

ATENEO DE MANILA UNIVERSITY

Loyola Schools

Generic Course Syllabus for 2nd Semester, School Year 2012-2013

Department	Leadership & Strategy	School	JG SOM
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Course No.	LS 10
Course Title	Philippine Business & Economic Environment
No. of Units	2

Course Description:

The course presents a broad and interdisciplinary view of the Philippine business environment, including the issues and challenges facing it. It provides a survey of the factors influencing business decision making in the Philippines and a framework for environmental and industry analysis. Major topics include the internal and external environment of a firm, industry analysis, and firm's response to the environment. Students will learn about the business environment by actually visiting and examining a firm and its industry in groups of five or six. At the end of the course, they will be required to submit their industry research study and present their analysis and recommendations to a panel.

Course Objective/s:

At the end of the course, students should have a deeper and more reflective understanding of the context within which they will do business. Specifically, they are expected to:

1. Appreciate the interrelations between business and the other sectors of society.
2. Be aware of the current issues and challenges facing the Philippine business environment.
3. Pinpoint the national and international trends that will have an impact on business and management in the 21st century, and
4. Identify potential opportunities for business which exist in various industries here in the Philippines.

Course Outline:

- Introduction & Course Overview
- Management Concepts
- Levels of Business Environment
- The Internal Environment
- The Industry Environment
- Types of Business Organizations
- Industry Structures: Small & Medium Enterprises (SMEs)
- Industry Analysis
- Analytical Tools: The Industry Life Cycle, Porter's 5 Forces Model, SWOT, KSFs
- The Organization in a Competitive Environment
- Special Topics on the Philippine and Global Business Environment
- Corporate social responsibility, corporate governance, business ethics/Synthesis / Integration
- Industry Study Presentations

References (optional):

1. Collins, James and Jerry Porras, "Building Your Company's Vision" at HBR online version: <http://harvardbusinessonline.hbsp.harvard.edu/hbsp/hbr/> (same as Ch.11 of Collins & Porras. Built to Last: Successful Habits of Visionary Companies, HarperCollins1994)
2. Collins, Jim. How the Mighty Fall: and Why Some Companies Never Give In. HarperCollins 2009

3. Drucker, Peter F. The Essential Drucker. Butterworth-Heinemann. 2001. Chapters 1-3.
4. Friedman, Thomas L. Hot, Flat, and Crowded. Farrar, Straus and Giroux. New York 2008.
5. Friedman, Thomas L. The World is Flat. Farrar, Straus and Giroux. New York 2006.
6. Magretta, Joan. Understanding Michael Porter: The Essential Guide to Competition and Strategy. Harvard Business Press Dec. 2011.
7. Maital, Shlomo. Executive Economics: Ten Essential Tools for Managers. New York. The Free Press. 1994. [HD30.22 M34] Chapter 10: Economics of Cooperation.
8. McCoy, Alfred W. “An Anarchy of Families: The Historiography of State and Family in the Philippines” and “Rent-Seeking Families and the Philippine State: A History of the Lopez Family.” An Anarchy of Families: State and Family in the Philippines. Ateneo de Manila University Press 1994., Ch. 1 & 10
9. Palmer, Adrian & Bob Hartley. The Business Environment. Mc Graw Hill, 2002. Chapters 3, 4 & 6.
10. Poblador, Niceto S., Strategy Desynthesized, Management Association of the Philippines, 2006
11. Porter, Michael E. The Five Competitive Forces that Shape Strategy. Harvard Business Review 2008
12. Robbins, Stephen P. and Mary Coulter, Introduction to Management, 10th Edition. Pearson Education, 2007.

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Course No.	LS 100
Course Title	Organizational Behavior
No. of Units	3

Course Description:

Organizational Behavior (OB) is a field of study that focuses on three primary determinants of behavior in organizations: (a) the individual, (b) groups, and (c) structure. The goal is to make organizations perform more effectively and efficiently in a sustainable manner. Robbins and Judge argued that core topics in OB include “motivation, leader behavior and power, interpersonal communication, group structure and processes, learning, attitude development and perception, change processes, conflict, work design, and work stress”

Course Objective/s:

- acquire a deeper understanding of your character, personality, and strengths as well as your mission, vision, and values through conversations, reflection, and assessments;
- experience working together in groups and teams towards developing job-relevant skills: conceptual, human, and technical;
- explain the OB model and basic principles of leading and managing, including ethical norms, that affect organizational behavior;
- analyze the dynamics of effective people engagement as a source of sustainable competitive advantage; and
- imbibe the “whole person in a whole job” philosophy as an integral part of the design structure

Course Outline:

- What is organizational behavior?
- Diversity in organizations
- Attitudes and job satisfaction
- Emotions and moods
- Personality and values
- Perception and individual decision-making
- Motivation: from concepts to applications
- Foundations of group behavior
- Understanding work teams
- Communication
- Leadership
- Power and politics
- Conflict and negotiation
- Foundations of organization structure
- Organizational culture
- Human resource policies and practices
- Organizational change and stress management
- Convergence lecture: organizational leadership success stories

References (optional):

- Barker, J. A. (1992). *Future edge*. New York: William Morrow and Company.
- Covey, S. (1998). *The 7 habits of highly effective teens*. New York: Simon Schuster.
- Covey, S. R. (1991). *Principle-centered leadership*, New York: Summit Books.
- De Leon, E. B. (1998). *Live, love, laugh forever*. Manila: National Book Store Publishing.
- Frick, D. M, & Spears, L. C. (Eds.) (1996). *On becoming a servant leader: The private writings of Robert K. Greenleaf*. San Francisco: Jossey-Bass.
- Greenleaf, R. K. (2002). *Servant leadership: A journey into the nature of legitimate power & greatness*. Mahwah, NJ: Paulist Press.
- Spears, L. C. (Ed.) (1998). *The power of servant leadership*. San Francisco: Berrett-Koehler.
- Kouzes, J. M., & Posner, B. Z., (2007). *The leadership challenge* (4th ed). Jossey-Bass.
- Lowney, C. (2003). *Heroic leadership: Best practices from a 450-year-old company that changed the world*. Chicago:ILL: Loyola Press.
- Maxwell, J. (1998). *The 21 Irrefutable laws of leadership: Follow them and people will follow you*. Nashville, TN: Thomas Nelson.
- Matthews, A. (1997). *Follow your heart*. Queensland, Australia: Seashell Publishers.
- United Nations (2000). *Good Governance*. New York: UN Publishing

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Course No.	LS 125
Course Title	Strategic Management
No. of Units	3

Course Description:

Strategic Management (LS 125) serves as an integrative course for seniors in management-oriented concentrations, particularly the ME, ComTech, and SOMBA programs. The course concentrates on the rudiments of strategic management. It is a *big picture* course that integrates the different functional areas to chart the future directions of different organizations. It focuses on the firm – the industry and the competitive environment in which it operates, its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success. The course project is a corporate strategic audit, which is a hands-on experience for students in strategy evaluation, (re)formulation, and implementation planning.

