School of Organisation and Management

MGMT2105

EAST ASIAN BUSINESS ENTERPRISE

COURSE OUTLINE
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1. COURSE STAFF

Students who wish to meet staff outside the consultation hours are advised to make an appointment either by phone or email.

2. INFORMATION ABOUT THE COURSE

2.1 Teaching times and Locations

2.2 Units of Credit

This course is worth 6 UOC.

2.3 Parallel teaching in the course

There is no parallel teaching involved in this course.

2.4 Relationship of this course to other course offerings

Although MGMT3102 Asia-Pacific Business covers East Asian countries, this course differs from MGMT3102 as it deals with firm-level strategies of companies competing in East Asia (Japan, Korea and China), while MGMT3102 covers the entire Asian Region, with a focus on the institutional and policy factors.

2.5 Approach to learning and teaching

Interactive Learning and Problem Based Teaching

This course emphasises the interaction between lecturers and students. Each week, the lecture material will be uploaded in the BlackBoard to help the students to preview the materials and to concentrate on listening and critical thinking during the lecture. This will help students to interact with the lecturer during the classroom. The seminar discussions comprise company case studies, which assists students to understand how the concepts are applied in the real business context. Students will present the case to the class and discuss with the peers.
3. COURSE AIMS AND OUTCOMES

3.1 Course Aims

East Asian Business Enterprise (MGMT 2105) 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.

3.2 Student Learning Outcomes

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.

3.3 Teaching Strategies

The course consists of lectures and seminars. During lectures, theories and other relevant information will be outlined and discussed by the lecturer. As the course emphasises interactive learning, students are encouraged to ask questions and express feedbacks during the lectures. However, major discussions take place during the seminars, where students will also present their research outcomes.

Study groups, comprising 2-3 students, are formed in the first tutorial, and students work and react within and across the groups in the seminars throughout the session. No student will be left alone without any interaction with other students. These study groups present case study seminars, and provide joint comments on other groups’ presentations.
4. STUDENT RESPONSIBILITIES AND CONDUCT

4.1 Workload

It is expected that you will spend at least ten hours per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater. Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

4.2 Attendance

Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than eighty per cent of scheduled classes they may be refused final assessment.

4.3 General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: www.my.unsw.edu.au

4.4 Keeping informed

You should take note of all announcements made in lectures, tutorials or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information.

4.5 Occupational Health and Safety

UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see http://www.hr.unsw.edu.au/ohswc/ohswc_home.html.

5. LEARNING ASSESSMENT

5.1 Formal Requirements

In order to pass this course, you must:

- achieve a composite mark of at least 50; and
- make a satisfactory attempt at all assessment tasks (see below).
5.2 Assessment Details

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<tr>
<td>In-class Mid-Semester Examination (60 minutes)*</td>
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<tr>
<td>Assignment (Project Report)</td>
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<tr>
<td>Lecture Attendance</td>
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<tr>
<td>Tutorial Attendance (5%) and Participation (10%)</td>
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<td>Presentation and Discussion Facilitation</td>
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<td>Final Exam</td>
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5.3 Mid-semester Examination

* Mid session exam will be held in class during Week 7** Attendance is compulsory. Attending seminar classes other than the assigned one will not be registered.

5.4 Project Report

You are required to submit a project report in groups of 2-3 on one of the following topics.

**Topic 1**

"Choose two large business groups, one from Japan and the other from Korea. Compare and contrast the changes in their management practices and business strategies since the 1990s."

**Topic 2**

Select a South Korean company that has operation in China, addressing the following two issues:

[1] explain the company's entry mode and explore the rationale behind the choice.
[2] explain the company's location decision and explore the rationale behind the choice.

Note that if the company has more than one establishment in more than one location in China, you can choose to either focus on the entry mode and location choice for only one such establishment, or to compare the company’s entry modes and location choices for its two or multiple establishments in China.

**Length and Style:** Maximum 3000 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, 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 (using the relevant title page). The same marks will be awarded to all students in the same group.

**Due Date:** The project report is due **Week 12**

- 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 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.

