Program Summary

The University of Hawaii at Manoa, Shidler College of Business, completed its 24th Annual Asian Field Study themed “Experiencing the Diverse Asian Business Environment.” Eleven MBA and four senior undergraduate students toured various businesses and agencies in Seoul (Samsung Electronics, SK Telecom, Sungkyunkwan University, American Chamber of Commerce Korea, and CIGNA Insurance Korea), Beijing (Dentsu Advertising China, Lenovo, American Chamber of Commerce PRC, and Fuji Xerox China), and Ho Chi Minh City (Ching Luh - Nike Manufacturing Vietnam, HCM Stock Exchange, AA Corporation [Furniture], U.S. Commercial Service HCMC, U.S. Foreign Agricultural Service HCMC, and the University of Hawaii Executive Development Center). Cultural activities included a strenuous walk up the Great Wall, a historic walk through the Forbidden City and Tiananmen Square, a hunched walk through an underground tunnel at the DMZ bordering North Korea, a walk back through time at the Korean Folk Village, and a squatted walk through the Viet Cong’s underground Cu Chi Tunnels.

Lenovo, Beijing, PRC

A rigorous preparatory course was led by Dr. Jack Suyderhoud, culminating in group country reports (Korea, China, and Vietnam); group industry reports (finance, manufacturing, marketing, technology, and mobile phones), and individual company reports. This was supported by six three-hour onsite pre-trip sessions with numerous guest lectures by country experts (Dr. Lee Endress, Dean, Asia Pacific Center for Security Studies; Amb. Raymond Burghardt, former U.S. Ambassador to Vietnam, now with the East West Center, Dr. K.K. Seo, Emeritus Professor, Shidler College of Business; Dr. Thomas Cargill, Finance Professor, University of Nevada, Reno; Ms. Janet Ang, GM/VP, Lenovo), six hours of Podcasts by David Day on “Doing Business in China” and “Doing Business in Vietnam”, numerous country specific readings and Harvard Business Cases, and three three-hour post-trip reflective sessions. By the end of the program, each student demonstrated her/his ability to recognize, analyze and develop creative solutions to each of the three diverse Asian business environments.

Program Objective

The objective of the program was to prepare students for a professional career in international business. The goals were for students to develop an awareness of the interconnected components of the global economy and acquire sensitivity and adaptability to each of the unique cultures and business practices.

This was accomplished by exposing students to diverse and relevant Asian business environments and utilizing academic theory and business models as a frameworks for real world experiences - site visits, case studies, and country level, industry level, and firm level assessments. Cross-functional integrated learning is the foundation. The Asian Field Studies has a different annual theme that rotates with different participating faculty throughout the functional areas of finance, marketing, management, accounting, and information technology.

Diversity was accomplished by mixing cities in different stages of economic development, industries, and firm types. Pre-trip learning was accomplished through a combination of onsite lectures, web-based video lectures, online discussions, cases and readings, with an emphasis on regional Asian internet websites and periodicals of the countries to be visited. The emphasis was placed on real-time source materials, interviews with experienced executives, and the application of personal observation.
Emphasis was placed on the pre-trip preparation and post-trip reflection to enhance the students’ onsite learning experience. Both the pre-trip preparation and post-trip reflection were increased in duration and content by two weeks from the prior year. Despite offers from other schools to join the program via online delivery, the program is grounded in the importance of traditional face-to-face sessions. This is critical for interactive learning among the instructors and students.

WebCT, an online course management platform, was used to complement and support the traditional class sessions, along with Podcasts. One student was a neighbor island MBA student and attended half the classes at the Shidler College and half the classes via a Polycom live video connection from Maui.

The onsite learning goal was to provide diversity in the types of firms (stage of development, industry, ownership, financial disclosure, regulatory environment, competitive environment, level of globalization, management style, target market segment and procurement/distribution system), and develop the ability to compare and contrast firms along the learning frameworks.

