

**City University of Hong Kong  
Course Syllabus**

**offered Department of Asian and International Studies  
with effect from Semester A 2017 / 18**

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**Part I Course Overview**

**Course Title:** **Comparative Management: China, Japan, and South Korea**

**Course Code:** **AIS3544**

**Course Duration:** **One semester**

**Credit Units:** **3**

**Level:** **B3**

Arts and Humanities

**Proposed Area:**  
*(for GE courses only)*

Study of Societies, Social and Business Organisations

Science and Technology

**Medium of Instruction:** **English**

**Medium of Assessment:** **English**

**Prerequisites:**  
*(Course Code and Title)* **Nil**

**Precursors:**  
*(Course Code and Title)* **Nil**

**Equivalent Courses:**  
*(Course Code and Title)* **CTL3544 Comparative Management: China, Japan, and South Korea**

**Exclusive Courses:**  
*(Course Code and Title)* **GE2120 Asian Values and Managerial Practices**

## Part II Course Details

### 1. Abstract

The course aims to enhance students' knowledge on management systems in the East Asian Context. The objective of the course is to enhance students' understanding on the development of management systems in Chinese societies (i.e., Mainland, Hong Kong, Taiwan), Japan, and South Korea. The course employs a comparative approach by identifying the similarities and differences of the managerial practices between the four Asian societies; and also by examining how different national cultural backgrounds might have an impact on managerial systems and leadership behavior. This approach will allow students better understand the local managerial practices, as well as the unique competitive advantages and disadvantages of the management systems in different societies. The course will prepare our students with communication skills who plan to work at Multinational organizations.

### 2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs <sup>#</sup>	Weighting* (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Describe the managerial practices/systems in Mainland China, Hong Kong, Japan and South Korea.	25%		√	√
2.	Compare the similarities and differences of management systems between Mainland China, Hong Kong, Japan and South Korea.	25%		√	√
3	Discuss the advantages and disadvantages of particular management systems.	20%		√	√
4.	Apply the theories of national culture to explain the development of management systems.	20%	√	√	√
5.	Demonstrate critical writing and presentation skills.	10%	√	√	√
		100%			

\* If weighting is assigned to CILOs, they should add up to 100%.

<sup>#</sup> Please specify the alignment of CILOs to the Gateway Education Programme Intended Learning outcomes (PILOs) in Section A of Annex.

A1: Attitude

*Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.*

A2: Ability

*Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.*

A3: Accomplishments

*Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.*

### 3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.						Hours/week (if applicable)
		1	2	3	4	5		
Lecture	Lecture will teach students the different management systems in each society. Students will learn how to critically compare the management systems between societies and to reflect on the nature and impact of national culture that contribute to their understanding of the development of management systems in different societies.	√	√	√	√			2 hr
Tutorial	Small-group analysis and evaluation of the texts as a means to sensitize students to enhance their understanding of the taught topics throughout the course.	√	√	√	√			1hr
	Individual and group discussion, presentations and debates will involve students in active learning through interaction and reflection. The activity will mainly focus on guiding students to compare the management systems between Mainland China, Hong Kong, Japan and South Korea.	√	√	√		√		
	Tutorial will guide students how to apply the theories/concepts in analyzing and evaluation of the texts from the case studies of different companies in Mainland China, Hong Kong, Japan and South Korea.				√			
	Examination (esp., essay questions) and group presentation as a means to improve their critical writing and presentation skills.	√	√	√	√	√		

### 4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.						Weighting *	Remarks
	1	2	3	4	5			
Continuous Assessment: <u>50</u> %								
Examination is given to assess students' knowledge, comprehensive ability, and analyzing skills.	√	√	√	√	√		50%	The examination comprises of multiple choices (50%), fill-in-the-blanks/short and long essay questions (50%).
Group project and presentation are given to assess students' understanding on the formation and developments of different management system.	√	√	√	√	√		35%	
In-class/on-line discussions and short individual presentation/report/essay are given to evaluate students' comprehensive ability.	√	√	√		√		15%	
Examination: <u>50</u> % (duration: 2 hours, if applicable)								

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*\* The weightings should add up to 100%.*