Course Objective/s:

1. To teach students the process of strategic management; formulation-implementation-evaluation; and the underlying concepts, steps, and sub-processes involved in each stage.
2. To develop students' capability to think strategically about a company; its present business position, its long-term directions, its resources and competitive capabilities, its opportunities for gaining sustained competitive advantage, its competitive environment, and its strategic options.
3. To build skills in conducting strategic analysis in a variety of industries and competitive situations.
4. To identify the competitive challenges of a global market environment.
5. To provide hands-on experience in crafting business strategy, reasoning carefully about strategic options using *what-if analysis* to evaluate various alternatives, and making focused strategic decisions.

Course Outline:

- The Nature of Strategic Management
- The Business Vision and Mission
- The External Assessment
- The Internal Assessment
- Establishing Objectives
- Developing Strategies into Action
- Generating Strategic Options
- Strategy Analysis and Choice
- Dealing with Management & Operations Issues
- Dealing with Marketing, Finance/Accounting, R&D and MIS Issues
- Business Ethics/Social Responsibility/Environmental Sustainability
- Strategy Review, Evaluation and Control
- Corporate Strategic Audit Final Panel Presentations

References (optional):

David, Fred R. Strategic Management: Concepts and Cases. Global Edition. Prentice Hall-Pearson (13Th Low Price Edition). 2011

Hill, Charles W. L. and Gareth R. Jones. Theory of Strategic Management with cases. Canada. Southwestern (9th International Student edition) 2010

Pitts, Robert A and David Lei: Strategic Management: Building and Sustaining Competitive Advantage. Thomson Asian (4th) Edition 2007. <http://pitts.swlearning.com>

Thompson and Strickland. Strategic Management: Concepts and Cases (13th Ed.)

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Course No.	LS 126
Course Title	Strategy Formulation
No. of Units	3

Course Description:

Strategy Formulation (LS 126) and Strategy Implementation (LS 127) serve as the capstone, integrative courses for graduating seniors in management-oriented concentrations. Students will draw from concepts taken in previous courses such as accounting, finance, marketing, production, human resources, or information systems to assess the industry and competitive environment of a firm, its resources and competitive capabilities, its prospects for success, and ultimately, determine its long-term direction and strategy,

This course focuses on the development of a business plan. Major topics covered are: The Strategic Management Process; Mapping the Business Landscape; Creating Competitive Advantage; Strategy Analysis and Choice.

Course Objective/s:

1. To learn, understand, and appreciate the process of strategic management – strategy formulation, strategy implementation, and strategy evaluation. In the learning process, students should develop the capability to think strategically about an organization by:
 - a. conducting strategic analysis in a variety of industries and competitive situations whether small or large, startup or ongoing, local or global;
 - b. integrating the knowledge gained in earlier management courses and demonstrating why and how the different parts of the business need to be managed in strategic harmony for the organization to operate in a winning fashion;
 - c. developing managerial judgment in assessing business risk and improving the ability to make sound decisions and achieve effective outcomes.
2. To be aware of the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices.

Course Outline:

- The Nature of Strategic Management
- The Business Vision and Mission
- The External Assessment
- The Internal Assessment
- Establishing Objectives
- Developing Strategies into Action
- Generating Strategic Options
- Strategy Analysis and Choice
- Dealing with Management & Operations Issues
- Dealing with Marketing, Finance/Accounting, R&D and MIS Issues
- Business Ethics/Social Responsibility/Environmental Sustainability
- Strategy Review, Evaluation and Control
- Business Plan Final Panel Presentations

References:

<http://www.prenhall.com/david> and <http://www.strategyclub.com>

Supplementary Textbooks/Readings:

1. Hill, Charles W. L. and Gareth R. Jones. Theory of Strategic Management with Cases. Canada. South-Western (8th International Student Edition) 2009.
2. Pitts, Robert A and David Lei. Strategic Management: Building and Sustaining Competitive Advantage. Thomson Asian (4th) Edition 2007. <http://pitts.swlearning.com>
3. Thompson, Strickland and Gamble. Crafting and Executing Strategy. McGraw Hill 16th Edition. 2007.
4. Zimmerer, Thomas W. and Norman M. Scarborough. Essentials of Entrepreneurship & Small Business Management. Prentice-Hall 2008.
5. Kaplan, Robert S. and David P. Norton. The Balanced Scorecard: Measures that Drive Performance. HBR Onpoint Enhanced Edition 2009.
6. Kaplan, Robert S. and David P. Norton. Using the Balanced Scorecard as a Strategic Management System. HBR Classic 2009.

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Course No.	LS 127
Course Title	Strategy Implementation
No. of Units	3

Course Description:

This course is a continuation of Strategy Formulation (LS 126) which is done during the first semester. Students implement the group business project developed during the first semester for at least 3 months, evaluate their performance and strategies, and show how they can make the business grow. Major topics covered include Implementing Strategies: Management and Functional Issues; Review, Evaluation and Control. Case studies and readings complement conceptual content.

Course Objective/s:

1. To foster an entrepreneurial mindset and develop strategic competencies by providing hands-on experience in crafting business strategy, reasoning carefully about strategic options, using *what-if* analysis to evaluate various alternatives, making focused strategic decisions, and actually implementing and executing such decisions.
2. To acquaint you with the managerial tasks associated with implementing and executing company strategies, drill you in the range of actions managers can take to promote competent strategy execution, and give you some confidence in being able to function effectively as part of a company's strategy-implementing team.
3. To emphasize the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices.