Each country and city had a specific learning goal. While being mindful for the safety of students, selection of the countries and cities supported the learning goal. Selection of industries supported the learning goal by providing diversity of industries, with a target of relevant industries to the students’ future careers such as finance and banking, technology, and marketing, complemented by industries of the region such as manufacturing and agriculture.

Learning Frameworks

The following learning frameworks were used to provide the foundation for the students’ experiential learning. Each framework provided a continuum to compare and contrast the different Asian business environments.

Since this course allows for a diversity of Shidler College faculty who supervise it, specific pedagogies have and will vary. For this year’s program the following theoretical frameworks and assignments were used:

- **Country-level analyses**: Using Harvard Business School’s country analysis framework, students worked in groups of four to six to define country goals, contexts, players, strategies, achievements, and shortcomings.
  - The Strategy, Structure and Rivalry of Firms
  - Demand Conditions
  - Related Supporting Industries
  - Factor Conditions
  - Role of Government
  - History and Chance

- **Industry-level analyses**: Using Porter’s Diamond model for the competitive advantage of nations, students worked in groups and selected a specific industry in a specific country to determine:
  - The Strategy, Structure and Rivalry of Firms
  - Demand Conditions
  - Related Supporting Industries
  - Factor Conditions
  - Role of Government
  - History and Chance

- **Company-level analyses**: Working as individuals, students selected a specific company or business-related organization to evaluate a specific issue that was in the student’s area of interest. Student selection included marketing, advertising, banking, stock markets, governmental support of business, free-trade agreements, television manufacturing, and mobile phone service provision.
Projects: Students were required to complete the following projects throughout the course within the scope of the aforementioned frameworks.

Pre-trip Readings and Short Reports
- Read Country Reports on Korea, China and Vietnam Prepared by U.S. Pacific Command
- Read the assigned Harvard Business School cases and other readings provided. (See below.)
- Read the Harvard Business School Country Analysis Framework and Porter’s Competitive Advantage framework

Pre-Trip Assignments
- Receive lectures from the faculty and guest speakers on the analytical frameworks and country assessments, including historical, sociological, political, and economic material and complete the assignments.
- For extra credit, students could conduct an interview with a business or organizational executive who has had experience living in one of the subject countries, using one of the frameworks that is included in the class structure.
- Complete periodic in-class assignments determined by the faculty of the course.
- Draft of group country study using the Harvard country analysis structure (refer to final reports).
- Progress report on group industry study (refer to final reports).
- Progress report (with class presentation) on individual firm study (refer to final reports).

Onsite Assignments
- Visit three cities in Asia (Seoul, Beijing and Ho Chi Minh City) with the assignment of examining the business environment in each as a representative of their three countries.
- Keep an observation check list for each country using the Porter’s Diamond framework, with a final report due providing a comparison of what has been observed.

Final Reports
- Students were required to write a group country report using the Harvard country analysis framework.
- Students were required to write a group industry employing the Porter Diamond framework.
- Students were required to write a comprehensive final individual report on one of the enterprises visited during the Asia Field Study, employing the student’s choice of functional focus and analytical frameworks discussed during the course. The report can involve trip observations, interviews, periodical material, and other sources.

Schedule Summary
- Week 1 (May 21) – Travel Orientation, Asia Country Background, Foundational Theory. Guest speaker: Dr. Lee Endress.
- Week 4 (June 11) – China country background and financial issues in developing economies. Guest speaker: Dr. Thomas Cargill, University of Nevada, Reno, and former Scholar-in-Residence at the Bank of Japan and Bank of Korea.
- Week 5 (June 18) – Korea background and industriiral policies. Guest speaker: Dr. K.K. Seo, Shidler College of Business.
- Week 6 (June 25) – Student presentations of draft analyses by Country.
- Week 7 (July 2) – Student presentations of draft industry analyses. Final travel briefing.
- Week 8-9 (July 7-22) – Asia Field Study site visits in Seoul, Beijing, and Vietnam.
- Week 10 (July 25) – Reflection on site visits and travel experiences.
- Week 11 (July 30) – Structured student feedback on country and industry analyses.
- Week 12 (August 6) – Individual student presentations on companies or organizations.
The Goals: To experience the spectrum from SMEs to large conglomerates (chaebols) in a recently-developed economy, examine issues of competitiveness in South Korea’s vibrant economy, and observe the expansion of Korean businesses throughout Asia.