**5.5 Presentation and Participation**

Groups of two to three students will be formed in Week 2 tutorials. The exact size of groups will be determined by your tutor depending on the number of students in each class. Tutors will then assign each group to present on one of the weekly presentation questions from the tutorial. The full presentation should be approximately 30 minutes and will be followed by class discussion. Groups will be rated on their presentation style, ability to facilitate and lead class discussion and answer questions from other class members, and effectiveness of their own solution to the question(s). The course coordinator may adjust the marks of individual group members if there is substantial evidence that they did not contribute to the presentation.

Students will be assessed by their tutor on their participation and quality of contribution towards class discussion in the weekly tutorials.

Attendance for lectures and tutorials is compulsory and failure to attend 80 percent of classes will be awarded a zero mark.

**5.6 Final Examination**

The examination is 2 hours and scheduled for the formal UNSW Examination period – date will be announced in the usual. Format of the examination will be discussed at the commencement of the course.

- Students are encouraged to use library resources. You can start with the following links:
  
  - Subject guide for International Business:
    
  
  - Other Business Subject Guides:
    

**5.7 Special Consideration and Supplementary examinations**

- Applications for special consideration (including supplementary examinations) must go through UNSW Central administration (within 3 working days of the assessment to which it refers) – applications will not be accepted by teaching staff:
• If you are making an application for special consideration (through UNSW Central Administration), please notify your Lecturer in Charge as well:

• Applying for special consideration does not automatically mean that you will be granted additional assessment or that you will be awarded an amended result:

• Please note: a register of applications for Special Consideration is maintained. History of previous applications for Special Consideration is taken into account when considering each case.

• General UNSW policy and information on special consideration, including supplementary exams can be found at:
  https://my.unsw.edu.au/student/atoz/SpecialConsideration.html

• The ‘ASB Policy and Process for Special Consideration and Supplementary Exams in Undergraduate Courses’ is available at:
6. Academic Honesty and Plagiarism

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For full information regarding policies, penalties and information to help you avoid plagiarism see:
http://www.lc.unsw.edu.au/plagiarism/index.html

Plagiarism is the presentation of the thoughts or work of another as one’s own.* Examples include:
• direct duplication of the thoughts or work of another, including by copying work, or knowingly permitting it to be copied. This includes copying material, ideas or concepts from a book, article, report or other written document (whether published or unpublished), composition, artwork, design, drawing, circuitry, computer program or software, web site, Internet, other electronic resource, or another person’s assignment without appropriate acknowledgement:
• paraphrasing another person’s work with very minor changes keeping the meaning, form and/or progression of ideas of the original:
• piecing together sections of the work of others into a new whole:
• presenting an assessment item as independent work when it has been produced in whole or part in collusion with other people, for example, another student or a tutor; and,
• claiming credit for a proportion a work contributed to a group assessment item that is greater than that actually contributed.†

Submitting an assessment item that has already been submitted for academic credit elsewhere may also be considered plagiarism.

The inclusion of the thoughts or work of another with attribution appropriate to the academic discipline does not amount to plagiarism.

Students are reminded of their Rights and Responsibilities in respect of plagiarism, as set out in the University Undergraduate and Postgraduate Handbooks, and are encouraged to seek advice from academic staff whenever necessary to ensure they avoid plagiarism in all its forms.

The Learning Centre website is the central University online resource for staff and student information on plagiarism and academic honesty. It can be located at:
www.lc.unsw.edu.au/plagiarism

The Learning Centre also provides substantial educational written materials, workshops, and tutorials to aid students, for example, in:
• correct referencing practices;
• paraphrasing, summarising, essay writing, and time management;
• appropriate use of, and attribution for, a range of materials including text, images, formulae and concepts.

Individual assistance is available on request from The Learning Centre.

Students are also reminded that careful time management is an important part of study and one of the identified causes of plagiarism is poor time management. Students should allow sufficient time for research, drafting, and the proper referencing of sources in preparing all assessment items.

* Based on that proposed to the University of Newcastle by the St James Ethics Centre. Used with kind permission from the University of Newcastle
† Adapted with kind permission from the University of Melbourne.
7. **STUDENT RESOURCES**

7.1 **Course Resources**

Students are required to purchase the book of readings and cases for the MGMT 2105 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:**


**Study Kit**

Students are advised to purchase a study kit which includes additional. The study kit is available at the bookshop.

