Doing Business in China

CEIBS | Executive Education

China Europe International Business School

2012
For expatriate business people, the Chinese market presents both opportunities and challenges. China’s strong economic growth over the past three decades indicates that many companies have succeeded in China, and indeed international firms typically view an involvement in this country as critical to their worldwide business. Nonetheless, operating a business in China can be difficult. Expatriate business executives need special knowledge and skills, as well as the flexibility to adapt to a different and complex business environment.

To address these needs, CEIBS presents the Doing Business in China Programme. This intensive programme is designed to enable expatriate executives to be as effective as possible in the Chinese business environment. Both executives who are already working in China and those not yet stationed here will be introduced to the “ecology” of this environment through in-depth sessions on China-specific topics taught by prominent experts.

**Objective**

The objective is to provide expatriate business people in China with the knowledge and skills needed to adapt to a difficult and uncertain environment. This programme is characterised by its practical, hands-on approach. All aspects of the programme, such as business environment analysis, strategic marketing, people management and cross-cultural issues, are designed to promote the performance of the participants’ companies in China.

**Who Should Attend**

The programme is recommended not only for executives who are taking on new China responsibilities, but also for those who have been located in China, for up to approximately 18 months. The participants’ positions include president, country head, functional director, general manager, chief representative and business developer, etc. Proficiency in English is a necessity.
Programme Benefits

This programme will provide participants with:
- Fast track adaptation to the unique Chinese business and cultural environment
- In-depth appreciation of the day-to-day challenges of running a business in China
- The ability to identify the potential pitfalls of cross-cultural misunderstandings
- Greater understanding of how to manage a Chinese workforce
- Vital, up-to-date insights into marketing and macro-economic issues in China and the knowledge to refine their company’s China development strategies
- Techniques to be effective in negotiating with Chinese counterparts
- Opportunities to share experiences and build strong connections with other senior expatriates

Programme Coverage

- Introduction to the Chinese world
- China’s political and economic environment
- Meeting the China challenge: Chinese culture and its managerial implications
- Human resources challenges in China
- Effective expatriate leadership in China
- Effectively negotiating with Chinese Counterparts
- Market development and marketing in China

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Overall, it is a very engaging lecture on a complex subject. The contents on culture difference are most helpful and I also benefit a lot from discussion around other participants. The professors are competent, passionate and knowledgeable, who not only delivered engaging and interesting lectures but also have good ability to pick up discussion in class.

Lars Bengtsson
Vice President and Cluster Leader Sales Management
Tetra Pak China

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Programme Schedule

Day 1 Setting the Stage
morning • Introduction to the Chinese world
  - Current dynamics shaping China’s context
afternoon • China’s political and economic environment
  • Current economic issues in China
  • Welcome cocktail

Day 2 Working Effectively with Chinese
morning • Reflection
  • Communication across culture
afternoon • Meeting the China challenge: Chinese culture and its managerial implications
  • Meeting the China challenge II: using intercultural tools to enhance effectiveness

Day 3 Negotiating Effectively with Chinese Counterparts
morning • Reflection
  • Changing values and Chinese negotiation behaviour
  • Chinese negotiators’ mindset
  • differentiated profiles of negotiators
  • Chinese strategies and tactics
  • Chinese perceptions of Western negotiators
afternoon • Dealing with difficult counterparts: case study
  • Unethical practices
  • Effective negotiation
  • The role of stereotypes
  • Key points for personal effectiveness
Evening • Closing Banquet

Day 4 Marketing Effectively in China
morning • Reflection
  • Market development and marketing in China
afternoon • Market development and marketing in China (continue)
  • Management of distribution channels in China
Case Studies
An important component of the programme is the examination of a number of actual case studies highlighting issues that expatriate managers can expect to face in China.

Faculty
The professors are world leaders in their China-focused specialism. They are either Chinese or have had many years’ experience of working, consulting and teaching in China.