Samsung Electronics - Samsung a chaebol (South Korean conglomerate) and the largest company in South Korea, top ten in Asia, top 50 in the world. Samsung Electronics is the largest consumer electronics brand in the world with major business lines in Digital Media, Telecommunication Network, Digital Appliance, Semiconductor, and LCD. R&D and encouraging continual change were critical to rapidly developing Samsung as a global brand.

Sungkyunkwan University is the oldest university in Korea with a 600+ year history. Over the past decade, it has made significant development and progress with funding from Samsung, which supported the construction of a Medical Building, Business Administration Building, Law Building, Research Plaza, Electronic Microscope Complex, and 600th Anniversary Building. Partnership with private enterprise, such as Samsung, were instrumental in building SKKU as a premier university in Asia.

The American Chamber of Commerce Korea was founded in 1953 with a broad mandate to encourage the development of trade and commerce between Korea and the United States. Tami Overby, President, heads 2,300 members from over 1,000 member companies. President Overby discussed the Free Trade Agreement, its impact and upcoming challenges.

CIGNA Insurance Korea – CIGNA is the oldest U.S.-based insurance company with operations worldwide. CIGNA Insurance operated in Korea for 20 years as LINA and known within the industry for winning the Asia Insurance Industry Award for Innovation. LINA was the first company in Korea to launch direct mail and telemarketing. Niche marketing and innovative use of channels propelled CIGNA Korea’s growth.

SK Telecom is a subsidiary of SK Corp, the third largest chaebol in South Korea doing business in energy, chemicals, telecommunications, shipping, and securities. SK Telecom, is the largest and dominant mobile phone operator in South Korea with 20 million subscribers at 50% of the domestic market share. Leveraging technology and being a provider of content made SK Telecom the dominant mobile phone service provider.

Cultural Activities

Korean Folk Village – Visited a Korean village, recreated as it was during the Joseon Dynasty.

Demilitarized Military Zone (DMZ) – Toured the DMZ facilities and walked through the underground tunnel from North Korea.

Korean Markets – Shopped the Namdaemun traditional market, Myeongdong fashion market, and Insadong antique market.
The Goals: To experience rapidly growing firms in a rapidly developing economy, issues of procurement, logistics, government control in the form of State Owned Enterprises (SOEs), and China’s rapidly growing middle class.

Dentsu Advertising China – Dentsu is headquartered in Japan and the world’s largest advertising company, including the largest in Japan and China. Dentsu China’s clients include Kao Corp., a leading maker of detergent and personal care products, Toyota Motor Corp., and the 2008 Beijing Summer Olympics.

Retention of multinational clients from Japan and acquisition of local China clients made Dentsu China the largest in China, but encounter many challenges in China’s highly regulated advertising industry.

Lenovo is the largest computer manufacturer in the Asia-Pacific Region and fourth largest in the world. Lenovo was formed from its predecessor Legend Computers, which started as an SOE and developed into a flexible company that went on to make a highly publicized purchase of IBM’s PC Division in 2004.

Successfully integrating IBM’s Western corporate culture with Lenovo’s Eastern corporate culture was the key to its current success.

Fuji Xerox China – Fuji Xerox is a joint venture between Fuji Film Global which owns a 75% stake and Xerox which owns a 25% stake. China operations began in the 1960s as modest operations out of Hong Kong. They rapidly expanded since the 1990s with the establishment of its Shenzhen, Shanghai, and Beijing operations.

As hardware becomes a commodity and margins shrink, services become the key to differentiation and profitability.

Cultural Activities

The Great Wall – Walked the Badaling section of the Great Wall.

Forbidden City – Toured the Chinese imperial palace from the mid-Ming Dynasty to the end of the Qing Dynasty.

