

**THE FISHER GRADUATE SCHOOL OF INTERNATIONAL BUSINESS  
MONTEREY INSTITUTE OF INTERNATIONAL STUDIES**

**Master of Business Administration Program  
Spring Semester 1999  
Revised 3/8/99**

**Course:** IM 668 Doing Business in Southeast Asia

**Instructor:** Dr. Luis Ma. R. Calingo

**Credits:** Three (3)

**Class Schedule:** Mondays & Wednesdays, 4:00-5:30 p.m.

**Office Location:** McCone 306

**Office Hours:** Mondays & Wednesdays, 12:30-1:30 p.m.  
Other days and times by appointment

**Contact:** (831) 647-4147, Fax (831) 647-6506  
E-Mail *lcalingo@miis.edu*, *luisc@csufresno.edu*

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**1. Course Description**

Southeast Asia, a region of remarkable diversity, consists of ten nations with different histories, cultural traditions, resource bases, and political economic systems.\* This course seeks to equip participants with an understanding of the social, economic, and political environment of doing business in the fast-growing Southeast Asian region. Through the discussion of readings and case studies, the course will examine corporate conduct and public policy issues pertaining to foreign direct investment, economic liberalization, and regional economic integration in Southeast Asia. An investigation of experiences of companies operating in selected Southeast Asian countries will enable the participants to understand the Southeast Asian business logic and to identify the critical success factors for doing business in those countries. The course will study the various institutional arrangements aimed at the economic integration of the Southeast Asian region. The course shall be integrative in approach, combining the bodies of knowledge of political economy and cross-cultural management with the analytical tools of business strategy making.

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\*The Southeast Asian region consists of Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar (Burma), the Philippines, Singapore, Thailand, and Viet Nam.

## 2. Course Objectives

By the end of this course, you will be able to:

- Participate actively in an intellectual discussion of Southeast Asian affairs, particularly conducting business in Southeast Asia.
- Appreciate more fully the unique problems faced by U.S. businesses operating in Southeast Asia.
- Acquire a tool kit of information sources pertaining to doing business in Southeast Asia.

## 3. Resources

### 3.1 Required Textbooks

Calingo, Luis Ma. R. *Strategic Management in the Asian Context: A Casebook of Business Policy and Strategy*. Singapore and New York: John Wiley & Sons, 1997. [Hereafter referred to as "LC."]

Institute of Southeast Asian Studies. *Southeast Asian Affairs 1998*. Singapore: Institute of Southeast Asian Studies, 1998. [Hereafter referred to as "ISEAS."]

### 3.2 Country Guides on MIIS Library Reserve

Cooper, Robert, and Nanthapa Cooper. *Thailand: Culture Shock--A Guide to Customs and Etiquette*. rev. ed. Singapore: Times Books International, 1996.

Craig, JoAnn Meriwether. *Singapore: Culture Shock--A Guide to Customs and Etiquette*. Singapore: Times Books International, 1993.

Davidson, Paul J., and Franca Ciambella. *Investment in Southeast Asia: Policy and Laws*. Singapore: Butterworth-Heinemann Asia, 1997.

Draine, Cathie, and Barbara Hall. *Indonesia: Culture Shock--A Guide to Customs and Etiquette*. Singapore: Times Books International, 1991.

Dunung, Sanjyot. *Doing Business in Asia: The Complete Guide*. New York: Lexington Books, 1995.

Ellis, Claire. *Vietnam: Culture Shock--A Guide to Customs and Etiquette*. Singapore: Times Books International, 1995.

Islam, Inayatul, and Anis Chowdhury. *Asia-Pacific Economies: A Survey*. London and New York: Routledge, 1997.

Mansfield, Stephen. *Laos: Culture Shock--A Guide to Customs and Etiquette*. Singapore: Times Books International, 1997.

Munan, Heidi. *Malaysia: Culture Shock--A Guide to Customs and Etiquette*. rev. ed. Singapore: Times Books International, 1994.