As a China business consultant as well as the author and director of a pioneering programme on Sino-Russian intercultural communication management at Lomonosov Moscow State University, Russia. I attended CEIBS’s programme in order to learn how I can improve both consulting services of my company and the effectiveness of the educational programme I designed. It was hard to believe that such a short experience could really make a huge difference, and the CEIBS’s programme far exceeded my expectations. In the classroom I was amazed to see a group of very successful, highly experienced senior executives failing to provide a workable solution just because their perfect problem solving tools were not suitable for Chinese environment, and then, after only 4 days of CEIBS transformative programme, just the same people were doing so well, that I could hardly find any piece of advice that they would need to improve their cultural intelligence in spite of my 5 years of China-focused consulting experience and a decade of China studies. If I had been asked to use only two words to describe the effect of CEIBS’s Doing Business in China programme, those words would be: Real Magic.

Fedor Ovchinnikov
Owner, Advisor to General Manager
Center for Intercultural Communication L.L.C.

Educational Background:
Ph.D. and M.B.A., IESE, Universidad de Navarra, Spain
Diploma in Economics, The Economic Institute, University of Colorado, Spain

Teaching/Research Interests:
Professor Fernandez’s teaching areas include managing in China, organisational behaviour, organisation theory and design, strategy business simulations, team work, and leadership. He served as the Director of the Diploma in Management Programme at CEIBS from 2000 to 2002 and Director of the Center of Entrepreneurship from 2002 to 2005. He was Visiting Scholar at Harvard Business School (USA) in the spring of year 2003 and at the University of Lancaster (UK) in 2006. Before joining CEIBS, he was professor at the School of International Business (ESCI) in Barcelona, Spain. He has taught at Korea Development Institute (Korea), Asian Pacific University (Japan), IESE (Spain), John Cabot University (Italy), EADA (Spain), and The Mongolian Technical University (Mongolia). From 1997 to 1999 he was a member of the Management Development Programme at the Food and Agricultural Organisation (FAO) of the United Nations. His current research interests include managing multinationals in China: CEO’s experience, Chinese state enterprises: adaptation to the market economy, foreign entrepreneurs in China, human resource management of MNCs in China.

Academic Achievements:
Professor Fernandez’s work has been published in Harvard Business Review (Spain), Business Week/China, Organisational Dynamics, Business Strategy Review, Asian Case Research Journal, and the Barcelona Management Review. He has contributed to the following books: Employment and Manager’s Career and State-Owned Enterprise Reform: Chinese Practice & Spanish Experience. He is the author and co-author of a number of teaching cases. He has written three books: China CEO: Voices of Experience, China SOEs Reform: CEO and Industry Perspective, and China CEO: A Field Guide. A fourth book in preparation is based on HR practices of MNCs in China.

Corporate Experience:
Professor Fernandez served as the CFO and member of the board of directors of Anfi del Mar S.A., Norway, advisor to the Ministry of Commerce of the Government of the Canary Islands, and Financial Analyst for the Industrial Spanish Bank, Spain. He was also the Assistant to the Commercial Attaché of the Spanish Embassy in Venezuela.
Educational Background:
Ph.D. in Economics, College of Business Administration, University of Florida, USA
M.Sc. in Information Sciences, Institute of Scientific & Technical Information of Shanghai, China

Teaching/Research Interests:
Professor Wang joined CEIBS in February 1998 as Director of the MBA Programme. He is currently Professor of Economics and Associate Dean at CEIBS. Before studying in the USA, he was a lecturer at Shanghai University. Professor Wang’s research is focused on Chinese economic reform and development, international technology diffusion, management education and price discrimination. Professor Wang is member of Decision Sciences Institute and served as Local Chair for the 7th International Meeting of the Decision Sciences Institute in July 2003. He was a country expert for the project “China and the World: Scenarios to 2025” of the World Economic Forum and attended the Annual Meeting of the World Economic Forum in Davos in January 2006.

Academic Achievements:

Teaching/Research Interests:
Mr. Gosset has studied political science at the Sorbonne University in Paris, Russian in the Institute des Langues et Civilizations Orientales, and Chinese in Taipei. He was a visiting scholar at Johns Hopkins University, School of Advanced International Studies in Washington D.C. His academic research covers not only the China/Europe relationship, but also the concept of Eurasia and its articulation with the world system. Following his residency in Washington D.C., he developed the idea of a possible constructive triangulation between the EU, the US and China which received much attention in the three poles. He has lectured at Ecole Nationale d’Administration (ENA – the French National School of Public Administration), various European and American Institutions, and Multinational Corporations (some being at the top of the Fortune 500).