Tiananmen Square – Toured the largest city square in the world, famous for the protests of 1989.
The Goals: To experience the transition of an economy as it opens to the global economy and transforms State-Owned-Enterprises to publicly-held and private firms.

**HCM Stock Exchange** was inaugurated in 2000 as the Ho Chi Minh Securities Trading Center and has rapidly grown to 107 listed companies. It currently handles the purchase and sale of bonds. Most of the listed companies, as well as the stock trading firms, are subsidiaries of SOE’s.

*Due to the relative immaturity of the market, the HCM Stock Exchange remains volatile, with potential high returns and associated high risk.*

**Nike Manufacturing Vietnam (Ching Luh Shoes Co. Ltd.)** – Nike is a USD$15B U.S. based publicly held corporation specializing in shoes and sporting apparel and accessories. Nike contracts close to 500 factories in Asia, employing over 500,000 workers. Ching Luh Shoes Company Ltd. is a privately-held Taiwanese shoe manufacturing company. The factory employs 20,000 workers and manufactures 1,000,000 shoes per month.

*Vietnam manufacturing has a competitive advantage over China due to comparable wages, higher level skill, and commitment of its workers.*

**The U.S. Commercial Services HCMC** promotes and facilitates trade with U.S. companies, capitalizing on the U.S.-Vietnam Bilateral Trade Agreement and Vietnam’s admission to the WTO.

*Vietnam’s economy is the fastest growing in the world, greater than China, with tremendous opportunity for U.S. business, particularly those related to infrastructure development (communications, energy, services ...).*

**The U.S. Foreign Agricultural Service HCMC** assists US farmers and the agricultural industry in opening and growing export markets into Vietnam.

*One of their major functions is to aid foreign countries in improving their agricultural output by providing technical assistance, administering aid programs, and assisting in US foreign policy and trade policies.*

**University of Hawaii Executive Development Center** will house the future Vietnam Executive MBA program. Vietnam National University, The International University, in conjunction with the UHM, Shidler College of Business, will launch the program in Fall 2008.

*Students networked with prospective Vietnam EMBA students, whose mix ranged from local Vietnamese managers to ex-pats from East Asia and Europe.*

**AA Corporation** is a leading furniture and interior design contracting company in Vietnam, with revenues of US$20 million and employs more than 2000 employees. AA’s core customer base consists of large international hotels, including the Caravelle Hotel HCMC, Sofitel Plaza HCMC and Hanoi, and Sheraton HCMC.

*Contract opportunities are decided less on current revenue and profit and more on future brand worth.*

**Cultural Activities**

**Cu Chi Tunnels** – Conducted a historic tour of the “American War”, including a walk through a Viet Cong tunnel (albeit modified for tourists), down a B-52 bomb crater, and climb aboard a tank.

**HCM City Tour** – Toured the “Paris of Asia”, including the Opera House, Unification Palace, Notre Dame Cathedral, and Ben Thanh Market.

**Mekong Delta River Boat Tour** – Experienced rural life along the river via boat.
**Student Evaluation**

The goal of student evaluation was to support and be reflective of the program’s goals, which was to develop students’ awareness to the interconnected components of the global economy and be sensitive and adaptive to each of the unique cultures and business practices. This was accomplished through the writing of reports, papers, and orally through the presentation of reports and class participation.

- Various in-class assignments (10%)
- Group country report and presentations. (20%, consisting of 10% progress report pre-trip, 5% post-trip feedback to others, 5% final report)
- Group industry paper and presentation (20%; consisting of 5% progress report pre-trip, 5% post-trip feedback to others, and 10% post-trip)
- Final individual company paper and presentation (20% consisting of 5% progress report pre-trip, 15% post-trip)
- Class participation (questions, discussion, analysis) (10%)
- Site visit participation (questions, discussion, analysis) (20%)

**Undergraduate Students**

External research was optional for the papers and findings could be based primarily on the provided reading materials. The Final Report included a financial statement, if relevant. The papers and Final Report showed the knowledge and reference to theory and concepts in practice and showed the differences required to adapt to each country, city, culture, industry, company and function.