Munan, Heidi, and Heidi Munn. *Borneo: Culture Shock--A Guide to Customs and Etiquette*. rev. ed. Singapore: Times Books International, 1991.

Roces, Alfredo, and Grace Roces. *Philippines: Culture Shock--A Guide to Customs and Etiquette*. rev. ed. Singapore: Times Books International, 1994.

Saw Myat Yin. *Myanmar: Culture Shock--A Guide to Customs and Etiquette*. rev. ed. Singapore: Times Books International, 1996.

Tan Teck Meng, Low Aik Meng, John J. Williams, and Luis Ma. R. Calingo, eds. *Business Opportunities in the Philippines*. Singapore: Prentice-Hall, 1996.

Tan Teck Meng, Low Aik Meng, John J. Williams, A. Lee Gilbert, and Luu Trankiem, eds. *Business Opportunities in Vietnam*. Singapore: Prentice-Hall, 1997.

Tan Teck Meng, Low Aik Meng, John J. Williams, and Ivan P. Polunin, eds. *Business Opportunities in Myanmar*. Singapore: Prentice-Hall, 1997.

Tan Teck Meng, Low Aik Meng, Chew Soon Beng, John J. Williams, and Tan Khee Giap, eds. *Business Opportunities in Penang, Malaysia*. Singapore: Prentice-Hall, 1996.

### 3.3 Other Library References

Asian Development Bank. *Emerging Asia: Changes and Challenges*. Manila: Asian Development Bank, 1997. [HC412.E56 1997]

Asian Development Bank. *Asian Development Outlook: 1997 and 1998*. Hong Kong: Oxford University Press for the Asian Development Bank, 1997. [HC411.A17 1997-98]

Clammer, John. *Values and Development in Southeast Asia*. Petaling Jaya, Malaysia: Pelanduk Publications, 1996. [DS523.2.C57 1996]

Hampden-Turner, Charles, and Fons Trompenaars. *Mastering the Infinite Game: How East Asian Values are Transforming Business Practices*. Oxford: Capstone Publishing, 1997. [HD31.H22975 1997]

James, David L. *The Executive Guide to Asia-Pacific Communications: Doing Business Across the Pacific*. New York: Kodansha International, 1995. [Reference; HF5718.2.A78J36 1995]

Lasserre, Philippe, and Hellmut Schütte. *Strategies for Asia Pacific*. Washington Square, N.Y.: New York University Press, 1995. [HF1452.5.P16L37 1995]

### 3.4 Selected WWW Resources

Australian National University's Asian Studies WWW Virtual Library  
<http://coombs.anu.edu.au/WWWVL-AsianStudies.html>

Ohio University's Internet Resources on Southeast Asia  
<http://www.library.ohiou.edu/LibInfo/depts/SEA/INTRES.HTM>

Asia Internet Directory  
<http://www.asia-inc.com/> [*Click "Directory"*]

Asian Crisis Homepage  
<http://www.stern.nyu.edu/~nroubini/asia/AsiaHomepage.html>

Asian Newspapers  
<http://www.dds.nl/~kidon/media-link/> [*Click "Newspapers" then "Asia"*]

Asia One, Singapore  
<http://www.asia1.com.sg>

BBC World Service's East Asia Today  
<http://www.bbc.co.uk/worldservice/eastasiatoday/>

Asian Business [monthly magazine]  
<http://web3.asia1.com.sg/timesnet/navigatn/text/ab.html>

Asiaweek [weekly magazine]  
<http://pathfinder.com/Asiaweek/>

Far Eastern Economic Review [weekly magazine]  
<http://www.feer.com>

Political & Economic Risk Consultancy, Ltd., Hong Kong [political risk forecasts]  
<http://www.asiarisk.com/>

International Business Resources on the World Wide Web  
<http://ciber.bus.msu.edu/busres.htm>

## 4. Instructional Methodology

The course will be based on the lecture and case methods and, in view of its small class size, will be a participative seminar in design. Hence, it is expected that each student will have read the assigned material and/or case and be prepared to discuss them and answer related questions in class. The assigned reading load is heavy, as the breadth of doing business in the Southeast Asian region necessitates. Your registration in this course is a commitment to do a careful, critical reading of all required materials prior to each class. Discussions and individual contributions are encouraged, expected, and shall count toward your final performance evaluation.

