prentice Hall.

Harvard Business School Press. 2004. *HBR Review on Doing Business in China*. HBS Press.

Plafker, Ted.. 2007. *Doing Business in China*. Business Plus.

Watson, James L. (ed.), 2006 [1997]. *Golden Arches East: McDonald's in East Asia*. Stanford University Press.

Online articles from the *WSJ*, *Business Week*, *Harvard Business Review*, *Fortune*, and other news magazines will be used to supplement required readings.

Recommended:

Applbaum, Kalman. 2003. *The Marketing Era: From Professional Practice to Global Provisioning*. Routledge.

Chen, Ming-Jer 2001. *Inside Chinese Business*. Harvard Business School Press.

Huang, Yasheng. 2003. *Selling China*. Cambridge University Press.

Wang, Jing. 2008. *Brand New China: Advertising, Media, and Commercial Culture*. Harvard University Press.

Lecture Outline and Reading Schedule

Week 1 (March 10) Course Overview

Why Culture Matters: the Validity of “Soft Data”; What is the marketplace?

Business Week, “Business Education Under the Microscope” (12/26/07) and “The Millennials Invade the B-Schools” (11/13/08);

NYT, “American Graduates Finding Jobs in China” (08/11/09)

Skim Chapters 1 & 2, *The Cultural Dimension of International Business*

Week 2 (March 17) Challenges and Prospects for China's Sustainable Growth (1)

The World Bank. 2002. “China 2020: Understanding the Present;”

“China 2009: The Confidence Deficit” (12/31/2008);
WS, “China’s Bright Past Belies a Hazy Future” (08/25/2008);
Business Week, “Can China Keep the Lights On?” (06/09/2008); “China’s Factory Blues” (03/27/08);
China Losing Luster with U.S. Manufacturers (11/26/2008);
NYT, “China’s Route Forward” (01/23/2009) and “For Shanghai Fair, a Famous Fund-Raiser Delivers”;
The Sydney Morning Herald, “East does not meet West on China’s Self-image” (07/24/2008);
Skim: *World Bank Report*, “East Asian Miracle”

Week 3 (March 24) Challenges and Prospects for China’s Sustainable Growth (2)

K. Lieberthal and G. Lieberthal. The Great Transition, *HBR Review on Doing Business in China*
Introduction and Chapter 1, *Doing Business in China*.

Week 4 (March 31) Entrepreneurism

Ming Zeng and Peter Williamson, “The Hidden Dragons,” *HBR Review on Doing Business in China*
Skim: Jasper Becker 2000. “The God of Wealth” and “The Pig that Fears to Become Fat,” in *The Chinese*.

Week 5 (April 7) Rules and Etiquette

Reeves-Ellington. “Using Cultural Skills for Cooperative Advantage in Japan”
Chapters 2 & 3, *Doing Business in China*
Skim Chapters 3, 4, 5, *The Cultural Dimension of International Business*

Week 6 (April 14) Cross-cultural Negotiation

John Graham and Mark Lam, The Chinese Negotiation, *HBR Review on Doing Business in China*
Chapter 7, *Doing Business in China*.
Skim: Chapters 6 & 7, *The Cultural Dimension of International Business*

Week 7 (April 21) Consumerism (1)

Rick Yan, “To Reach China’s Consumer’s Adapt to Guo Qing,” *HBR Review on Doing Business in China*
Hanlong Lu 2000. “To Be Relatively Comfortable in an Egalitarian Society,” pp. 124-141. In *The Consumer Revolution in Urban China*
Online articles from *Business Week* and *The New York Times*.

Week 8 (April 28) Consumerism (2)

James Watson, *Golden Arches East*, “Introduction” and Yan Yunxiang, “McDonalds in Beijing”
Davis and Sensenbrenner 2000. “Commercializing Childhood: Parental Purchases for Shanghai’s Only Child,” in *The Consumer Revolution in Urban China*.

Week 9 (May 12) Branding and Marketing

Noreen Janus, "Advertising and Global Culture"
Charles Skuba, "Branding America"
Skim: Chapter 4, *Doing Business in China*
Harriet Evans, "Market Femininity"

Week 10 (May 19) Contrasting Cultural Values

Katherine Xin and Vladimir Pucik, Trouble in Paradise, *HBR Review on Doing Business in China*
Chapter 8, *The Cultural Dimension of International Business*
Skim: Chapter 2, *Doing Business in China*

Week 11 (May 26) Strategies and Approaches

Rick Yan, "Short-Term Results," *HBR Review on Doing Business in China*
Wilfried Vanhonacker, "Entering China," *HBR Review on Doing Business in China*

Week 12 (June 2) The China Price

Business Week, "The China Price" (12/06/2004)
Chapter 6, *Doing Business in China*

Weeks 13-14 (June 9 & 16) Student Presentations

Term Project

Students will be instructed to delve into a particular area of interest over the course of the semester as part of their academic work. The instructor will help students refine their ideas and plans fitting to the course.

The Term Project is intended as a research project that makes use of more than academic readings and secondary source materials (such as published research data and other findings). While these are potentially very important components of any research project and should be part of your project here, your Term Project is more importantly intended to be one in which you take advantage of being in China. Shanghai is China's largest, richest city and biggest port, which is arguably also the focal point of the country's move towards globalization. The city's extraordinary development over the past 150 years has been inseparable from globalization, even if the term itself had not yet come into being. Shanghai has a special place in the sociological imagination, particularly at this junction of history. Your work will not only be more interesting because of your location but you will learn a great deal by using the resources that you would not have access to at your home university. Think of ways to incorporate interviews, participant observation, and other methods to inform your final paper and presentation. In the end, we hope that you can develop this project as part of a senior thesis or broader research project in the future.

Grading of the Term Project will be comprised of the following components:

Project proposal of 800 words (10%)

The proposal should include main issues/arguments, theories addressed, conclusions of the topic, as well as the greater implications or questions that the topic draws or suggests.

In-class presentation (15%): required to present in Week 12, 13, or 14.

Final paper of 3,000 words (25%)

POSSIBLE TOPICS for the term project:

Ex. 1: "Global failure."

Pick a company or brand that you know has encountered some problems (such as cross-cultural misunderstanding) in globalizing. Using available data pertaining to China describe the problems encountered, analyze the causal factors, develop alternative solutions, evaluate them, and give your recommendation.

Ex. 2: "Global success."

For a successful global product of your choice, describe and analyze its success story. Try to find the critical points or events that ensured the success and attempt to identify whether the success is due to superior management, superior product quality, weak competition, or simply good luck.

Ex. 3: "Global coordination."

For a product or service of your choice, one already available in many countries, analyze the potential and pitfalls of global coordination. Analyze the extent to which the marketing activities are decentralized between regions and countries, the potential for a standardized approach, and recommendations for the administration of the centralized marketing effort. The project will be relatively difficult without good access to the company.

These are only possibilities. Other ideas are welcome. Let your imagination run wild.