**Graduate Students**

The papers entailed external research with reference to sources within the paper. Findings were supported with research from external sources. The Final Report included either an analysis of collected survey data or financial analysis, which is used to support conclusions in the paper. The papers and Final Report showed the application of theory and concepts in practice and show the differences required to adapt to each country, city, culture, industry, company and function.

**Student Feedback**

Twelve of fourteen student evaluations rated the program as useful and relevant to their professional and personal interests (4 or 5 out of 5) and would recommend the program to future students. The majority stated this was the highlight of their program of studies. Most students found the program cost and size of the group manageable.

Ho Chi Minh City ranked the highest in terms of the student’s favorite, with Seoul and Beijing a close second. This was attributed to the low cost, extra day, and uniqueness of HCMC. This was slightly offset by the most common complaint, which was the unavoidable long flight during odd hours to and from HCMC.
Student Participants

(Name, Program, Position, Assignments)

Korea Country Group
Marcus Hayden, MBA, Fiscal Officer, University of Hawaii at Manoa, Financial Industry, Hana Bank.
Ian Oyama, MBA, Medical Doctor, Pelvic Reconstructive Surgeon, Mobile Phone Industry, Samsung Electronics.
Pamela Taura, MBA, Personnel and Fiscal Officer, University of Hawaii at Manoa, Mobile Phone Industry, SK Telecom.
Ivy Yeung, BBA, Student, Mobile Phone Industry, Samsung Electronics.

China Country Group
Lindsay Chong, MBA, Civil Engineer, Belt Collins (International Engineering Firm), Marketing Industry, Toyota China.
Inga Fong, MBA, Human Resources, DataHouse (Information Technology Firm), Marketing Industry, Dentsu Advertising China.
Melissa Matsuda, MBA, Student, Marketing Industry, Beijing Olympics.
Gregory Schlais, MBA/JD, Student, Technology Industry, Legend Computers.
John Speed, MBA, President, Kilauea Pest Control Inc., Technology Industry, American Chamber of Commerce PRC.
Derek Wong, MBA, Student, Technology Industry, Lenovo.

Vietnam Country Group
Emily Kukulies, MBA, Director of Student Life & Development, Honolulu Community College, Manufacturing Industry, Nike Vietnam.
Maureen Murphy, East Asian Languages, Student, Manufacturing Industry, Foreign Agricultural Service.
Kimberly Shigeoka, BBA, Student, Financial Industry, U.S. Commercial Service HCMC.

DMZ, South Korea
Birthday Celebration for Maureen and Melissa Lemongrass Restaurant, HCMC, Vietnam

Elevator Ride, Gateway Plaza, Beijing, PRC

Mekong Delta River Tour
Resident Faculty Director: Dr. Jack P. Suyderhoud is Professor of Business Economics at the UHM, Faculty Director of the 2005-2007 Executive MBA program and served as chairperson of the curriculum committee. Dr. Suyderhoud was a Research Fellow for the Advisory Commission on Intergovernmental Relations in Washington, D.C. from 1974-1975. In 1983 he became the Executive Director for the Tax Review Commission for the State of Hawaii. From 1988-1991 Dr. Suyderhoud served as the Chairman for the Department of Decision Sciences at the UHM. He became the Associate Dean for College of Business Administration at the UH in 1996 and was Acting Dean the Fall of 1999. He has published articles in several journals, including the Journal of Forensic Economics, Western Tax Review, Journal of the American Taxation Association, and Public Finance Quarterly. The UH has recognized Dr. Suyderhoud with a number of teaching awards, including the Kaizen Service Award in 1993 and 1995, the Presidential Citation for Meritorious Teaching in 1992, and the Graduate Business Student Association Professor of the Year Award in 1987 and 1996. Dr. Suyderhoud is affiliated with the Academy of International Business, National Tax Association, American Economic Association, National Association of Forensic Economists, Western Economic Association, Hawaii Economic Association, Western Tax Association, American Statistical Association-Hawaii Chapter, Omicron Delta Epsilon, as an economics honorary, and Beta Gamma Sigma, as a business honorary. He received his B.S. in Economics and Mathematics, Jamestown College, 1971; M.S. in Economics, Purdue University, 1972; and Ph.D. in Economics, Purdue University, 1978.