Course Outline:

- Review of Group Business Plan Implementation
- Business Project Status Reports
- Corporate Strategic Audit
- Strategy Implementation Report Panel Presentations

References (optional):

David, Fred R. Strategic Management: Concepts and Cases (13th Low Price 2011 Edition)
<http://www.prenhall.com/david> and <http://www.strategyclub.com>

Supplementary Textbooks/Readings:

1. Hill, Charles W. L. and Gareth R. Jones. Theory of Strategic Management with Cases. Canada. South-Western (8th International Student Edition) 2009.
2. Pitts, Robert A and David Lei. Strategic Management: Building and Sustaining Competitive Advantage. Thomson Asian (4th) Edition 2007. <http://pitts.swlearning.com>
3. Thompson, Strickland and Gamble. Crafting and Executing Strategy. McGraw Hill 16th Edition. 2007.
4. Zimmerer, Thomas W. and Norman M. Scarborough. Essentials of Entrepreneurship & Small Business Management. Prentice-Hall 2008.
5. Kaplan, Robert S. and David P. Norton. The Balanced Scorecard: Measures that Drive Performance. HBR Onpoint Enhanced Edition 2009.
6. Kaplan, Robert S. and David P. Norton. Using the Balanced Scorecard as a Strategic Management System. HBR Classic 2009.

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Course No.	LS 128
Course Title	Small Business Consulting
No. of Units	3

Course Description:

Small Business Consulting is a course designed to prepare students for professional consulting work. Small Business Consulting or simply “Business Consulting” for small and medium enterprises provides students with the necessary skills in understanding industry structures, the value creation process in enterprises, innovative business modeling and formulating action programs based on internal business processes. These internal business processes are classified under four structures – operations management, customer management, innovation, and regulatory and social involvement.

Course Objective/s:

- To prepare students for professional consulting work
- To enable the students to understand the various consulting environments in small and medium enterprises
- To provide students with hand on experience in consulting work
- To train students in business model design and innovation

Course Outline:

- Organize consulting teams
- Getting a Client
- Business Information Sources
- Project Management
- Structural Analysis and Value Chain Analysis
- Business Strategies
- Strategy Maps and the Balanced Scorecard
- The Business Process and Diagram/Management Consulting
- Management Consulting / Case Discussion
- The McKinsey Way
- Competing for the Future and Value Migration
- How you can drive revenue and profit growth with Innovation
- Solution-Focused Coaching
- Philippine Business Environment
- Course Summary – Why be a Consultant?
- Putting up your own consulting business

References (optional):

Greene, Jane and Grant, Anthony M. Solution-Focused Coaching (Great Britain: Henry Ling Ltd, Dorchester, 2003)

Kaplan, Robert S. and Norton, David P. The Balanced Scorecard (Boston: Harvard Business School Press, 1996)

Kaplan, Robert S. and Norton, David P. Strategy Maps (Boston: Harvard Business School Press, 2004)

Kubr, Milan. Management Consulting (Geneva: International Labour Organization, 1986)

Lafley A. G. and Charan, Ram. Game-Changer (New York: Crown Business, 2008)

Maister, David H. Managing the Professional Service Firm (New York: Press, 1993)

Porter, Michael E. Competitive Strategy (New York: Free Press, 1980)

Porter, Michael E. Competitive Advantage (New York: Free Press, 1985)

Hamel, Gary and Prahalad, C.K. Competing for the Future (Boston: Harvard Business School Press, 1994)

Rasiel, Ethan M. The McKinsey Way (New York: McGraw-Hill, 1999)

Roberts, Paul. Guide to Project Management (London: Profile Books Ltd, 2007)

Slywotzky, Adrian J. Value Migration (Boston: Harvard Business School Press, 1996)

Department	Leadership & Strategy	School	JG SOM
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Course No.	LS 130
Course Title	Leadership in the 21 st Century
No. of Units	3

Course Description:

Our course aims to introduce the different types and styles of leadership and prepare students for their future roles as managers in their respective organizations and communities

Course Objective/s:

At the end of the course, the student will be expected to have:

1. Learned the of evolution of the leadership patterns in relation to the country's phase in the development of civilization: the agricultural, industrial and the post-capitalist;
2. Examined assumptions on leadership and followership in relation to their relevance given the changes that have occurred in contemporary society;
3. Discovered their own leadership styles;
4. Determined whether leaders are made or born, and how leaders can be effective in industry and in government and non-profit organizations;
5. Distinguished between leaders and managers;
6. Differentiated between creating from problem solving
7. Experienced the interconnection of leadership and community-making;
8. Learned from the great models of leadership in the world;
9. Been exposed to different leadership patterns, with emphasis on servant leadership;
10. Applied what they had learned from their readings, research, interviews with selected leaders in the community;
11. Assimilated concepts and practices taken up during the class discussions;
12. Developed a paradigm shift towards an awareness and commitment to a real world-class leadership and followership relevant to the needs and aspirations of the 21st Century.

Course Outline:

- Course Orientation, & Leveling of Expectations
- Paradigm-Shifting for 21st Century Leadership
- Definitions of Leadership
- The 21 Indispensable Qualities of A Leader
- Leadership Questions
- What Leaders Really Do
- Leadership Myths & Realities
- The Leadership Challenge
- The 21 Irrefutable Law of Leadership
- Leadership & The One Minute Manager
- Discussions on Emotional Intelligence
- Servant Leadership
- Heroic Leadership
- Challenges on the 21st Century
- Seven Faces of Leadership
- The Heart of Change
- Seven Habits of Highly Effective People

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Course No.	LS 135
Course Title	Strategic Human Capital Management
No. of Units	3

Course Description:

Money, materials, machines and men are considered critical resources of a nation and of organizations. The Strategic Human Resources Management (SHRM) course posits that money, materials and machines are meaningless without the wise use of the single most critical component of productivity: PEOPLE. This course introduces the strategic perspective to be taken in harnessing the human resources of an organization. More particularly, the course focuses on the strategic roles which the Human Resources function and professionals play in creating value and delivering results to their respective organizations.