Academic Achievements:
Mr. Gosset is author of numerous articles and papers on China and Europe published in French, Spanish, American and Chinese reviews.

Corporate Experience:
Mr. Gosset is currently Director of Academia Sinica Europea, CEIBS, an Intellectual Interface between Europe and China. He is the Founder of the Euro-China Forum which takes place every year in a different Europe country with the objective of creating conditions for mutual understanding between the two edges of the Eurasian continent. He was awarded the “Cross of the Civil Order” by the King of Spain Juan Carlos I for his work as the Director of Academia Sinica Europea.
Educational Background:
Ph.D., 1988 Economics University of Minnesota, USA
M.A., 1982 Economics Rutgers University, USA
B.A., 1978 Economics National Taiwan University, Taiwan

Teaching/Research Interests:
Professor Chiang Jeongwen is Professor of Marketing at CEIBS since January 2010, where he is also Chair of the Department of Marketing. He previously taught at Cheung Kong Graduate School of Business and the National University of Singapore as Professor of Marketing. Professor Chiang’s previous academic experiences include University of Rochester, Washington University in Saint Louis and Hong Kong University of Science and Technology.

Academic Achievements:
Professor Chiang received his B.A. at National Taiwan University; M.A. at Rutgers University and Ph.D. at University of Minnesota, all in Economics. His research areas cover competitive analysis, consumer choice, new product development, market forecasting, and consumer satisfaction. Professor Chiang’s research has been published in journals including Marketing Science, Management Science, and Strategy Management Journal. He served as the regional editor-in-chief of International Journal of Research in Marketing and International Journal of Marketing Education, and on the editorial board of Journal of Marketing Science.

Corporate Experience:
Professor Chiang often teaches executive programs for companies such as China Telecom, Hainan Airline, and China Mobile and consults for multinational companies including Xerox, Merck Sharp & Dohme, and HSBC (Hong Kong).

Educational Background:
Ph.D. in Sociology, the Sorbonne University, France

Teaching/Research Interests:
Professor Faure is Professor of Sociology at the Sorbonne University, Paris, where he teaches International Negotiation, Conflict Resolution, and Strategic Thinking and Action. His major research interests are in business and diplomatic negotiations, especially with China, focusing on strategies and cultural issues. He also is concerned with developing interdisciplinary approaches in such domains as terrorism, and engages in consulting and training activities with enterprises, multinational companies, governments and international organisations. Among them: UNESCO, The European Union, The World Trade Organisation. He is referenced in the Diplomat’s Dictionary published by the United States Peace Press, Washington, 1997. He is also quoted as one of the “2000 outstanding Scholars of the 21st Century” by the International Biographical Centre, Cambridge, U.K. He has lectured in a number of renowned universities and institutions such as Harvard Law School, New York University and Johns Hopkins University etc.

Academic Achievements:
Professor Faure is a member of the editorial board of the three major international journals dealing with negotiation theory and practice: International Negotiation, Negotiation Journal, and Group Decision and Negotiation. Professor Faure has authored, co-authored and edited 15 books and over 80 articles. Among his most recent publications are How People Negotiate, Escalation and Negotiation with William Zartman, and La négociation décloisonnée. Together with the late Jeffrey Z. Rubin, he published Culture and Negotiation. His works have been published in twelve different languages. Two of his books have been published in Chinese.

Corporate Experience:
Among the major companies Professor Faure worked with in China or on Chinese issues are: Générale des Eaux, Framatome, Thomson-CSF, Spotimage, Alcatel, Dassault, Lafarge, GEC-Alsthom, SNECMA, Air Liquide, Cegedel, Carrefour, Chargeurs, Camaieu, L’Oréal, Chanel, Schlumberger, Schneider Electric, Thalès, Bongrain, Auchan, Nestlé, ICI, General Electric, Bayer, Philips, AT&T, Siemens, Henkel, General Motors, Lucent Technologies, Gillette, TCL, CNOOC-Shell.
Dates / Language / Venue

- April 18-21, 2012 / English / Shanghai Spring Class (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai)
- November 7-10, 2012 / English / Shanghai Autumn Class (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai)

Admissions Procedures

Applicants can apply for the programme in either form:

- Online application: Please visit the CEIBS Executive Education website http://exed.ceibs.edu, select the programme you want to take, and click "Apply Now" to apply for the programme; or
- Please call the CEIBS Customer Service Team for a printed Application Form, then fill in the form and send it to the CEIBS Customer Service Team by fax or mail.