Program Instructors: To support the program goal and remain relevant, dynamic, and representative of the diverse Asian business environment, the program plans call for rotating faculty each year and continually enhancing the curriculum. For 22 years, Dr. K.K. Seo provided excellent leadership and built the foundation for the program. Last year, Dr. Llewellyn Howell contributed his scholarly knowledge of Southeast Asian and academic and commercial expertise in Political Risk. This year, Dr. Jack Suyderhoud contributed his hands-on experience in Vietnam along with his background in finance and economics.

Program Coordinator: Grant T. Kim is International Business Analyst at the University of Hawaii at Manoa, Shidler College of Business, Pacific Asian Management Institute. From 1987 through 1996, Mr. Kim was financial industry consultant for NCR/AT&T, working with Bank of Hawaii and First Hawaiian Bank on strategic business and information technology initiatives. He attained the AT&T Consistent Achiever Award. From 1997 until the present, Mr. Kim is founding principal in a business and information technology consulting firm specializing in Asian banks. He led the customer relationship, profitability and campaign management projects for Hana Bank (Seoul); managed the customer segmentation, profitability and global risk exposure projects at United Overseas Bank (Singapore); consulted on profitability, activity based costing, and transfer pricing with Bank Sinopac (Taipei); and led the re-engineering and modernization of AmBank’s (Kuala Lumpur) marketing department. As the project manager for the UH Pacific Asian Consortium for International Business Education and Research (PACIBER) and international business analyst for the Center for International Business Education and Research (CIBER) federal grant program, he led the Asia faculty field study in 2004 and Asia Field Study in 2006. Mr. Kim graduated as the Outstanding MBA Student from the University of Hawaii at Manoa in 2004 and received his BBA from the University of Hawaii at Manoa in 1987.
Timeframes
- Posting of Course Outline & Application (early Dec)
- Posting of Course Details (mid Jan)
- Deadline for Application/Scholarship (late Feb)
- Acceptance Notification and Deposit Due (mid Mar)
- Payment Due and Passports Collected (late April)

Target Participants and Prerequisites
The size of the group has been targeted at 20 participants in even numbered years (2006, 2008, ...) and comprised mostly of UHM Executive MBA students, and 15-20 participants in odd numbered years (2007, 2009, ...). The 2006 class was comprised of 22 participants, and the 2007 class had 15.
- UHM Executive MBA Students (entire class offered to go in even ending years prior to their final semester, typically 75% participate)
- UHM MBA Students (should have full 1st year core completed)
- UHM BBA Students (must have full BBA 1st year core completed)
- UH System-wide Undergraduate and Graduate Students from any Discipline (Must have completed their graduate 1st year core or undergraduate BBA 1st year core or equivalent.)
- Overall 3.0 GPA, major 3.0 GPA
- Medical clearance to travel abroad
- Preference given to students with international experience (foreign language courses, foreign area studies, international business courses, foreign travel, ...) or seeking a career in international business.
- Preference given to students in cohort programs.

Student Budget (Per Student)
- Ground (Hotel, Local Trans., ...) 1,600
- Study Abroad Fee & Insurance 195
- Visas 160
- Subtotal of Above 1,955
- RCUH Fees (5% of Above) 98
- ISIC 22
- Airfare 1,700
- **Student Subtotal** 3,775
- Passport & Photo (students w/o passport) 115
- Course Materials (Cases, Periodicals, ...) 150
- Est. Other Ground (Lunch, Dinner, ...) 400
- **Student Total** 4,440

