

MOUNT ST. MARY'S COLLEGE
BUSINESS ADMINISTRATION DEPARTMENT

BUSINESS SEMINAR
American and Chinese Management: A Comparison
BUS 183

T, Th 2:20—3:50 Room: _____

Dr. DAVID LEESE
FALL 2013
Office: H211, Ph. 310/954-4154
Office hours: M, W 2:00—3:00; 6:10—6:30
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GOALS:

- (1) To study a representative selection of contemporary management theories which anticipate the problems of and opportunities for the future.
- (2) To learn how to use current business theories to adapt to a future of rapid change and uncertainty.
- (3) To assess recent world economic, political and social trends to determine future challenges and opportunities in business.
- (4) To familiarize ourselves with recent global trends in business, education, government, science, and religion.

TEXTS:

1. Leadership and the One-Minute Manager, Kenneth Blanchard; Morrow, 1990. 0488-10972-1.
2. Leadership without Easy Answers, Ronald Heifetz; Harvard, 1995. 0-674-51858-6.
3. 13 Fatal Errors Managers Make, W. Steven Brown; Berkeley Books, 1985. 0425-9644-0.
4. As China Goes, So Goes the World, Farrar, Straus and Giroux, ISBN: 978-0-8090-3429-1.
5. China's Management Revolution, Charles-Edouard Boruee, ISBN: 978-0-230-28545-3.
6. China in the 21st Century, Jeffery Wasserstrom, ISBN: 978-0-19-539412-2.

ASSIGNMENTS:

- August 27 Introduction: Four elements of the seminar
1. Adaptive Leadership Model, for leading teams to difficult or unknown solutions.
 2. Contingency Leadership Model, for leading people with various levels of confidence and abilities through changing environments.
 3. Principle-Centered Leadership Model, for instilling ethics into a meaningful work relationship.
 4. Futurist's Models, for anticipating future opportunities and new directions in business.
- Reading: Covey, Principle-Centered Leadership, p.48-56 (handout in class)
Brown, 13 Fatal Errors Managers Make, p xii-50.
- Class Discussion: Introduction of the "Personal Journal" project suggested by Covey, p.48-56. Discussion of leadership strategies for the new team leadership approach: 13 Fatal Errors Managers Make, chapters 1-3: personal accountability, personnel development, value leadership.

- August 29 **Outline #1**
Reading: Brown, p.50-128, chapters 4-9.
Role-playing Assignment: With a partner, present a sketch and outline that illustrates incorrect and correct management attitudes. Each team will illustrate one or two chapters, as assigned.
Writing: With a partner, create an outline for your assigned chapters in 13 Fatal Errors. Prepare a six-item quiz for your chapters and be prepared to teach your chapters to the class.
- DUE AUGUST 29 at 2:20 p.m. - OUTLINE #1: Brown's Fatal Errors.*** *All outlines and reports receive a two-letter grade penalty if received late or if the participants are not ready and available to present their reports.
- September 3 **Outline #2**
Reading: Brown, p 128-198, Heifetz, Leadership Without Easy Answers, p.13-68. Begin on "three" resolutions approach to self-discipline. Begin a bi-weekly journal and report weekly to a partner.
Writing: Create a text outline with a partner to prepare for the in-class assignment, applying Heifetz's concept to Apollo 13.
- DUE SEPTEMBER 10 at 2:20 p.m. - OUTLINE #2: Heifetz Outlines*** should be clear, grammatically correct, should summarize all main points and provide detailed examples - about 8 pages. *See outline and report policy above.
- September 10 Reading: Heifetz, p.67-149, 250-276.
Report: Continue presentation of Heifetz chapters.
- September 17 Reading: Review Heifetz's reading, study outline for in-class viewing of Apollo 13.
- September 24 Writing: ***DUE SEPTEMBER 24, AT 2:20 P.M.-- EXAM #1***
Watch Apollo 13 on September 17. Use your team outline as a guide for your personal essay, applying Heifetz's "adaptive work" concepts to the shuttle project.
One letter grade penalty for each day late. Proofread for grammar, spelling, organization and thoroughness.
Reading: Blanchard, Leadership and the One-Minute Manager, p.5-106
In-Class: See video, Leadership and the One-minute Manager.
Discuss contingency leadership model. Define Blanchard's concepts of "maturity," "confidence," and "participation".
- October 1 Reading: Review Blanchard's, prepare for Exam #2 on contingency leadership.

October 8 **Prepare for exam** on Blanchard's text. View movie and apply Blanchard's concepts to discuss how contingency leadership applies to organization at different levels of worker "maturity".

October 15 ***DUE OCTOBER 15 AT 2:20 P.M.-- EXAM #2 FIVE-PAGES*** Two-letter grade penalty for late papers.

October 22 **Outline #3**

Reading: China in the 21st Century: What Everyone Needs to Know, p. 1-135. The Class will be divided into six teams of two. Each team will present a summary of her assigned readings, including a 15-minute oral presentation, an outline and a four-item quiz.

Teams:

1. Schools of Thought, p. 1-18
2. Imperial China, p. 19-35
3. Revolutions and Revolutionaries, p. 36-66
4. From Mao to Now, p. 69-102
5. US-China Misunderstandings, p. 103-115
6. The Future, p. 116-136

DUE OCTOBER 22 AT 2:20 P.M. - OUTLINE #3 Two-letter grade penalty for late outlines.

October 29 Continue with China and the 22st Century reports.

November 5 **Outline #4**

Reading: China's Management Revolution, p. 1-196

Teams:

1. Chapter 1: Road from Isolation
2. Chapter 2: 2008, The Turning Point
3. Origins of Chinese Management
4. Spirit
5. Land
6. Energy
7. Chinese Management
8. Strangers in a Strange Land
9. Two Roads Ahead

DUE NOVEMBER 5 AT 2:20 P.M. – OUTLINE #4 Each team of two will make an oral report and present an outline and prepare a four-item quiz.

November 12 Continue reports on China's Management Revolution.

November 19 **Outline #5**

Reading: As Chine Goes, So Goes the World

November 19 *Continued*

Teams:

1. No Going Back
2. Who Gets What
3. Made in Taiwan
4. Standing in Abundance
5. Branding Consumer Consciousness
6. Living in a World of Fakes
7. Extreme Markets
8. Environmental Implications

DUE NOVEMBER 19 AT 2:30 P.M. – OUTLINE #5 Same 2-letter grade penalty applies.

November 26 Continue reports

December 3 Compare opening ceremonies of the Chinese Olympics and British Olympics.
See Riding Alone for Thousands of Miles.

EVALUATION:

Outline #1	5%
Outline #2	5%
Exam#1	30%
Exam #2	30%
Outline #3	5%
Outline #4	5%
Outline #5	5%
Participation*	<u>15%</u>
TOTAL	100%

*Note: Participation requires active discussion beyond mere attendance. Failure to provide proof of participation during at least 25 class sessions will automatically lead to failure in the class.