Course Objective/s:

At the end of this course, students are expected to:

- Identify means of managing people in a way that leads to optimal accumulation of human capital.
- Analyze and link the measurement of human capital to business performance metrics.
- Develop strategic initiatives to identify aspects of human capital management as drivers of business success.

Course Outline:

- Introduction to Human Resource Management
- The Manager's Role in Strategic Human Resource Management
- Job Analysis
- Personnel Planning and Recruiting
- Employee Testing and Selection
- Interviewing Candidates
- Training and Developing Employees
- Performance Management and Appraisal
- Coaching, Careers, and Talent Management
- Establishing Strategic Pay Plans
- Pay for Performance and Financial Incentives
- Benefits and Services
- Ethics, Justice and Fair Treatment in HR Management
- Labor Relations and Collective Bargaining
- Employee Safety and Health
- Managing Global Human Resources
- Managing Human Resources in Entrepreneurial Firms

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Course No.	LS 136
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Course Title	Strategic Human Resource Development
No. of Units	3

Course Description:

This senior elective course provides the students with a basic yet comprehensive overview on how people are developed in organizations to be efficient and effective resources. In order to do so, it first gives a briefing on the Human Resource function, and how Human Resource Development fits into the picture. The course provides concepts, tools, models, and practical insights for the development of an individual, of the team, and of the organization as a whole. It equips students with skills on assessing and identifying development needs, and customizing the intervention to address said needs effectively. While seeking to understand the above, the course simultaneously develops students on personal areas of development they themselves will identify. As such, students taking the course will wear two hats interchangeably – that of a developer, and that of one being developed

Course Objective/s:

At the end of this Course, the student should be able to:

- Assess and identify development areas of an individual, team, and, organization
- Design and implement interventions suitable for addressing identified development needs
- Achieve development goals he has set for himself at the start of the semester

Course Outline:

- The Human Resource (HR) Function
- The Human Resource Development Function within HR
- Evaluating and Identifying Individual, Team, and Organization Development Needs
- Individual Development
- Team Development
- Organization Development

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Course No.	LS 137
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Course Title	Organizational Development
No. of Units	3

Course Description:

Organization Development (OD) is an area of practice and research in Human Resource Development (HRD). OD attempts to bring about change in the different levels of the organization (the individual, group and organization) using a wide variety of interventions. In this course, theoretical models and the process of OD will be discussed. Students will also learn how to improve individual, group/team and organizational performance through the use of OD techniques or interventions like group dynamics, training, culture change, and work-life balance

Course Objective/s:

To enable the students to:

- understand the philosophical, historical, theoretical, political and practical underpinnings of OD as a core area of practice within HRD
- increase awareness of different tools that are used to diagnose organizations as well as interventions used through hands-on experience
- enhance skills in facilitation, OD skills, group process, communication, and collaboration

Course Outline:

- General introduction to organization development
- The nature of planned change
- The od practioner
- Entering and contracting
- Diagnosing organizations
- Diagnosing groups and jobs
- Collecting and analyzing diagnostic information
- Feeding back diagnostic information
- Designing interventions
- Interpersonal and group process approaches
- Organization process approaches
- Restructuring organizations
- Employee involvement
- Work design
- Performance management
- Developing talent
- Managing workforce diversity and wellness
- Transformational change

References (optional):

Cummings, T. G. & Worley, C. G. (2009). *Organization development and change (9th edition)*. Canada: South-Western Cengage Learning

Banks, B.B. & Alban, B. T. (2006) *The handbook of large group methods: creating systemic change in organizations and communities*. San Francisco: Jossey-Bass.

Beer, M and Hohria, N.(Eds).(2000)*Breaking the code of change*. Boston, MA: Harvard Business School Press.

Bradford, D.L. &Burke, W. W. (2005). *Reinventing organization development: New approaches to change in organizations*. Californina: Pfeiffer.

Brown, D. R. (2011). *An experiential approach to organizational development*. (8th ed). New Jersey: Pearson Education, Inc.

De Guia, F. (2000). *Culture change: key to organization development: A success story*. Makati City: Florence de Guia & Associates.

Fullan, M. (2007). *Leading in a culture of change*. San Francisco, CA: John Wiley & Sons, Inc.

Fullan, M., & Ballew, A. C. (2004). *Leading in a culture of change personal action guide and workbook*. San Francisco, CA: John Wiley & Sons, Inc.

Gallos, J. V. (Ed) (2006)*Organization development: A Jossey-Bass Reader*. San Francisco: Jossey-Bass.

Harrison, M. I. (2005). *Diagnosing organizations: methods, models and processes*. (3rded). California: Sage Publications.

Hechanova, M. R. M. & Franco, E. P. (2008) *Leading Philippine organizations in a changing world: Research and best practices*. Quezon City: Ateneo de Manila University Press.

Jones, B. B. and Brazzel, M., Eds (2006) *The NTL handbook of organization development and change: principles, practices, and perspectives*. San Francisco: Pfeiffer

Johnson, S. (2002). *Who moved my cheese?* United Kingdom: Vermilion

Kotter, J. (1990). *A force for change: How leadership differs from management*. New York, NY: The Free Press.

Kotter, J. (1996). *Leading change*. Boston, MA: Harvard Business School Press.

Sjoholm F. & Tongzon, J. (Eds.) (2005). *Institutional change in Southeast Asia*. London: Routledge Curzon.

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Course No.	LS 138
Course Title	Creative Problem Solving & Decision Making

No. of Units	3
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Course Description:

This course helps students develop creative problem solving skills necessary not only for careers in big corporations but also for in starting businesses.

Course Objective/s:

The end of the course, the student should be able to:

1. Exhibit passion in scanning the environment.
2. Diagnose individual problem solving and decision-making style.
3. Identify and articulate problems clearly.
4. Analyze problems using a multi-stakeholder and cross-functional approach.
5. Generate new ideas individually and with groups to arrive at decisions and solutions.
6. Create a business proposal.