Special gratitude goes to Dr. K.K. Seo, who for over two decades, devoted tremendous time and effort to establish a worldwide reputation for the University of Hawaii Asia Field Study Program.
Thanks go to all the site visit hosts, without whom, the field study would not be possible, and the students, who took the bold step forward to explore uncharted waters and withstood 90+ degree humidity in full business suits to pay respect to our site visit hosts and properly represent the university.
Module 1 - May 21 (Mon) Asia Pacific Overview -- Foundational Framework Theories

1.1. Dyck, "Country Analysis: A Framework to Evaluate the NBE"
1.2. Porter, "Competitive Advantage of Nations"
1.4. US Pacific Command Japan Country Report
1.5. EIU Economic Database
1.6. Class 1 Prep Materials
1.7. Class 1 Instructor Notes
1.8. Energy Security and Sustainable Development – Dr Endress
1.9. FAQs Presentation

Module 2 - May 28 (Mon) No Class. Video Lecture (China & Vietnam)

2.1. Class 2 Preparation
2.2. David Day China Parts 1-3
2.3. David Day China Parts 4-6
2.4. David Day Vietnam Parts 1-3
2.5. David Day Vietnam Part 4-6
2.6. ITunesU Videos on China and Vietnam

Module 3 - June 4 (Mon) Vietnam Country Overview -- Market Segmentation

3.1. PACOM Vietnam
3.2. Euromonitor International, GMID Vietnam
3.3. Vietnam Catfish
3.4. Nike
3.5. Segmentation
3.6. Class 3 Preparation
3.7. Segmentation 2007 Presentation

Module 4 - June 11 (Mon) China Country Overview -- Financial Issues (Regulation & Disclosure)

4.1. PACOM China Econ Assess
4.2. PACOM China Econ Update
4.3. Euromonitor International, GMID China
4.4. Google in China
4.5. Cargill-Parker Financial Reform in China
4.6. China Financial Reform MGI
4.7. China Banking: Promise and Perils
4.8. Bloomberg China Corruption
4.9. Announcement - Lenovo Lecture, J. Ang
4.10. Site Visit Status as of 7June2007
4.11. Company Assignment Form
4.12. Class 4 Preparation & Instructors Notes
4.13. Lenovo/IBM Presentation - Janet Ang

Module 5 - June 18 (Mon) Korea Country Overview -- Industrial Policies

5.1. PACOM Korea Update
5.2. Euromonitor International, GMID South Korea
5.3. Korean Chaebols
5.4. What's a Chaebol to Do
5.5. Korea: After the 1997 Financial Crisis
5.6. Samsung and Daewoo: Two Tales of One City
5.7. Class 5 Instructors Notes
5.8. Class 5 Preparation
5.9. Class 5 Presentation Prep
5.10. Samsung Electronics PR Guide

Module 6 - June 25 (Mon) Group Country Presentations (Draft Reports Due)

6.1. Class 6 Preparation

Module 7 - July 2 (Mon) Group Industry Presentations (Draft reports due)

7.1. Class 7 Preparation

Module 8 - July 7 (Sat) through July 22 (Sun) Onsite in Seoul, Beijing, and Ho Chi Minh City

8.1. Logistics
8.2. Itinerary as of 2July2007
8.3. Korea Papers
8.3.1. Korea Country Analysis
8.3.2. Consumer Credit in Korea (7-2-07)
8.3.3. Korea Mobile Phone Industry
8.3.4. Individual Firm Papers
8.4. China Papers
8.4.1. China Country Analysis
8.4.2. Marketing_in_china DRAFT
8.4.3. China Technology_draft
8.4.4. Individual Firm Papers
8.5. Vietnam Papers
8.5.1. Vietnam Country Study Draft
8.5.2. Vietnam Banking Compiled
8.5.3. Vietnam Manufacturing
8.5.4. Individual Firm Papers

Module 9 - July 25 (Wed) Recap and Review

9.1. Class 8 Preparation

Module 10 - July 30 (Mon) Country and Industry Final Reports Due (Assessment)

10.1. Class 9 Preparation

Module 11 - August 6 (Mon) Individual Company Presentations and Summary