**Articles and Cases NOT in Study Kit**

You can download articles and cases not found in Study Kit through the UNSW library website. I will also post links for the Harvard Business School cases in the blackboard.

7.2 **Additional Student Resources and Support**

The University and the ASB provide a wide range of support services for students, including:

- **ASB Education Development Unit (EDU)** ([www.business.unsw.edu.au/edu](http://www.business.unsw.edu.au/edu))
  
  Academic writing, study skills and maths support specifically for ASB students. Services include workshops, online and printed resources, and individual consultations. EDU Office: Room GO7, Ground Floor, ASB Building (opposite Student Centre); Ph: 9385 5584; Email: [edu@unsw.edu.au](mailto:edu@unsw.edu.au)

- **Capturing the Student Voice**: An ASB website enabling students to comment on any aspect of their learning experience in the ASB. To find out more, go to the [Current Students/Resources/Student Feedback page here](#).

- **Blackboard eLearning Support**: For online help using Blackboard, follow the links from [www.elearning.unsw.edu.au](http://www.elearning.unsw.edu.au) to UNSW Blackboard Support / Support for Students. For technical support, email: [itservicecentre@unsw.edu.au](mailto:itservicecentre@unsw.edu.au); ph: 9385 1333

- **UNSW Learning Centre** ([www.lc.unsw.edu.au](http://www.lc.unsw.edu.au))
  
  Academic skills support services, including workshops and resources, for all UNSW students. See website for details.

- **Library training and search support services**: [http://info.library.unsw.edu.au/web/services/services.html](http://info.library.unsw.edu.au/web/services/services.html)

- **UNSW IT Service Desk**: Technical support for problems logging in to websites, downloading documents etc. Library, Level 2; Ph: 9385 1333. Website: [www.its.unsw.edu.au/support/support_home.html](http://www.its.unsw.edu.au/support/support_home.html)

- **UNSW Counselling Service** ([http://www.counselling.unsw.edu.au](http://www.counselling.unsw.edu.au))
  
  Free, confidential service for problems of a personal or academic nature; and workshops on study issues such as 'Coping With Stress' and 'Procrastination'.
  
  Office: Level 2, Quadrangle East Wing; Ph: 9385 5418

- **Student Equity & Disabilities Unit** ([http://www.studentequity.unsw.edu.au](http://www.studentequity.unsw.edu.au)) Advice regarding equity and diversity issues, and support for students who have a disability.
or disadvantage that interferes with their learning. Office: Ground Floor, John Goodsell Building; Ph: 9385 4734

8. Lecture Schedule

Note:
1. Min Chen’s *Asian Management Systems* is the main textbook for the course.
2. The links for the LG and Daewoo cases will be provided in the BlackBoard.
3. Readings indicated by # in the course study kit and all other readings can be downloaded through the UNSW library system.

**Week 1 Lecture: Introduction**


*No Tutorials*

**Week 2 Lecture: Japanese Management Style**


**Tutorial:**

- Form groups
- How to prepare case studies

**Week 3 Lecture: Japanese Business System**


**Tutorial**


**Week 4 Lecture: Internationalisation Strategy of Japanese Firms**


**Tutorial:**

Week 5 Korean Management System


Tutorials:


Week 6: Business Strategy of Korean Companies


Tutorials

Ramasway, Kannan. 2007. LG Electronics: Global Strategy in Emerging Markets. (TB0073-PDF-ENG)

Week 7 Mid-term exam

No Tutorials

Week 8: Doing Business in China


Tutorials:


Week 9: Strategies for Foreign Firms in China


**Tutorials (19 & 23 September):**


**Week 10: Strategies for Overseas Chinese Firms**


**Tutorials:**


**Week 11: Strategies for Mainland Chinese Firms**


**Tutorials:**


**Week 12: Course Review**


**Tutorial:**


**9. Seminar Schedule**

Students will form study groups (consisting of 2-3 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.
Week 2 Seminar
[1] Form study groups and finalize presentation schedule

Week 3 Seminar


Case questions:
[1] To what extent has Nissan adapted ‘traditional’ Japanese management practices to cater for the British cultural environment?
[2] Should/could European car makers adopt the Nissan philosophy and manufacturing techniques?
[3] What lessons can be drawn from Nissan’s experience in the UK?