100%
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## 5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1. Examination	Assessment will be based on: (1) Knowledge of management systems in the four East Asian societies; (2) Knowledge of theories and key concepts related to management; (3) Evidence of critical thinking using comparative approaches in explaining the formation of particular management systems; (4) Persuasive writing skills	Excellent knowledge of management systems in the four East Asian societies; Strong knowledge of theories and key concepts related to management; Strong evidence of critical thinking using comparative approaches in explaining the formation of particular management systems; Excellent writing skills	Good knowledge of management systems in the four East Asian societies; Good knowledge of theories and key concepts related to management; Some evidence of critical thinking using comparative approaches in explaining the formation of particular management systems; Good writing skills	Adequate knowledge of management systems in the four East Asian societies; Adequate knowledge of theories and key concepts related to management; Adequate evidence of critical thinking using comparative approaches in explaining the formation of particular management systems; Fair writing skills	Limited knowledge of management systems in the four East Asian societies; Limited knowledge of theories and key concepts related to management; Little evidence of critical thinking using comparative approaches in explaining the formation of particular management systems; Marginal writing skills	Inadequate knowledge of management systems in the four East Asian societies; Inadequate knowledge of theories and key concepts related to management; No evidence of critical thinking using comparative approaches in explaining the formation of particular management systems; Poor writing skills
2. Group Project and Presentation	Assessment will be based on: (1) Knowledge of key concepts in East Asian management; (2) Evidence of critical thinking using cultural perspectives in explaining the formation of particular systems; (3) Application of theories/concepts; (4) cooperation as a team; (5) Persuasive presentation skills; (6) Overall structure of the presentation.	Excellent knowledge of key concepts in East Asian management; Strong evidence of critical thinking using cultural perspectives in explaining the formation of particular systems; Strong ability in the application of theories/concepts; Excellent team spirit and presentation skills; Excellent structure	Good knowledge of key concepts in East Asian management; Some evidence of critical thinking using cultural perspectives in explaining the formation of particular systems; Good ability in the application of theories/concepts; Good team spirit and presentation skills; Good structure	Adequate knowledge of key concepts in East Asian management; Adequate evidence of critical thinking using cultural perspectives in explaining the formation of particular systems; Fair ability in the application of theories/concepts; Fair team spirit and presentation skills; Fair structure	Limited knowledge of key concepts in East Asian management; Little evidence of critical thinking using cultural perspectives in explaining the formation of particular systems; Marginal ability in the application of theories/concepts; Poor team spirit and marginal presentation skills; Poor structure	Inadequate knowledge of key concepts in East Asian management; No evidence of critical thinking using cultural perspectives in explaining the formation of particular systems; Inability in the application of theories/concepts; Poor team spirit and presentation skills; Poor structure
3. In-class/on-line discussions	Assessment will be based on: (1) Active engagement in in-class/on-line discussion sessions; (2) Evidence of critical thinking; (3) Persuasive writing and verbal presentation skills	Active engagement in in-class/online discussions; Strong evidence of critical thinking; Excellent writing and verbal presentation skills	Much effort putting in in-class/online discussions; Some evidence of critical thinking; Good writing and verbal presentation skills	Some effort putting in in-class/online discussions; Fair evidence of critical thinking; Fair writing and verbal presentation skills	Passive engagement in in-class/online discussions; Little evidence of critical thinking; Marginal writing and verbal presentation skills	No effort putting in in-class/online discussions; No evidence of critical thinking; Poor writing and verbal presentation skills

### Part III Other Information (more details can be provided separately in the teaching plan)

#### 1. Keyword Syllabus

(An indication of the key topics of the course.)

Comparative Management; National Culture Theory; Confucianism; Legalism; Chinese Management; Japanese Management; South Korean Management; Human Resources Management; Women Employment; Conglomerates (*Zaibatsu, Chaebol*); *Guanxi*; *Yon-go* Relations; Leadership; Negotiation; Decision Making; Total Quality Management

#### 2. Reading List

##### 2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

Chang, C. S. & Chang, N. J. (1994). *The Korean Management System: Cultural, Political, Economic Foundations*. London: Quorum Books.

Chen, M. (1995). *Asian Management Systems: Chinese, Japanese and Korean Styles of Business*. NY: Routledge.

Chung, K. H., Lee, H. C., & Jung, K. H. (1997). *Korean Management: Global Strategy and Cultural Transformation*. Berlin: Walter de Gruyter & Co.

Fukuda, K. J. (1993). *Japanese Management in East Asia and Beyond*. HK: The Chinese University Press.

Lasserre, P. & Schutte, H. (1999). *Strategies for Asia Pacific: Beyond the Crisis*. London: Macmillan Press.

Tang, J., & Ward, A. (2003). *The Changing Face of Chinese Management*. NY: Routledge.

##### 2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)

Hofstede, G. (2001). *Culture Consequences: Comparing Values, Behaviors, Institutions, and Organizations across Nations*. Thousand Oaks, CA: Sage.

Hofstede, G. Official Website, <http://geert-hofstede.com/countries.html>

Jackson, K., & Tomioka, M. (2004). *The Changing Face of Japanese Management*. London: Routledge.

Rowley, C., & Abdul-Rahman, S. (2008). *The changing face of management in South East Asia*. NY: Routledge.

Rowley, C., & Paik, Y. (2009). *The Changing Face of Korean Management*. NY: Routledge.

Tang, J., & Ward, A. (2003). *The Changing Face of Chinese Management*. NY: Routledge.