Course Outline:

What is Problem-Solving and Decision-making

Learning Approaches

Whole-Brain Techniques

Systems Thinking

Problem Identification

Problem Solving Technique: A Model

Creativity and Innovation

Generating ideas

Working with Groups

Will it Fly? Evaluating the Good Idea

References (optional):

1. Oech, Roger von. A Whack on the Side of the Head (1990). New York, USA. Warner Books, Inc. 1990 (chapters required)
2. Managing Creativity and Innovation. USA. Harvard Business School Publishing Corp.

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Course No.	LS 142
Course Title	Cross Cultural Communications

Course Description:

This course focuses on how cultural differences—at the regional, national, corporate and functional levels---influence business work-styles and protocol, particularly communication, and how cross-cultural literacy becomes a key factor in a diverse and globalised workplace. Theories and concepts on country and corporate cultures are complemented by real-life cases, anecdotal evidence and primary student research. Grounded on the contemporary themes of globalization, liberalization, and technology, the course seeks to provide insights towards broadening connectivity and achieving convergence in diversity.

Course Objective/s:

- To identify concepts, theories, models and issues which form the dynamics of business relations across cultures and national boundaries.
- To gain insights into the values, work-styles and business protocol of various cultures, countries and corporations, in the context of a global office.
- To develop practical communication skills in the workplace through a simulated multicultural corporate environment.

Course Outline:

- Class Profiling. Course Overview Terms of Reference. Symbols. Universal systems/ Context. Forces of change – globalization, etc. China and India
- Defining Culture. Superstructure.. Frameworks for cultural analysis: theories/models. East-West Dichotomy. Stereotypes. Dimensions
- Communication, Language Context. Non-verbal (body) language. Writing. Translation woes.
- Survey of cultural profiles. Social and business etiquette worldwide – various aspects. Cultural clusters. Asian clan/family businesses.
- Country studies
- Negotiating across cultures. Meetings. Rules of engagement. Conflict resolution. Strategies
- Corporate culture and philosophy. Business principles and values. Governance. Image and corporate communication. Work ethics and rituals.
- Corporate profiles
- Business cases
- Developing competencies. Cross-cultural savvy. Integrity and ethical ambiguities. Laws on Business and Travel

References (optional):

- Hodgetts et al, International Management : Culture, Strategy and Behavior, McGrawHill, 6th Edition, New York 2006
- Chaney and Martin, Intercultural Business Communication, Pearson, New Jersey 2004
- Lewis, When Cultures Collide, Brealey, London 2000
- Morrison and Connaway, Kiss Bow or Shake Hands, Adams Publishing 2006
- Deal and Kennedy, The New Corporate Cultures, Perseus, Massachusetts 1999

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Course No.	LS 145
Course Title	Managing Business Innovation
No. of Units	3

Course Description:

This experiential course brings to life both the principles and realities of innovation and creativity to finding business solutions through a variety of methods. Students will learn from a healthy mix of case studies, creative exercises, and practical application, bringing them from mere theoretical knowledge to actual practice.

Course Objective/s:

At the end of the course, the student is expected ...

1. To understand the theories, principles, and realities that are driving innovation in the global arena, across industries, and in individuals
2. To embed within himself/herself the competencies and qualities of innovation through critical thinking and experiential learning
3. To come up with breakthrough ideas that can become viable business innovations

Course Outline:

- Course introduction
- Innovationomics & the innovation imperative
- Innovation 101
- Icons of innovation
- Why not innovate, pilipinas?
- How to innovate: people & culture
- How to innovate : systems & tools
- Roundtable with filipinnovators
- Design thinking
- Campus-based field work
- Framing the problem & opportunity-seeking
- Innovating via oi!
- Product/service development
- Business model innovation

References (optional):

1. Globalization and Business Trends :

- Friedman, T.L. (2005). *The World is Flat : A Brief History of the 21st Century* (pp. 48-172). USA : Farrar, Straus and Giroux.
- Prestowitz, C. (2005) *Three Billion New Capitalists : The Great Shift of Wealth and Power to the East*. New York, NY USA : Basic Books.

2. The Innovation Imperative

- Hamel, G. (2000). *Leading the Revolution* (pp. 59-114). USA : Harvard Business School Press
- Foster, R., Kaplan, S. (2001). *Creative Destruction : Why Companies That Are Built to Last Underperform the Market – and How to Successfully Transform Them* (pp. 7-60, 181-208). New York, NY USA : Doubleday.
- Peters, T. (2004). *Re-imagine : Business Excellence in a Disruptive Age*. Star Standard, Singapore : Dorling Kindersley Limited.

3. Innovation in the Philippine Setting

- Villegas, B.M. (2005). *The Philippine Advantage* (pp.1-150). Manila, Philippines : University of Asia and the Pacific.
- Prahalad, C.K. (2005). *The Fortune at the Bottom of the Pyramid : Eradicating Poverty Through Profits* (pp. 6-62). USA : Wharton School Publishing.
- Mahajan, V., Banga, Kamini. (2006). *The 86% Solution : How to Succeed in the Biggest Market Opportunity of the 21st Century* (pp. 1-29, 207-209). USA : Wharton School Publishing.

4. Innovation Defined

- Chan Kim, W., Mauborgne, R. (2005). *Blue Ocean Strategy : How to Create Uncontested Market Space and Make the Competition Irrelevant* (pp.3-46, 186-190). USA : Harvard Business School Press.
- Christensen, C. (1997). *The Innovator's Dilemma* (pp.3-60). USA : Harvard Business School Press.
- Christensen, C., Raynor, M. (2003). *The Innovator's Solution* (pp.31-72, 149-234). USA : Harvard Business School Press.
- Harvard Business Review on Innovation (pp. 31-76, 179-205). USA : Harvard Business School Press (1997).