You are requested to keep notes on the strengths and areas for improvement of the class and communicate these to the instructor via the interim course evaluations and the official Course Evaluation Form completed on the last day of class. I am committed to continuous improvement and all comments are most welcome. You should feel free to write, fax, phone, or e-mail during the semester regarding any classroom issues which require immediate attention.

## **5. Performance Evaluation**

Upon successful completion of the course, you will receive three (3) semester hours of graduate credit. Your grade will be based on your performance on the following:

Class Participation (see Note in 6.1 below)	35%
Written Case Analysis (see 6.2)	25%
Group Research Paper (see 6.3)	40%
Optional Final Examination (see 6.4)	

Letter grades shall be based on the following levels of performance:

A:	90-100%	Excellent
B:	80-89%	Good
C:	70-79%	Satisfactory
D:	60-69%	Poor
F:	0-59%	Fail

Grades will be awarded with plus and minus designations when your numerical score is in the very top or bottom end of the grade ranges described above. For example, 80-83% will be a B-, 84-87% will be a B, and 88-89% will be a B+.

## **6. Notes on Course Requirements**

### **6.1 Class Participation (35%)**

#### **6.1.1 Individual Class Participation (10%)**

Each course participant shall be expected to participate fully in class discussions. You will be expected to contribute significantly to in-class analysis and discussion of readings and case studies. Further, in analyzing each case study, you are to confine your analysis to solely the information given in the case material and associated reading assignments; that is, you are not to gather outside information on the subject company.

Ways to effectively contribute include:

- Responding to questions.
- Making observations that link and integrate concepts or discussion.
- Asking perceptive questions or one that lead to revealing discussions.
- Presenting alternative positions, ways of looking at problems (e.g., Devil's advocate).

- Providing extensions, e.g., novel application of a tool or technique.
- Providing insights, e.g., motivation for the use of a tool or technique.
- Providing illustrations, e.g., examples of “real world” applications.
- Providing feedback on the readings.
- Bringing current relevant material to class, e.g., *Business Week*, *Fortune* or *Wall Street Journal* articles.
- Recapitulating and summarizing.

Grades for class participation will be allocated as follows:

- |   |  |
|---|--|
| 0 | Failing on the above ways of contributing to the classroom experience. This includes being absent from case discussions.                         |
| 1 | For only occasional positive contributions to the classroom experience.  |
| 2 | For showing an active interest in class activities and participating in classroom discussions; for fairly making insightful or helpful comments. |
| 3 | Consistently enhancing the quality of class discussion.  |
| 4 | Going above and beyond the call of duty.   |

Your grade on class participation is something you should earn via consistent, daily contribution to class discussion. You should, therefore, make a conscientious effort to attend class discussions of readings and cases and to be sufficiently prepared to contribute to the discussions. Merely coming to class is not sufficient. I will do my best to ensure that each student who is willing to contribute to discussions is able to do so.

### **6.1.2 Report on Assigned Readings (10%)**

Each course participant will be responsible for giving 3-4 10-15-minute informal, oral presentations on assigned readings. Each presentation will summarize the highlights of the assigned reading (i.e., identify its 2-3 key points), provide a critique of the author’s arguments or conclusions (i.e., do you agree/disagree?), and identify the reading’s implications for doing business in Southeast Asia (i.e., the “so what?” question). After this oral report, I will facilitate a general class discussion of the reading.

