SCHOOL OF
ORGANISATION & MANAGEMENT

MGMT 2106
COMPARATIVE MANAGEMENT
SYSTEMS IN EAST ASIA

Course Information
1. INTRODUCTION

Comparative Management Systems in East Asia (IBUS 2106) provides a strategic perspective on business systems and corporate strategies in East Asia. It pays critical attention to the corporate strategies adopted by firms in Japan, Korea, China and overseas Chinese firms. It provides a comparative analysis of both management systems and business strategies of the four distinct groups in East Asia, and analyses how firms outside the regions can deal with the East Asian corporations.

2. AIMS AND OBJECTIVES

The key focus of this unit is on comparative analysis of business systems and corporate strategies and management styles. The course is designed to provide students with the conceptual tools to understand:

- Comparative analysis of business systems and government-business relations in Japanese Keiretsu, Korean Chaebol and Overseas Chinese Business and State enterprises in China;
- Corporate governance and human resource management practices;
- Globalisation of firms, headquarter-subsidiary relations and foreign direct investment;
- Impact of culture on management style and decision making;
- Comparative analysis of competition strategy;
- Organisational structures including sub-contracting and buyer-supplier networks, just-in-time management and quality control.

3. LECTURERS

Dr. Chung-Sok Suh  
Course Coordinator and Lecturer for Weeks 1-4 & 12-14  
Room : Quad 3011  Telephone: 9385-5883  
Email: c.suh@unsw.edu.au  
Consultation Hours: Monday 4:00 – 6:00 pm.

Dr. Yue Wang  
Lecturer for Weeks 5 - 11  
Room : Quad 3021  Telephone: 9385-4934  
Email: yue.w@unsw.edu.au  
Consultation Hours: ____________

4. TEXTBOOK, BOOK OF READINGS, CASE BOOK AND REFERENCES

Students are required to purchase the book of readings and cases for the IBUS 2106 course, in addition to the textbook. Please note that it is very important to gain familiarity with the subject matter in the readings and cases prior to attendance in classes.

Textbook:  
### 5. OUTLINE OF LECTURES AND READINGS AT A GLANCE

<table>
<thead>
<tr>
<th>WEEK</th>
<th>TOPIC</th>
<th>TEXT CH</th>
<th>READINGS</th>
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<tbody>
<tr>
<td>1</td>
<td>CS Introduction and Overview</td>
<td>1, 2</td>
<td>Reading: Yip (1998), ch 1</td>
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<td>2</td>
<td>CS East Asian Business Systems</td>
<td>10, 16</td>
<td>Reading: Lassarre and Schuette [1995] ch 4 Seminar: How to prepare a Case Study</td>
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<tr>
<td>4</td>
<td>CS Japanese Management Style</td>
<td>13, 14</td>
<td>Reading: El Kahal [2001], ch 7 Case: Toyota Motor Corporation</td>
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<tr>
<td>5</td>
<td>YW State and Market in China</td>
<td>8, 9</td>
<td>Reading: Stuttard (2000) Case: Chinese beer industry</td>
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<tr>
<td>8</td>
<td>Mid-Session Exam (no classes)</td>
<td></td>
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<tr>
<td>10</td>
<td>YW Business System in Taiwan</td>
<td>6</td>
<td>Reading: Li, et al. (1999) Case: Negotiating across the Pacific</td>
</tr>
<tr>
<td>14</td>
<td>CS Post-Crisis Trends in Asian Management</td>
<td>17, 18, 19</td>
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</tr>
</tbody>
</table>

CS: Chung-Sok Suh  
YW: Yue Wang

### 6. ASSESSMENT

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Weight</th>
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<tr>
<td>Mid-Semester Examination (60 minutes)</td>
<td>15%</td>
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<tr>
<td>Assignment</td>
<td>20%</td>
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<tr>
<td>Class Presentation &amp; Participation*</td>
<td>20%</td>
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<tr>
<td>Final Exam (2 hours)</td>
<td>45%</td>
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<td>Total</td>
<td>100%</td>
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● Students should perform satisfactorily in all phases of the subject to pass, as well as scoring an overall mark of 50 percent.
● Mid session exam will be held in Week 8. Date yet to be announced.
● Attendance is compulsory. Attending classes other than the assigned one will not be counted. Absence from more than three classes during the semester will result in a zero participation grade. Exemptions may only be made on medical grounds.
● Marks for class participation are based on both ‘Performance in presentations’ and ‘Contribution you make in discussions’.