5. How to Innovate : People and Systems

- Kawasaki, G. (2000). *Rules for Revolutionaries : The Capitalist Manifesto for Creating and Marketing New Products and Services*. USA : HarperCollins Publishers Inc.
- Kelley, T., with Littman, J. (2005). *The Ten Faces of Innovation*. New York, NY USA : Doubleday
- Florida, R. (2002). *The Rise of the Creative Class*. USA : Basic Books.
- Pink, D. (2005). *A Whole New Mind : Moving from the Information Age to the Conceptual Age* (pp.7-64). New York, NY USA : Penguin Group

6. Ideation : Breakthrough Thinking and Creativity

- Waters, R. (2005). *The Trendmaster's Guide : Get A Jump On What Your Customer Wants Next*. USA : Penguin Group.
- Gelb, M.J. (1998). *How to think like Leonardo da Vinci*. New York, NY USA : Bandam Dell
- Johansson, F. (2005), *The Medici Effect* (pp.11-33), USA : Harvard Business School Press
- Kingdom, M. (Ed.). (2002). *Sticky Wisdom*. Chichester, West Sussex UK : Capstone Publishing Limited.
- Schwartz, E.I. (2004). *Juice : The Creative Fuel that Drives World-Class Inventors*. USA : Harvard Business School Press.
- Harvard Business Review on Breakthrough Thinking (pp. 57-85, 143-160). USA : Harvard Business School Press (1997).

7. New product / service development

- Kelley, T., with Littman, J. (2001). *The Art of Innovation : Lessons in Creativity from IDEO, America's Leading Design Firm* (pp. 1-14, 23-118). New York, NY USA: Doubleday
- Ulwick, A.W. (2005). *What Customers Want : Using Outcome-Driven Innovation to Create Breakthrough Products and Services*. USA : McGraw-Hill Companies.

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Loyola Schools

Generic Course Syllabus for 2nd Semester, School Year 2012-2013

Department	Leadership & Strategy	School	JG SOM
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Course No.	LS 153
Course Title	Strategic Management for Development II
No. of Units	3

Course Description:

This is a follow up course to Strategic Management for Development I. Students assist entrepreneurs in their implementation of the business, identifying workable relationships with community partners in a more in-depth manner, to provide concrete solutions to improve Bottom of the Pyramid communities.

Course Objective/s:

1. To review the profiles of various types of GK communities as prepared by past classes in the context of external/internal analysis of Strategy Development, to understand skill sets, as well as natural assets (e.g., location, land).
2. To scan and choose from past models/ventures from past GawadKalinga classes, CSI, or SOMBA Social Entrepreneurship, review strategy or business plan, refine the plan, pitch to identified entrepreneur partners and work with these entrepreneurs in the early implementation stages of the plan OR, to refine the strategies of a selected on-going venture and assist the entrepreneur-owner in the refinement of his plan to help implement as a working model in a community
3. To identify other key strategic partnerships, jumpstart talks with these partners, identify their roles, consider their inputs in the business plan and help cement relationships with entrepreneur owners of the business.
4. To understand success/failure factors of livelihood models around the world
5. To get familiarized with core tools and skills used in management consulting, leveraging McKinsey's problem solving approach, as well as the Strategic Management Process – Strategy Formulation

Course Outline: (This looks like L&S 152)

The Strategic Management Framework and Entrepreneurship

The Vision of the Corporation

The Consultancy Framework: Problem Solving Tools

The Strategic Management Framework and External Analysis

The Strategic Management Framework and Internal Analysis

Venture Analysis: Analysis, Findings, Emerging Strategic Opportunities or Issues, Potential

Partners/Entrepreneurs and Next Steps

Analytical Tools and Strategies Available to the Firm

Strategic Programming: Marketing/Sales

References (optional):

David, Fred R. Strategic Management: Concepts and Cases (13th Low Price 2011 Edition)

<http://www.prenhall.com/david> and <http://www.strategyclub.com>

Supplementary Textbooks/Readings:

1. Pitts, Robert A and David Lei. Strategic Management: Building and Sustaining Competitive Advantage. Thomson Asian (4th) Edition 2007. <http://pitts.swlearning.com>
2. Zimmerer, Thomas W. and Norman M. Scarborough. Essentials of Entrepreneurship & Small Business Management. Prentice-Hall 2008.
3. Kaplan, Robert S. and David P. Norton. The Balanced Scorecard: Measures that Drive Performance. HBR Onpoint Enhanced Edition 2009.
4. Kaplan, Robert S. and David P. Norton. Using the Balanced Scorecard as a Strategic Management System. HBR Classic 2009.
5. The Economics and Management of Small Business, Graham Bannock (2009)

6. Doherty, Foster, Mason, Meehan, Meehan, Rotheroe, Royce, Management for Social Enterprise, Sage Publications 2009
7. Social Enterprise Development, community businesses at work, Philippines-Australia Community Assistance Program, 2009

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Generic Course Syllabus for 2nd Semester, School Year 2012-2013

Department	Leadership & Strategy	School	JG SOM
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Course No.	LS 170
Course Title	Strategies in the Global Business Environment
No. of Units	3

Course Description:

A study of the strategic aspects of business that operate across national borders, focusing on the international while anchored on the local environment. Topics include the realities of global competition, multinational firms in the ASEAN region and in other developing countries, identification and assessment of the forces that shape the international economic environment, and the impact of information technology, electronic communication, and ecology.

Course Objective/s:

By the end of the course, the student is expected to have developed an understanding of basic concepts, models, theories and principles underlying global strategies in business within the context of the new, global economic order. The student should also be able to examine the emerging role of the global manager, who works across different cultures and takes a “think global, act local” attitude in various aspects of business management. Finally, he or she should be able to develop an ability to formulate, implement, evaluate, and decide on strategies which are designed for one to enter and compete effectively in the global marketplace.

Course Outline:

- I. Introduction
 - A. The Global Domain
 - B. World Trade Organization
- II. The Global Environment
 - A. The Environment for International Management
 1. Political Environment
 2. Legal Environment
 3. Economic Environment
 4. Technological Environment
 - B. Global Competitiveness
 1. Total Quality Organizations
 2. Learning Organizations
 3. World-Class Organizations
- III. Doing Business Abroad
 1. Export & Import Strategies
 2. Foreign Exchange Management
 3. Multinational Accounting and Tax Functions
- IV. International Strategic Management
 - A. Strategic Formulation and Implementation
 - B. Entry Strategies & Organizational Structures
 - C. Management Decision and Control
- V. World-Class Business Management
 - A. Managing with Information Technology
 - B. Managing Operations: Global Manufacturing

References (optional):

B. Required Readings

- Hodgetts, Richard M., Luthans, Fred, and Doh, Jonathan P. *International Management – Culture, Strategy, and Culture, 6th Ed.* New York: The McGraw-Hill Companies, Inc., 2006. pp. 2-53, 226-232, 234-291, 316-349, 352-357.
- Hodgetts, Richard M. and Luthans, Fred. *International Management – Culture, Strategy, and Behavior, 5th Ed.* New York: The McGraw-Hill Companies, Inc., 2003. pp. 50-99.

