



**THE UNIVERSITY OF  
NEW SOUTH WALES**

**SCHOOL OF  
ORGANISATION AND MANAGEMENT**

*MGMT 5608: CORPORATE  
STRATEGIES IN EAST ASIA*

*Course Information*

## 1. INTRODUCTION

Corporate Strategy in East Asia (MGMT 5608) provides a strategic perspective on comparative business systems and corporate strategy 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& 14  
Room : Quad 3011 Telephone: 9385-5802  
Email: c.suh@unsw.edu.au  
Consultation Hours: Mon 4:00 – 6:00 pm

**Dr. Yue Wang** Lecturer for Weeks 5-9  
Room : Quad 3021 Telephone: 9385-4934  
Email: yue.w@unsw.edu.au  
Consultation Hours: Friday 3 – 5 pm

**Dr. Youngok Kim** Lecturer for Weeks 10-13  
Room : Quad 3014 Telephone: 9385-5835  
Email: y.kim@unsw.edu.au  
Consultation Hours: To be advised

## 4. CLASSES

Group 1 Lecture : To Be Announced  
Seminar : To Be Announced

Group 2 Lecture : To Be Announced  
Seminar : To Be Announced

## 5. TEXTBOOK, BOOK OF READINGS, CASE BOOK AND REFERENCES

Students are required to purchase the book of readings and cases for the MGMT 5604 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:

Chen, Min, (1995), *Asian Management Systems: Chinese, Japanese and Korean Styles of Business*, International Thomson Business Press

### Reference Books:

Lasserre Phillipe and Hellmut Schuette (1999), *Strategies for the Asia Pacific: Beyond the Crisis*, South Yarra: Macmillan.

Yip, George (2000), *The Asian Advantage: Key Strategies for Winning in the Asia-Pacific Region*, Cambridge, MA: Perseus Press.

Haley Usha C.V. (2000), *Strategic Management in the Asia Pacific: Harnessing Regional and Organisational Change for Competitive Advantage*, Oxford: Butterworth-Heinmann.

## 6. OUTLINE OF LECTURES AND READINGS AT A GLANCE

WE EK		TOPIC	TEXT CH	READINGS
1	CS	Introduction and Overview		Reading: Yip (1998), ch 1
2	CS	East Asian Business Systems: Japanese, Chinese & Korean approach to Business	1, 2	Reading: Lassarre and Schuette [1995] ch 4 Seminar: How to prepare a Case Study
3	CS	Japanese Business System – a Managerial View of Keiretsu	11, 12	Reading: Lai (1999) Case: Competition and cooperation in the Japanese economy
4	CS	Japanese Management Style	13, 14	Reading: El Kahal [2001], ch 7 Case: Toyota Motor Corporation
5	YW	Doing Business in China: changes and challenges	8, 9	Reading: Stuttard (2000) Case: Chinese beer industry
6		Mid-Session Exam (no classes)		
7	YW	Entering China: mode choice, partner selection and location decision	N/A	Readings: McDaniels & Zhao (2001) Leman (2003) Skopal & Zhu (2002) Case: Kentucky Fried Chicken
8	YW	Overseas Chinese Business: organizational features and competitive advantage	5, 6	Reading: Redding (1996) Case: Li & Fung
9	YW	Guanxi and Chinese Business Network	4, 7	Reading: Li, et al. (1999) Case: the Mandarin trade in Malaysia
10	YK	Internationalisation of Japanese Firms	14	Reading: Delios and Henisz (2000) Case: Structure and Strategy in a Global Business Environment: The Case of the NEC Corporation
11	YK	Korean Management System	15, 16	Reading: Ghoshal (1988); Bae and

				Rowley (2001) <i>Case: Samsung and the Theme Park Industry in Korea</i>
12	YK	<i>Chaebol</i> – Business Strategy and Future Directions and Challenges	11, 12	Reading: Yoo and Lee (1987); Guillen (2000) <i>Case: Ssangyong Corporation</i>
13	YK	Technological Transformation of Korean Firms		Reading: Kim (1989, 1997) <i>Case: Catching-Up, Crisis, and Industrial Upgrading: Evolutionary Aspects of Technological Learning in Korea's Electronics Industry</i>
14	CS	Dealing with East Asia - A Summary		

CS : Chung-Sok Suh

YW: Yue Wang

YK: Youngok Kim

## 7. ASSESSMENT

Mid-Semester Examination (60 minutes)	20%
Assignment	20%
Class Presentation & Participation*	20%
<u>Final Exam (2 hours)</u>	<u>40%</u>
Total	100%

- 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 date: **To Be Announced**.  
Students should notify possible clashes with other lectures etc. by the end of Week 2. Part time students should notify their employer that the attendance at the mid-session exam is compulsory and obtain their time off.
- 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'.

## 8. 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.

## 9. 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 2500 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 Management** 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.

## 10. 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.

## 11. 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)**

Case: Tezuka, H., (1997) "Success as a source of failure? Competition and cooperation in the Japanese economy", in *Sloan Management Review*, 38 (2): 83-93

### **Seminar 3 (Week 4)**

Case: Chow et al (1997), "Toyota in 1994", *Business Strategy: An Asia-Pacific Focus*, Prentice-Hall, Singapore, pp. 124-161.

### **Seminar 4 (Week 5)**

Case: Singh, K., Pangarkar, N. and L. Heracleous, (2004) 'The demise of foreign competitors in the Chinese beer industry', in Singh, K., Pangarkar, N. and L. Heracleous (eds.), *Business Strategy in Asia: a casebook*, 2<sup>nd</sup> edition, Thomson Learning, Singapore: 168-174.

### **Week 6 (No seminar)**

Mid-Session Exam Week

### **Seminar 5 (Week 7)**

Case: Morrison, A. J. and P. Beamish, (2000) 'Kentucky Fried Chicken in China', in P. Beamish (ed.), *Asia-Pacific Cases in Strategic Management*, McGraw-Hill, Boston: 174-185

### **Seminar 6 (Week 8)**

Case: Magretta, J., (1998) 'Fast, global and entrepreneurial: supply chain management, Hong Kong style', *Harvard Business Review*, September-October.

### **Seminar 7 (Week 9)**

Case: Kuo, E. C. Y., (1996) 'Ethnicity, polity, and economy: a case study of the Mandarin trade and the Chinese connection', in Hamilton, G. (ed.), *Asian Business Networks*, Walter de Gruyter & Co., Berlin: 115-130.

### **Seminar 8 (Week 10)**

Case: "Structure and Strategy in a Global Environment: The Case of the NEC Corporation," in Preston, M. (ed.), *International Business: Text & Cases*. London: Pitman Publishing (1993).

### **Seminar 9 (Week 11)**

Case: "Samsung and the Theme Park Industry in Korea" in P.W. Beamish (ed.), *Asia-Pacific Cases in Strategic Management*, Boston, Mass: McGraw-Hill Irwin, pp. 298-313, (2000).

**Seminar 10 (Week 12)**

Case: “Ssangyong Corporation” in P.W. Beamish (ed.), *Asia-Pacific Cases in Strategic Management*, Boston, Mass: McGraw-Hill Irwin, pp. 328-340, (2000)

**Seminar 11 (Week 13)**

Case: Ernst, D. (1998), ‘Catching-up, crisis and industrial upgrading: evolutionary aspects of technological learning in Korea’s electronics industry’

**Week 14 (No Seminar)**

March 2004,

Youngok Kim  
Chung-Sok Suh  
Yue Wang