### **6.1.3 Group Oral Case Presentations (15%)**

You will be divided into groups of 3-4 students. Your group will make two (2) formal oral case presentations. Each oral case presentation will involve a comprehensive analysis in which the group will be expected to identify, evaluate and recommend; it is essential that your group present an in-depth diagnosis and recommend a realistic, workable plan of action. Ideally, the presentation should demonstrate a systematic strategic analysis of the company, appropriately incorporate concepts from the readings and lecture materials, and propose specific, actionable recommendations.

In planning your oral presentation, your group should assume the role of a team of management consultants presenting their findings to the company's Chief Executive Officer (CEO). The rest of the class will assume the role of company executives, prospective investors, market analysts, and reporters. By the end of your presentation,

the company's CEO should: (a) have a clear action agenda, and (b) equally importantly, know precisely what commitments to make to his/her superiors and/or what directives to give during the next management meeting.

The oral presentation itself will take the form of a 30-minute (strictly enforced time limit) presentation to the class of your group's analysis and recommendations. The 30-minute limit is a strictly enforced time limit; the grade assigned to your group presentation will be decreased by one percentage point for every minute in excess of the time limit. I encourage you to use visual aids (slideshow presentation, overhead-projector transparencies, flip-charts, handouts, or some combination of these), your imagination, resourcefulness, and originality to help you in communicating the points you wish to make. A hard copy of presentation slides (MS PowerPoint, 3/page handout format preferred) should be handed to me prior to the presentation. Reading from notes will be frowned upon. Following the presentation will be a question-and-answer period, with questions being posed by your classmates and your instructor. It is important that each member of the group contribute equally not only in the preparation for the presentation, but also in the actual class presentation and the question-and-answer period.

## **6.2 Written Case Analysis (25%)**

You will submit one (1) written case analysis (maximum 3-5 pages; exhibits permitted as extras) representing your class preparation for a case study that will be assigned to you. A written case analysis is a memorandum that recommends action to the case study's decision maker(s). Further specifications of the written case analysis will be provided later during the semester.

The case analysis must be submitted at the beginning of the class meeting to which it pertains. Cases will be assigned during the second week of classes through a random process. I will hold written work to a professional standard of presentation, spelling (U.S. or U.K. spelling acceptable) and English usage. Papers not meeting such a standard are unacceptable, and will be graded downward accordingly. No late papers will be accepted.

## **6.3 Group Research Paper (40%)**

Your group will assume the role of a team of international business consultants hired to formulate the strategy to be followed by a U.S.-based consumer or industrial products company entering a new market in Southeast Asia. Your group will be free to choose which company you will adopt as your client company and also to choose which of the ten (10) Southeast Asian countries you will focus on; provided, however, that only one group may focus on a particular country. The foreign market entry strategy shall, at the minimum, include the following seven (7) components: rationale of choice of country (or geographic region within the country), choice of entry mode, choice of business segments and competitive approach, distribution agreement, sources of market intelligence, negotiating tactics, and do's and don'ts for conducting business in that country. Further specifications of this group project will be provided later during the semester.

Your proposed topics are due on Day 7. The report itself is due on Day 25. Your paper should not exceed thirty (30) typewritten double-spaced pages. Exhibits such as tables, illustrations and appendices are not included in these page limits. **No late papers will be accepted**, except under highly extraordinary circumstances and only with my prior consent.

The breakdown of your grade on the group research project shall be as follows: progress reports (25%), written report (60-65%), and final oral presentation (10-15%). You will also be required to evaluate the performance of your group and that of your groupmates using a Peer Evaluation Form. Both your self- and peer-evaluations will be considered in determining your final grade for this project.

#### 6.4 Optional Final Examination

For students who wish to improve upon their class participation grades, a final examination will be provided which will take the place of the first two components of your class participation grade (6.1.1 and 6.1.2, totaling 20%). Please note that the final exam will be comprehensive and is designed to be at least as difficult as staying current and actively participating each class meeting. The final exam will be written in class, without the aid of notes or books. It will require a grasp of the concepts presented in the course and in-depth case analyses using the tools provided.

### 7. Course Schedule

The following planned semester schedule is tentative and is subject to change as the course progresses.