- Hodgetts, Richard M. and Luthans, Fred. *International Management, 3rd Ed.* New York: The McGraw-Hill Companies, Inc., 1997. pp. 537-540, 557-567, 571-573.
- Daniels, John D., Radebaugh, Lee H. and Sullivan, Daniel P. *International Business – Environments and Operations, 10th Ed.* New Jersey: Pearson Education, Inc. 2004. pp. 262-315, 504-599.
- Ball, Donald A., McCulloch, Wendell Jr. H., Frantz, Paul L., Geringer, J. Michael and Minor, Michael S. *International Business – The Challenge of Global Competition, 9th Ed.* New York: The McGraw-Hill Companies, Inc., 2004. pp. 556-591.

C. Suggested Readings

- Nelson, Carl A. *International Business – A Manager’s Guide to Strategy in the Age of Globalism.* London: International Thomson Business Press, 1999.
- Sundaram, Anant K. and Black, J. Stewart. *The International Business Environment –* New Jersey: Prentice-Hall Inc., 1995. pp. 19-40.
- Dessler, Gary. *Management – Leading People and Organizations in the 21st Century, International Ed.* Singapore: Pearson Education Asia Pte Ltd, 2001. pp. 41-69, 482-521, 524-526, 546-547.

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Loyola Schools

Generic Course Syllabus for 2nd Semester, School Year 2012-2013

Department	Leadership & Strategy	School	JG SOM
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Course No.	LS 172
Course Title	Strategic Issues in Doing Business in China
No. of Units	3

Course Description:

The course intends to give students a taste of the way business is conducted in China. Through various assigned readings and cases, a comparative study of the modes of entering China will be covered. Students will be exposed to the problems encountered by foreigners who set up business in China. A great part of the course will be on learning the nuances of negotiating with the Chinese by exposing students to the Art of War and other strategies used in China.

Course Objective/s:

At the end of this course, students are expected to have an awareness of current Chinese trade practices and the relevant rules governing the same; the different modes of entry into the Chinese market; management in the Chinese setting; and Chinese negotiation practices and common business strategies.

Course Outline:

I. Introduction

- a. Overview of the Course, Objectives
- b. Course Requirements
- c. Why Do Business in China

Yingyi Qian and Jinglian Wu. China's Transition to a Market Economy: How Far Across the River?

- i. China: A First Impression
- ii. China: A Brief History
- iii. China: Now

II. Entering China – Considerations

- a. Social and Cultural
 - i. *Chinese Social and Cultural Background*

- b. Competition

- c. Political and Economic

- i. Special Economic Zones

1. *Shenzhen*

- a. *George Zhibin Gu. Shenzhen at 25. Asia Times, 27 September 2005.*

- b. *China Briefing. Investing in Shenzhen, China's Main Export Hub. 26 August 2010.*

2. *Shantou*

- a. *Shantou... South China's Diamond in the Rough. A Report by the USDA Foreign Agricultural Service, 20 August 2009.*

3. *Shanghai*

- a. *Doing Business in Shanghai. News Release from the Ministry of Commerce of the People's Republic of China.*

4. *Tianjin*

- a. *Doing Business in Tianjin. News Release from the Ministry of Commerce of the People's Republic of China.*

ii. Economic and Technological Development Zones (14 Coastal Cities)

iii. China's Financial System

d. Your Competitive Advantage

e. Market

i. *Research and Report: The Chinese Consumer*

f. Legal

i. Restrictions on Foreign Investments

1. *Catalogue for Foreign Investment*

ii. Tax

1. Tax Registration and Tax Rate Determination.

2. Preferential Tax Policies

iii. Labor

III. Entering China – Proper

a. *Statistics about Utilization of Foreign Investments in China, January to September 2011.*

b. Forms of Doing Business with China

i. Exporting

ii. Contract Manufacturing

iii. Representative Office

iv. Joint Ventures

a. *Chris Devonshire-Ellis and Richard Hoffman. China Joint Ventures as Strategic Investment. China Briefing. Parts 1 to 6; 27, 28, 30 October 2009 and 4, 18, 24 November 2009.*

b. *IRR – Law on Sino-Foreign Equity JVs*

c. *China-Foreign Equity JV Contract*

d. *Sino-Foreign Contractual JV Law*

e. *Contractual JV Fact Sheet*

v. Wholly Foreign-Owned Enterprise

c. Expanding Across China: Company Branch

i. Two types:

1. Independent accounting branch

2. Non-independent accounting branch

d. Finding the Right Partner

e. Caution Needed

f. Negotiating Skills (Interpersonal Skills) Required

i. *36 Stratagems, Sunzi*

a. *Advantageous Strategies*

i. *Deceiving the heavens to cross the sea*

ii. *Beseiging Wei to save Zhao*

iii. *Killing with a borrowed knife*

iv. *Conserving energy while the enemy tires himself out*

v. *Looting a house on fire*

vi. *Making a feint to the east but hitting out in the west*

b. *Opportunistic Strategies*

i. *Creating something out of nothing*

ii. *Secret escape through Cheng Cang*

iii. *Observing the fire from the other side of the river*

iv. *A dagger sheathed in a smile*

v. *The plum dies in place of the peach*

vi. *Stealing a goat along the way*

c. Offensive Strategies

- i. Hitting the grass to startle the snake*
- ii. Borrowing a corpse to resurrect a soul*
- iii. Luring a tiger from its lair in the mountain*
- iv. Releasing the enemy to recapture him later*
- v. Tossing out a brick to get a jade*
- vi. Disband the bandits by arresting their leader*

d. Confusion Strategies

- i. Pulling out the firewood from beneath the cauldron*
- ii. Catching a fish in troubled water*
- iii. Making an unnoticed escape like a golden cicada shedding its skin*
- iv. Shutting the doors to catch the thief*
- v. Befriend the far and attack the near*
- vi. Borrow a passage to attack Guo*

e. Deception Strategies

- i. Replace superior beams and pillars with inferior ones*
- ii. Pointing at the mulberry but scolding the locust tree*
- iii. Pretending to be insane but remaining smart*
- iv. Remove the ladder after the enemy ascends to the roof*
- v. Deck the tree with flowers*
- vi. The guest takes over as host*

f. Desperate Strategies

- i. Beauty scheme*
- ii. Empty city scheme*
- iii. Double agent ploy*
- iv. Self-injury scheme*
- v. A series of interconnected ploys*

References (optional):

READINGS

Readings will be assigned in class.