7. ACADEMIC CONDUCT AND ADMINISTRATIVE ISSUES

The University expects students to behave in a sensible and responsible manner. Proper decorum must be followed at all times and disrespect shown to staff or to fellow students will not be tolerated under any circumstances. In case of any complaints/disputes about the course, lecturing style or assessment, bring it to the attention of your lecturer. In case the lecturer is not able to redress the situation, bring the matter to the attention of the course coordinator after suitably informing the lecturer about your next step. In an extreme situation, the Head of School may be involved in dispute resolution. There is also an obligation on students to ‘keep informed’ at all times during the course by attending lectures and tutorials, seeing the announcements on the web and notice boards and getting information from other fellow students.

8. PROJECT REPORT

You are required to submit a project report (either individually or in groups of 2-3) on one of the topics to be announced in Week 4:

Length and Style: Maximum 2000 words excluding footnotes, figures and references. The format for assignments is to be double spaced with 2.54 cm margins and font size of 12 cpi. Please show the word count, along with all other details on the cover sheet.

Be as concise as possible and avoid verbosity. Your project will be assessed for analytical content and presentation. All work must be original and must not have been submitted for any other subject or course here or elsewhere. Copying or plagiarising works of other authors, including your fellow students or cutting and pasting from the internet and other sources is an offence and will attract heavy penalty.

Students may submit a group report, consisting of a maximum number of three students per group. Higher quality is expected from the group report. All students should sign on the cover page of the report. The same marks will be awarded to all students in the same group.

Due Date: To be announced. Assignments are to be handed into the School of Organisation and Managment assignment box on the first floor of the Quadrangle building (West Wing).

• Late work will be penalised at the rate of 25 percentage points per “week day” (per 24 hours of the weekday or part thereof). Assessed work will not be accepted for the award of a mark if it is more than three ‘weekdays’ late. This penalty for late submission and the three-day rule may be waived upon presentation of a medical certificate of illness for the
relevant period, or upon documented evidence of a serious and utterly exceptional crisis (such as death in the immediate family).

- Students must keep copies of all work submitted.

9. ACKNOWLEDGEMENT OF SOURCES

Students are expected to acknowledge the source of ideas and expression used in submitted work. To provide adequate documentation is not only an indication of academic honesty but also a courtesy enabling the marker to consult sources with ease. Failure to do so may constitute plagiarism, which is subject to a charge of academic misconduct.

10. SEMINAR PROGRAM

Students will form study groups (consisting of 3-4 students) during the first seminar meeting in Week 2. Each group will be allocated one reading from the list. The group will present a case study on the assigned topic and will lead discussion of the class.

Seminar 1 (Week 2)

a) Forming Study groups. Allocation of Discussion Questions
b) Comparative Management Models (Chen Ch 1, Whit Ch 1)
c) How to Prepare Case Studies.

Seminar 2 (Week 3)


Seminar 3 (Week 4)


Seminar 4 (Week 5)


Case questions:
[1] Describe the characteristics of China’s beer industry.
[2] Given China’s huge and relatively open market, why many foreign investors are still operating at a loss?
[4] Do you think SAB’s strategies will give them sustainable competitive advantage in China? And why?

**Seminar 5 (Week 6)**

Case questions:

[1] Discuss the role of Tony Wang in brining KFC into China?
[2] What uncertainties and challenges KFC was facing when entering China in the mid-1980s? How was China market compared to Southeast Asia?
[3] Why KFC preferred a joint venture than franchising when entering China?
[4] How would you make the location choice for KFC’s first restaurant in China if you were in Tong Wang’s position? And why?