DAY	LECTURE TOPIC/READINGS	CASE STUDY
1 (1/25)	Orientation and Course Preview READ: (1) Lasserre & Schütte, "The Strategic Importance of Asia Pacific"  (2) Osborne, "What is Southeast Asia?"	
2 (1/27)	Historical and Cultural Overview of Southeast Asia READ: Hampden-Turner & Trompenaars, "A World Turned Upside Down: Doing Business in Asia" FFR*: Hampden-Turner & Trompenaars, Mastering the Infinite Game	

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\*FFR = For Further Reading (optional additional readings for those who need additional information on this topic).

DAY	LECTURE TOPIC/READINGS	CASE STUDY
3.3 (2/1) 4:00-6:00 class	Social, Economic, and Political Environment of Southeast Asia READ: (1) Lim, "The Evolution of Southeast Asian Business Systems" (2) Krugman, "The Myth of Asia's Miracle" (3) Rosenberger, "Southeast Asia's Currency Crisis: A Diagnosis and Prescription"	GROUPS FOR ORAL CASE PRESENTATION AND RESEARCH PROJECT TO BE FORMED TODAY.  ASSIGNMENTS FOR REPORTS ON READINGS, WRITTEN CASE ANALYSIS, AND ORAL CASE PRESENTATIONS TO BE MADE TODAY.
4.7 (2/3) 4:00-6:00 class	Foreign Direct Investment, Privatization, and Economic Liberalization READ: (1) Kwan, "A New Wave of Foreign Direct Investment in Asia"	"The Asia Pacific Airline Industry" [LC, Case 5]  <u>Assignment:</u> Prepare a structural analysis of the Asia Pacific airline industry as of 1994. What are the critical success factors for a potential entrant into this industry?  READ: Porter, "How Competitive Forces Shape Strategy"
6 (2/8) 4:00-6:00 class	Foreign Direct Investment, Privatization, and Economic Liberalization (Cont'd) READ: (1) Habibullah & Smith, "Financial Liberalization and Economic Development: Lessons from ASEAN Countries" (2) Lasserre & Schütte, "Asia as a Market" (3) Chowdhury & Islam, "Explaining East Asian Success: Between the State and the Market"	"Singapore Airlines: Comparative Case Studies of the British and Singaporean National Airlines" [LC, Case 6] <u>Assignment Questions:</u> (1) What are the critical requirements for success in Singapore Airlines's and British Airways's business? What are their capabilities in each of these critical success factors? What are they best at? Worst at? (2) Will SIA's (or BA's) capabilities increase or diminish as they mature or grow? In which areas? (3) Comment on SIA's (or BA's) capacity to respond quickly to moves by others, or to mount an immediate offensive. What is SIA's (or BA's) ability to sustain a protracted warfare, which may put pressure on earnings or cash flow? (4) How does SIA (or BA) measure up in terms of your concept of an "excellent, well managed" company?
2/10	NO CLASS (made up 2/1, 2/3, and 2/8)	
7 (2/15)	The ASEAN-Five: Social, Economic, and Political Characteristics	