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Loyola Schools

Generic Course Syllabus for 2nd Semester, School Year 2012-2013

Department	Leadership & Strategy	School	JG SOM
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Course No.	LS 173
Course Title	Strategic Issues in Doing Business in Japan
No. of Units	3

Course Description:

A study of the Japanese business environment. An analysis of the various aspects of Japanese corporations – organization; production and quality control; marketing; information technology; finance; and human resource management.

Course Objective/s:

By the end of the course, the student is expected to have developed an understanding and appreciation of the various practices and methods which are particular to Japanese corporations and their overseas subsidiaries. By participating in the various exercises in the course, the student should be able to assess each aspect of Japanese business and determine whether the same principles can be applied to business in a different culture.

Course Outline:

- I. The Japanese Business Environment
- II. The Japanese Corporate Organization and Culture
- III. Production and Quality Control
- IV. Japanese Marketing
- V. Human Resource Management

References (optional):

- Narciso, Rodolfo R. (2003). *Strategic Issues in Doing Business in Japan – A Practical Approach to Understanding Japanese Business Management Methods*. Unpublished, 285 pp.

Suggested Readings:

- Abo, Tetsuo [editor] in association with The Japanese Multinational Enterprise Group (2007). *Japanese Hybrid Factories – A Comparison of Global Production Strategies*. New York: Palgrave Macmillan. pp. 1-35, 235-245.
- Abegglen, James C. (2006). *21st Century Japanese Management – New Systems, Lasting Values*. 194 pp.
- Fujimoto, Takahiro (2007). *Competing to Be Really, Really Good – The Behind-the-Scenes Drama of Capability-Building Competition in the Automobile Industry*. Tokyo: International House of Japan. 156 pp.
- Haghirian, Parissa, ed. (2010). *Innovation and Change in Japanese Management*. Hampshire: Palgrave Macmillan. 247 pp.

- Hasegawa, Yozo (2010). *Rediscovering Japanese Business Leadership – 15 Managers and the Companies They’re Leading to New Growth*. Singapore: John Wiley & Sons (Asia) Pte. Lrd. 217 pp.
- Kurihara, Tomoko (2009). *Japanese Corporate Transition in Time and Space*. New York: Palgrave Macmillan. 283 pp.
- Monden Institute of Management (2007). *Japanese Management Accounting Today*. Singapore: World Scientific Publishing Co. Pte. Ltd. 283 pp.
- Nottage, Luke, LeonWolff, and Kent Anderson [editors] (2008). *Corporate Governance in the 21st Century – Japan’s Gradual Transformation – Corporations, Globalisation and the Law*. Glos: Edward Elgar Publishing Limited. 288 pp.
- Porter, Michael E., Hiroataka Takeuchi, and Mariko Sakakibara (2000). *Can Japan Compete?* Hampshire and London: Macmillan Press Ltd. 208 pp.
- Sedgwick, Mitchell W. (2007). *Globalisation and Japanese Organisational Culture*. Oxon: Routledge. 223 pp.
- Vogel, Steven K. (2006). *Japan Remodeled – How Government and Industry Are Reforming Japanese Capitalism*. New York: Cornell University Press. 254 pp.
- Yūji, Genda (2005). *A Nagging Sense of Job Insecurity – The New Reality Facing Japanese Youth*. Tokyo: International House of Japan, Inc. 203 pp.

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Generic Course Syllabus for 2nd Semester, School Year 2012-2013

Department	Leadership & Strategy	School	JG SOM
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Course No.	LS 174
Course Title	Doing Business in the Asian Context
No. of Units	3

Course Description:

An introduction to current trade practices, relevant rules, business environments as well as the opportunities and problems related to doing business in Asian countries. Topics include government regulations, business registration, market research, product sourcing, negotiation practices, financing, human resource practices, and common business strategies of firms in selected Asian countries.

References (optional):

- Hofstede, Geert. (2007). Asia Management in the 21st Century. *Asia Pacific Journal of Management*, 4, 411-420.
- Jin-Chang Sea. (Ed.). 2006. *Business Groups in East Asia: Financial Crisis, Restructuring, and New Growth*. England and New York: Oxford University Press.
- Meyer, Klaus. (2006). Asian Management Research Needs More Self Confidence. *Asia Pacific Journal of Management*, 23, 119-137.
- Meyer, Klaus. (2007). *Asian Contexts and the Search for General Theory in Management Research: A Rejoinder*. *Asia Pacific Journal of Management*, 2, 524-534.
- Morrison, Terri and Wayne A. Conaway. (2006) *Kiss, Bow, or Shake Hands (The Bestselling Guide to Doing Business in More than 60 Countries)*. Avon, Massachusetts: Adams Media.
- Peng, Mike W., Denis Y. L. Wang and Yi Jiang. (2008). An institution-based view of international business strategy: a focus on emerging economies. *Journal of International Business Studies*. 39, 920–936.
- Peng, Mike W. and Andrew Delios. (2006). What determines the scope of the firm over time and around the world? An Asia-Pacific perspective. *Asia Pacific Journal of Management*, 23, 385-405.
- Rao, C.P. (Ed.). 2006. *Marketing And Multicultural Diversity*. Hampshire, England and Burlington, USA: Ashgate Publishing Company.
- Zhu, Ying, Malcolm Warner, & Chris Rowley. (2007). Human resource management with ‘Asian’ characteristics: a hybrid people-management system in East Asia. *The International Journal of Human Resource Management*, 18, 745-768.