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):
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):


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):


Thompson and Strickland. Strategic Management: Concepts and Cases (13th Ed.)
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:
Supplementary Textbooks/Readings:
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):

Supplementary Textbooks/Readings:
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 )


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 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
ATENEO DE MANILA UNIVERSITY
Loyola Schools
Generic Course Syllabus for 2nd Semester, School Year 2012-2013

| Department | Leadership & Strategy | School | JG SOM |
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
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

ATENEO DE MANILA UNIVERSITY
Loyola Schools
Generic Course Syllabus for 2nd Semester, School Year 2012-2013

<table>
<thead>
<tr>
<th>Department</th>
<th>Leadership &amp; Strategy</th>
<th>School</th>
<th>JG SOM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course No.</td>
<td>LS 137</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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 practitioner
- 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):


---

**ATENEO DE MANILA UNIVERSITY**

Loyola Schools

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

<table>
<thead>
<tr>
<th>Department</th>
<th>Leadership &amp; Strategy</th>
<th>School</th>
<th>JG SOM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course No.</td>
<td>LS 138</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course Title</td>
<td>Creative Problem Solving &amp; Decision Making</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
No. of Units 3

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.
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):
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
• Country studies
• Corporate profiles
• Business cases
• Developing competencies. Cross-cultural savvy. Integrity and ethical ambiguities. Laws on Business and Travel

References (optional):
• 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
ATENEO DE MANILA UNIVERSITY  
Loyola Schools  
Generic Course Syllabus for 2nd Semester, School Year 2012-2013

<table>
<thead>
<tr>
<th>Department</th>
<th>Leadership &amp; Strategy</th>
<th>School</th>
<th>JG SOM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course No.</td>
<td>LS 145</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course Title</td>
<td>Managing Business Innovation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of Units</td>
<td>3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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:

2. The Innovation Imperative

3. Innovation in the Philippine Setting

4. Innovation Defined

5. How to Innovate: People and Systems

6. Ideation: Breakthrough Thinking and Creativity
• Johansson, F. (2005), The Medici Effect (pp.11-33), USA: Harvard Business School Press.

7. New product/service development
ATENEO DE MANILA UNIVERSITY
Loyola Schools
Generic Course Syllabus for 2nd Semester, School Year 2012-2013

<table>
<thead>
<tr>
<th>Department</th>
<th>Leadership &amp; Strategy</th>
<th>School</th>
<th>JG SOM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course No.</td>
<td>LS 153</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course Title</td>
<td>Strategic Management for Development II</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of Units</td>
<td>3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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 plans 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):

Supplementary Textbooks/Readings:
7. Social Enterprise Development, community businesses at work, Philippines-Australia Community Assistance Program, 2009

<table>
<thead>
<tr>
<th>Department</th>
<th>Leadership &amp; Strategy</th>
<th>School</th>
<th>JG SOM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course No.</td>
<td>LS 170</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course Title</td>
<td>Strategies in the Global Business Environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of Units</td>
<td>3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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


C. **Suggested Readings**


---

**ATENEO DE MANILA UNIVERSITY**
Loyola Schools
Generic Course Syllabus for 2nd Semester, School Year 2012-2013

<table>
<thead>
<tr>
<th>Department</th>
<th>Leadership &amp; Strategy</th>
<th>School</th>
<th>JG SOM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course No.</td>
<td>LS 172</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course Title</td>
<td>Strategic Issues in Doing Business in China</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of Units</td>
<td>3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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
         2. Shantou
            a. *Shantou... South China’s Diamond in the Rough. A Report by the USDA Foreign Agricultural Service, 20 August 2009.*
3. Shanghai

4. Tianjin

   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

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
Departments | Leadership & Strategy | School | JG SOM
--- | --- | --- | ---
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):


Suggested Readings:

ATENEO DE MANILA UNIVERSITY
Loyola Schools
Generic Course Syllabus for 2nd Semester, School Year 2012-2013

<table>
<thead>
<tr>
<th>Department</th>
<th>Leadership &amp; Strategy</th>
<th>School</th>
<th>JG SOM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course No.</td>
<td>LS 174</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course Title</td>
<td>Doing Business in the Asian Context</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of Units</td>
<td>3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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):