DAY	LECTURE TOPIC/READINGS	CASE STUDY
8 (2/17)	Doing Business in Singapore READ: (1) Ganesan, "Entrenching a City-State's Dominant Party System" [ISEAS, 229-43] (2) Tay, "Towards a Singaporean Civil Society" [ISEAS, 244-64] FFR: (1) Davidson & Ciambella, Investment in Southeast Asia: Policy and Laws, Chapter 6 (2) Islam & Chowdhury, Asia-Pacific Economies, Chapter 12	
9 (2/22)	Doing Business in the Philippines READ: (1) Magno, "Between Populism and Reform: Facing the Test of May 1998" [ISEAS, 199-212] (2) San Pablo-Baviera, "Security Challenges of the Philippine Archipelago" [ISEAS, 215-28] FFR: (1) Davidson & Ciambella, Investment in Southeast Asia: Policy and Laws, Chapter 5 (2) Islam & Chowdhury, Asia-Pacific Economies, Chapter 15	
10 (2/24)	FFR: (1) Craig, Culture Shock! Singapore (2) Dunung, Doing Business in Asia: The Complete Guide, Chapter 10	"Noel Gifts International Ltd." [LC, Case 4] <u>Assignment Questions:</u> (1) What is the strategy of the Noel Group? (2) What are Noel's strengths and weaknesses? What environmental opportunities and threats does the company face? (3) Evaluate the long-term viability of franchising as Noel's strategy for its international markets. (4) What strategic options would you recommend for the Wong family?
11 (3/3)	Guest Lecture (No. 1) by Dr. Shi Yuwei, Nanyang Business School (Singapore) Topic: "Shaping the E-Economy in Southeast Asia: Prospects and Challenges"	
12 (3/8)	FFR: (1) Roces & Roces, Culture Shock! Philippines (2) Dunung, Doing Business in Asia: The Complete Guide, Chapter 9	"San Miguel's Expansion into Southeast Asia" [LC, Case 1] <u>Assignment Questions:</u> (1) What are the most significant questions affecting competition in the Asian brewing industry? (2) What is San Miguel's strategy for competition in the brewing industry? (3) What recommendations would you make to Mr. Soriano?

DAY	LECTURE TOPIC/READINGS	CASE STUDY
13.3 (3/10) 4:00-6:00 class	<p>Doing Business in Indonesia</p> <p>READ: (1) Sukma, "Indonesia: A Year of Politics and Sadness" [ISEAS, 105-23]</p> <p>(2) Lowry, "Indonesia: Towards Transition" [ISEAS, 124-40]</p> <p>FFR: (1) Davidson &amp; Ciambella, Investment in Southeast Asia: Policy and Laws, Chapter 3</p> <p>(2) Islam &amp; Chowdhury, Asia-Pacific Economies, Chapter 13</p> <p>Doing Business in Thailand</p> <p>READ: (1) Jumbala, "Thailand: Constitutional Reform Amidst Economic Crisis" [ISEAS, 265-91]</p> <p>(2) Funston, "That Foreign Policy: Seeking Influence" [ISEAS, 292-308]</p> <p>FFR: (1) Davidson &amp; Ciambella, Investment in Southeast Asia: Policy and Laws, Chapter 7</p> <p>(2) Islam &amp; Chowdhury, Asia-Pacific Economies, Chapter 16</p>	FIRST PROGRESS REPORT ON GROUP RESEARCH PAPER DUE TODAY
SPRING RECESS (March 15-19)		
3/22	NO CLASS (rescheduled to Asian Crisis Symposium on Thursday, 4:00-6:00 p.m.)	
14.7 (3/24) 4:00-6:00 class	<p>Joint Ventures in Southeast Asia</p> <p>READ: Calingo, "Cross-National Joint Ventures in Southeast Asia: Core Dimensions and Critical Success Factors"</p>	<p>"P.T. Sepatu Bata (A)" [LC, Case 23]</p> <p><u>Assignment Questions:</u></p> <p>(1) Evaluate P.T. Sepatu Bata's performance over the 1980-83 period. What factors in the company's competitive and macroeconomic environment influenced its past performance?</p> <p>(2) What trends are likely to emerge in P.T. Sepatu Bata's competitive and macroeconomic environment in the short- and long-term will affect its future operations?</p> <p>(3) What alternative strategies might Mr. Marchesi follow? What should he do?</p> <p>FFR: (1) Draine &amp; Hall, Culture Shock! Indonesia</p> <p>(2) Dunung, Doing Business in Asia: The Complete Guide, Chapter 7</p>
16 (3/25) 4:00-6:00 class	<p>Symposium on the Financial Crisis in Thailand and Southeast Asia</p> <p>Speaker: Mr. James Rooney</p> <p>Panelists: Professors Luis Calingo, Moyara Ruehsen, and Les Zambo</p> <p>Venue: Irvine Auditorium</p>	