Week 4 Seminar


Case questions:
[1] How did Japanese firms create competitiveness through cooperation?
[2] What are the author’s main counterarguments to the frequently cited criticisms of Japanese business system as a fundamentally ‘closed’ collusive system?
[3] What challenges have Japanese companies been facing since the 1990s?
[4] What would you suggest to Japanese firms to overcome their increasingly declining profitability?

Week 5 Seminar


Case questions:
[1] How has the role of chaebol groups changed over the years?
[2] How did Daewoo’s strategies change over the course of its history? How did its strategies contribute to its success and also to its ultimate demise?
[3] What were the factors that created the crisis of chaebol?
[4] What would you recommend to FSC Chairman Lee? Nationalize or not? What would be the consequences of each option for the reform and for the Korean economy?

Week 6 Seminar

Case: Ramasway, Kannan. 2007. LG Electronics: Global Strategy in Emerging Markets. (TB0073-PDF-ENG)

Case questions:
[1] What were the key strengths of the Korean electronics industry during the formative years? How did firms leverage these advantages to enter developed-country markets?
[2] Trace the strategic growth of LG Electronic. Were there any distinct patterns in terms of the company’s approach to emerging markets? Trace the commonalities across its strategies in the BRIC countries.
[3] What are the critical points of learning that can be distilled from its success in emerging markets? How may these advantages be leveraged to compete in developed countries? Are the advantages transferable?

**Week 7: No seminar**

*(Mid-session Exam)*

**Week 8 Seminar**


**Case questions:**
- [1] Describe and discuss the similarities and differences between Sony and Samsung.
- [2] How did the differences in strategies between the two companies contribute to the performance difference between the two?
- [3] What lessons would you draw from these two cases?

**Week 9 Seminar**


**Case questions:**
- [1] Describe the characteristics of China’s beer industry.
- [2] What are the opportunities and challenges facing foreign companies operating in this industry in China?
- [3] What strategies did South African Breweries (SAB) adopt in China to outperform other foreign brewers?
- [4] Do you think SAB’s strategies will give them sustainable competitive advantage in China? And why? What are the lessons for other foreign companies operating in the same industry and also in other industries in China?

**Week 10 Seminar**


**Case questions:**
- [1] What are IKEA’s competitive advantages? Why are these advantages not sustainable in China?
- [2] Describe IKEA’s expansion plan. Would a more aggressive expansion in China help IKEA?
- [3] How would you suggest IKEA to respond to the China market?

**Week 11 Seminar**

Case questions:
[1] What features of the CP Group resemble a typical Overseas Chinese firm?
[2] How did the CP Group seize opportunities for its growth before the Financial Crisis?
[3] What are the main reforms that CP group has taken after the Financial Crisis? Do you think these reforms are effective?

Week 12 Seminar


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?
[3] 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?
School of Organisation and Management

ASSIGNMENT COVER SHEET

Student Number: _______________  Name: ____________________

Course: _______________

Lecturer: _______________  Tutor: ____________________

Tutorial/Seminar/Lab:

Day: _______________  Time: _____  Classroom: _______________

Assignment Item/Title/Question: ______________________

Date Due: _______________  Date Submitted: _______________

I declare that this assessment item is my own work, except where acknowledged, and has not been submitted for academic credit elsewhere, and acknowledge that the assessor of this item may, for the purpose of assessing this item:

a. Reproduce this assessment item and provide a copy to another member of the University; and/or,

b. Communicate a copy of this assessment item to a plagiarism checking service (which may then retain a copy of the assessment item on its database for the purpose of future plagiarism checking).

c. I certify that I have read and understood the University Rules in respect of Student Academic Misconduct.

Signed: ______________________ date:  ____________
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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<td>Answers to Questions</td>
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COMMENTS:

MARK ________________________ Signed ________________________