**Seminar 6 (Week 7)**


Case questions:

[2] What are the key characteristics of Taitai’s organisation and management that set it apart from the Chinese family business?
[3] To what extent Taitai’s diversification strategy contributed to its corporate performance?
[4] How do you think Taitai’s two main business lines, traditional Chinese medicine and western pharmaceutical products, are going to be affected by the entry into WTO? And how the company should adapt its strategies for these different businesses?

**Week 8 (No seminar)**
Mid-Session Exam Week

**Seminar 7 (Week 9)**


Case questions:

[1] Identify the key success factors for Giordano? Why do you think Giordano’s competitors have not posed a major threat towards the company?
[2] Compare the advantages and disadvantages for Giordano to use franchising vs. FDI in operating in China? Do you think it is time for the company to move away from franchising to FDI-type investments such as equity joint ventures or wholly owned subsidiaries?

[3] Why Giordano is adopting a multi-brand strategy? Do you think the company should extend its multi-brand strategy when venturing into new geographic markets like Europe and Japan?

Seminar 8 (Week 10)


Case questions:

[1] Who is responsible for the failure of the transaction?
[2] Advise a US company about doing business with the Chinese and then how the Chinese should deal with US business people.
[3] Is there anything that can be done to save the transaction?

Seminar 9 (Week 11)

Case:

Case questions:

[1] Why Malaysia government failed in its attempt to promote the ‘bumiputra’ control over the mandarin orange trade?
[2] How the Chinese network of the mandarin orange trade was preserved under political pressure?
[3] Discuss the strengths and weaknesses of the overseas Chinese business network as typified by the Chinese trading network of mandarin orange in Malaysia.
[4] Do you agree that Chinese business network in Malaysia constituted a virtual monopoly? Or does it provide a more efficient way of conducting business in a hostile social and political environment?

Seminar 10 (Week 12)


Seminar 11 (Week 13)

Week 14 (No Seminar)

Chung-Sok Suh &
Yue Wang
THE UNIVERSITY OF NEW SOUTH WALES
SCHOOL OF ORGANISATION AND MANAGEMENT

ASSIGNMENT COVER SHEET
(for individual report in MGMT 2106)

Surname: ________________________________________________

Given Names: ________________________________________________

Student No.: ____________________       Phone: __________________

Date Submitted: _____________     Word Count: ___________

I hereby certify that this assignment is my own work, based on my personal study and/or research, and that I have acknowledged all material and sources used in the preparation of this assignment whether they be books, articles, reports, lecture notes, any other kind of document or personal communication.

I also certify that the assignment has not previously been submitted for assessment in any other subject or at any other time in the same subject and that I have not copied in part or whole or otherwise plagiarised the work of other students and/or persons.

Signature: ______________________

ASSESSOR’S COMMENTS:

________________________________________________________________________________________________

________________________________________________________________________________________________

________________________________________________________________________________________________

MARK/GRADE: ____________       PENALTY: ____________

FINAL MARK: _________________
ASSIGNMENT COVER SHEET
(for Group Work in MGMT 2106)

We hereby certify that this assignment is our own work based on our personal study and/or research, and we will accept a common grade.

Names: ___________     ___________    __________

Student. Numbers: ___________     ___________    __________

Signatures  : ___________     ___________    __________

Phone numbers : ___________     ___________    __________

Date Submitted: _____________    Word Count: ___________

I hereby certify that this assignment is my own work, based on my personal study and/or research, and that I have acknowledged all material and sources used in the preparation of this assignment whether they be books, articles, reports, lecture notes, any other kind of document or personal communication.

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Signature: ______________________

ASSESSOR’S COMMENTS:
________________________________________________________________________
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MARK/GRADE: _________________ PENALTY: _________________

FINAL MARK:___________________
MGMT 2106
Comparative Management Systems in East Asia

Seminar Presentation Cover Sheet

We hereby certify that this assignment is our own work based on our personal study and/or research, and we will accept a common grade.

Names: ___________ ___________ ____________ ____________

Stu. NOs: ___________ ___________ ____________ ____________

Signatures: ___________ ___________ ____________ ____________

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<th>Below average</th>
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COMMENTS:

MARK ____________________ Signed ____________________