DAY	LECTURE TOPIC/READINGS	CASE STUDY
17 (3/29)	FFR: (1) Cooper & Cooper, Culture Shock! Thailand  (2) Dunung, Doing Business in Asia: The Complete Guide, Chapter 11	"Sahaviriya OA Group of Companies" [LC, Case 13] <u>Assignment Questions:</u> (1) Identify SVOA Group's corporate strategy and conduct a SWOT analysis for SVOA. (2) Evaluate the long-term viability of the OA Centers and Mini OA Centers as a strategy for differentiating the firm's products and services. (3) What impacts will such multilateral agreements as GATT/WTO and APEC have on SVOA?
18 (3/31)	Doing Business in Malaysia READ: Kurus, "Malaysia: A Year of Introspection" [ISEAS, 161-78]  FFR: (1) Davidson & Ciambella, Investment in Southeast Asia: Policy and Laws, Chapter 4  (2) Islam & Chowdhury, Asia-Pacific Economies, Chapter 14	
19.3 (4/5) 4:00-6:00 class	The Southeast Asian Transitional Economies (SEATEs): Social, Economic, and Political Characteristics  READ: (1) St. John, "End of the Beginning: Economic Reform in Cambodia, Laos, and Vietnam"  (2) Thaveeporn, "Vietnam: The Third Wave of State Building" [ISEAS]  FFR: Davidson & Ciambella, Investment in Southeast Asia: Policy and Laws, Chapter 8	"Malaysia Airlines and Its Media Image in the 'Visit Malaysia Year'" [LC, Case 7] <u>Assignment:</u> Tan Sri Abdul Aziz has asked you to understand the company's current problems and make some recommendations to remedy those problems. (1) What is/are the problem(s) that need to be addressed and solved? (2) What is your analysis/explanation of the factors that may be causing these problems? (3) What changes would you recommend that Malaysia Airlines make?  FFR: (1) Munan, Culture Shock! Malaysia  (2) Dunung, Doing Business in Asia: The Complete Guide, Chapter 8
4/7	NO CLASS TODAY	

DAY	LECTURE TOPIC/READINGS	CASE STUDY
20.7 (4/12)  4:00-6:00 class	The CLM Countries  READ: (1) Um, "One Step Forward, Two Steps Back: Cambodia and the Elusive Quest for Peace" [ISEAS, 71-85]  (2) Freeman, "Laos: No Safe Haven from the Regional Tumult" [ISEAS, 141-60]  (3) Steinberg, "Myanmar: Regional Relationships and Internal Concerns" [ISEAS, 179-98]	SECOND PROGRESS REPORTS FOR GROUP RESEARCH PAPERS DUE TODAY  WRITTEN CASE ANALYSES DUE TODAY  "Technophar in Vietnam"  <u>Assignment Questions:</u> (1) List concisely and precisely the long-term and short-term issues of concern that you should discuss in the forthcoming meeting with Mark Habuda and Herman Victorov. (2) State and support your position on each of these issues.
22 (4/14)  4:00-6:00 class	Guest Lecture (No. 3) by Mr. John Schramm  Topic: "Good Guys Wear Black Hats"	
23 (4/19)		"SIFCO Industries, Inc. (China)" [LC, Case 24] <u>Assignment Questions:</u> (1) What type of international strategy was SIFCO Industries pursuing? How did the Chinese joint venture fit into this strategy? (2) Assess the joint venture from SIFCO's and then the Chinese points of view. What are the pros and cons of this deal? (3) How should SIFCO proceed following the Tienanmen Square incident? What ethical and strategic issues are raised by this incident?
24 (4/21)	Guanxi Dynamics, Network Building, and the Ethical Environment READ: (1) Tung, "Managing in Asia: Cross-Cultural Dimensions"  (2) Selvarajah et al., "In Search of the ASEAN Leader: An Exploratory Study of the Dimensions that Relate to Excellence in Leadership" FFR: Hampden-Turner & Trompenaars, Mastering the Infinite Game	THIRD PROGRESS REPORT ON GROUP RESEARCH PROJECT DUE TODAY.