Applications are requested 20 days before the programme start date. Applications are reviewed as they arrive and admissions are subject to the final confirmation of CEIBS. Any applications received after that date will be considered on a space-available basis. For more information, please contact our customer service team in Shanghai, Beijing or Shenzhen.

Fee

The cost of the programme for each class is RMB 43,800, which includes tuition, case licensing fees, meals, stationery, and other course materials. The full fee must be paid no later than 15 days before the start of the programme. Applications made within 15 days of the start of a programme require immediate payment.

Cancellations

Any cancellation made 15 days or more prior to the programme start date is eligible for a full refund of programme fees paid. However, the expenses arising therefrom shall be for the account of the applicant or his/her employer. Any cancellation made less than 15 days prior to the programme start date shall be subject to a fee of 20 percent of total programme fees. After the programme starts, no fees shall be refunded for participants who withdraw from the programme for any reason.

* CEIBS reserves the right to amend information on this programme including price, date, location, faculty, daily schedule and other details.
For more information about any CEIBS Executive Education programme, please tick it.

<table>
<thead>
<tr>
<th>Multinational Management</th>
<th>Corporate Governance</th>
<th>Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global CEO Programme: A Transformational Journey</td>
<td>CEIBS-Wharton Joint Programme: Corporate Governance and Board of Directors</td>
<td>Positive Emotional Intelligence: Leading from Your Strengths</td>
</tr>
<tr>
<td>Doing Business in China</td>
<td></td>
<td>High Performance and Sustainable Leadership</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Advanced Management</th>
<th>General Management</th>
<th>Negotiation &amp; Decision-making</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEIBS-Harvard Business School-IESE Business School Joint Global CEO Programme for China (Modular)</td>
<td>Diploma in Management Programme (Modular)</td>
<td>Strategic Negotiation Programme</td>
</tr>
<tr>
<td>Leadership for CEOs in China: A Journey to Leadership at Peak (Modular)</td>
<td>Management Development Programme (Modular)</td>
<td>Management of Negotiation and Decision-making</td>
</tr>
<tr>
<td>Advanced Management Programme (Modular)</td>
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<td>Business Growth: Exploration, Action and Reflection (Modular)</td>
<td>Innovation Management: Making Innovation Work</td>
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<td>Advanced Management Programme (Modular)</td>
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<td>CFO Programme (Modular)</td>
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<tr>
<td>CEIBS-Harvard Business School-Tsinghua SEM Joint Senior Executive Programme (Modular)</td>
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<td>Leadership Development Programme for Hospital Executives (Modular)</td>
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<tr>
<th>Innovation</th>
<th>Organisation &amp; Management</th>
<th>Operations Management</th>
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<tbody>
<tr>
<td>Management of Innovation and New Product Development</td>
<td>Managerial Psychology in Practice</td>
<td>Delivering Service Excellence</td>
</tr>
<tr>
<td>Innovation Management: Making Innovation Work</td>
<td>Talent Management Programme</td>
<td>Supply Chain Management</td>
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<td>Project Management</td>
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<tr>
<th>Strategy</th>
<th>Finance</th>
<th>Marketing &amp; Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrating and Managing Acquisitions</td>
<td>Private Equity Management Programme</td>
<td>Digital Marketing</td>
</tr>
<tr>
<td>Game Theory in Practice: How to Compete and Cooperate More Effectively?</td>
<td>Managing Strategic Investment Decisions</td>
<td></td>
</tr>
<tr>
<td>Building Organisational Capability for Strategic Implementation</td>
<td>Finance for Non-financial Executives</td>
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<tr>
<td>Strategy Execution</td>
<td>Financial Statements Interpretation for Decision-makers</td>
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Address ........................................................................................................................................

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