DAY	LECTURE TOPIC/READINGS	CASE STUDY
25 (4/26)	Regional and Subregional Economic Cooperation: Growth Triangles, AFTA, EAEC, and APEC READ: (1) Weatherbee, "Subregional Growth Zones as a Development Strategy" (2) Chia, "The ASEAN Free Trade Area" (3) Parreñas, "ASEAN and Asia-Pacific Economic Cooperation"	
26 (4/28)	INTEGRATIVE LECTURE GROUP RESEARCH PROJECTS DUE TODAY.	
27 (5/3)	GROUP RESEARCH PROJECT: ORAL PRESENTATION	
28 (5/5)	GROUP RESEARCH PROJECT: ORAL PRESENTATION COURSE EVALUATION TO BE CONDUCTED TODAY.	
29 (5/10)	OPTIONAL FINAL EXAM	

## 8. About the Instructor

**Luis Ma. R. Calingo** (Ph.D., University of Pittsburgh, 1984) is Professor of International Management at the Monterey Institute of International Studies. He was immediate past Dean and Professor of Management at the Sid Craig School of Business at California State University, Fresno, and founding Director of the MBA (International Business) Program at the Nanyang Technological University, Singapore. He also previously held visiting appointments at the University of the Philippines and Universiti Kebangsaan Malaysia. Among his recent publications include *Culture Shock! Succeed in Business: Philippines* (Times International), *Strategic Management in the Asian Context* (John Wiley & Sons) and *Business Opportunities in the Philippines* (Prentice-Hall). He has also served as a consultant in strategic planning, total quality management, and managing cultural differences to numerous businesses, government agencies, and not-for-profit organizations in the United States and Southeast Asia. Professor Calingo is an ASQ certified quality auditor and served on the Boards of Examiners of the Malcolm Baldrige National Quality Award and the California Governor's Golden State Quality Award.

## LIST OF ADDITIONAL REQUIRED READINGS

- (1) Philippe Lasserre and Hellmut Schütte, "The Strategic Importance of Asia Pacific," Chapter 1 in *Strategies for Asia Pacific* (Washington Square, N.Y.: New York University Press, 1995), 1-22.
- (2) Milton Osborne, "What is Southeast Asia?" Chapter 1 in *Southeast Asia: An Introductory History* (St. Leonards, Australia: Allen & Unwin, 1995), 1-15.
- (3) Charles M. Hampden-Turner and Fons Trompenaars, "A World Turned Upside Down: Doing Business in Asia," in *Managing Across Cultures: Issues and Perspectives*, edited by Pat Joynt and Malcolm Warner (London: International Thomson Business Press, 1996), 275-305.
- (4) Linda Y.C. Lim, "The Evolution of Southeast Asian Business Systems," *Journal of Asian Business* 12 (1996): 51-74.
- (5) Paul Krugman, "The Myth of Asia's Miracle," *Foreign Affairs* 73 (November/December 1994): 62-78.
- (6) Leif Roderick Rosenberger, "Southeast Asia's Currency Crisis: A Diagnosis and Prescription," *Contemporary Southeast Asia* 19:3 (December 1997): 233-251.
- (7) Chi-Hung Kwan, "A New Wave of Foreign Direct Investment in Asia," Chapter 7 in *Emerging Growth Pole: The Asia-Pacific Economy*, ed. Dilip K. Das (Singapore: Prentice Hall, 1996), 157-179.
- (8) Muzafar Shah Habibullah and Peter Smith, "Financial Liberalization and Economic development: Lessons from ASEAN Countries," *Journal of Asian Business* 13:3 (1997): 69-97.
- (9) Michael E. Porter, "How Competitive Forces Shape Strategy," *Harvard Business Review* 57 (March-April 1979): 137-145.
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