

PIA3544: EAST ASIA AND GLOBALIZATION

Effective Term

Semester B 2023/24

Part I Course Overview

Course Title

East Asia and Globalization

Subject Code

PIA - Public and International Affairs

Course Number

3544

Academic Unit

Public and International Affairs (PIA)

College/School

College of Liberal Arts and Social Sciences (CH)

Course Duration

One Semester

Credit Units

3

Level

B1, B2, B3, B4 - Bachelor's Degree

Medium of Instruction

English

Medium of Assessment

English

Prerequisites

Nil

Precursors

Nil

Equivalent Courses

AIS3544 Comparative Management: China, Japan, and South Korea

Exclusive Courses

GE2120 Asian Values and Managerial Practices

Part II Course Details

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.

Course Intended Learning Outcomes (CILOs)

CILOs		Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Describe the managerial practices/systems in Mainland China, Hong Kong, Japan and South Korea.	25		x	x
2	Compare the similarities and differences of management systems between Mainland China, Hong Kong, Japan and South Korea.	25		x	x
3	Discuss the advantages and disadvantages of particular management systems.	20		x	x
4	Apply the theories of national culture to explain the development of management systems.	20	x	x	x
5	Demonstrate critical writing and presentation skills.	10	x	x	x

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.

Teaching and Learning Activities (TLAs)

	TLAs	Brief Description	CILO No.	Hours/week (if applicable)
1	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.	1, 2, 3, 4	2 hr
2	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.	1, 2, 3, 4	1hr
3	Tutorial	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.	1, 2, 3, 5	
4	Tutorial	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.	4	
5	Tutorial	Examination (esp., essay questions) and group presentation as a means to improve their critical writing and presentation skills.	1, 2, 3, 4, 5	

Assessment Tasks / Activities (ATs)

	ATs	CILO No.	Weighting (%)	Remarks
1	Examination is given to assess students' knowledge, comprehensive ability, and analyzing skills. In addition, it also assesses students' creative, discovery and critical thinking skills.	1, 2, 3, 4, 5		
2	Group project and presentation are given to assess students' understanding on the formation and developments of different management system. In addition, peer evaluation, self-reflection on project, and a project revision system will be used to enhance students' reflection ability and the quality of project.	1, 2, 3, 4, 5	35	
3	In-class/on-line discussions and short individual presentation/report/essay are given to evaluate students' comprehensive ability. The weekly individual sharing session will enhance students' critical thinking and communication skills, and consequently bring positive influence to the class interaction,	1, 2, 3, 5	15	

Continuous Assessment (%)

50

Examination (%)

50

Examination Duration (Hours)

2

Assessment Rubrics (AR)**Assessment Task**

1. Examination

Criterion

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 (A+, A, A-)

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 (B+, B, B-)

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

Fair (C+, C, C-)

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

Marginal (D)

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

Failure (F)

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

Assessment Task

2. Group Project and Presentation

Criterion

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 (A+, A, A-)

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 (B+, B, B-)

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

Fair (C+, C, C-)

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

Marginal (D)

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

Failure (F)

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

Assessment Task

3. In-class/on-line discussions

Criterion

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

Excellent (A+, A, A-)

Active engagement in in-class/online discussions; Strong evidence of critical thinking; Excellent writing and verbal presentation skills

Good (B+, B, B-)

Much effort putting in in-class/online discussions; Some evidence of critical thinking; Good writing and verbal presentation skills

Fair (C+, C, C-)

Some effort putting in in-class/online discussions; Fair evidence of critical thinking; Fair writing and verbal presentation skills

Marginal (D)

Passive engagement in in-class/online discussions; Little evidence of critical thinking; Marginal writing and verbal presentation skills

Failure (F)

No effort putting in in-class/online discussions; No evidence of critical thinking; Poor writing and verbal presentation skills

Part III Other Information

Keyword Syllabus

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

Reading List

Compulsory Readings

	Title
1	Chen, M. (1995). <i>Asian Management Systems: Chinese, Japanese and Korean Styles of Business</i> . NY: Routledge. Introduction (Week 1 reading).
2	Chung, K. H., Lee, H. C., & Jung, K. H. (1997). <i>Korean Management: Global Strategy and Cultural Transformation</i> . NY: Walter de Gruyter.
3	Fox, M. E. & Urwick, L. (Eds.) (1982). <i>Dynamic Administration: The Collected Papers of Mary Parker Follett</i> . NY: Hippocrene Books.
4	Jackson, K. & Tomioka, M. (2004). <i>The Changing Face of Japanese Management</i> . London: Routledge.
5	Lasserre, P. & Schutte, H. (1999). <i>Strategies for Asia Pacific: Beyond the Crisis</i> . London: Macmillan Press.
6	Montana, P. J. & Charnov, B. H. (2000). <i>Management</i> . NY: Barron's Educational Series.
7	Muller, A. C. (translated works). <i>The Analects of Confucius (論語)</i> . Available at: http://www.acmuller.net/condao/analects.html Accessed on 27 July 2021.
8	Rowley, C., Sohn, T. W., & Bae, J. (Eds.) (2002). <i>Managing Korean Businesses</i> . London: Frank Cass.
9	Teal, T. (1998). <i>The Human Side of Management</i> . In <i>Harvard Business Review on Leadership</i> (pp. 147-170). Boston, MA: Harvard Business School Publishing.
10	Yao, X. (2000). <i>Introduction to Confucianism</i> , Cambridge: Cambridge University Press.
11	Bond, M. H. & King, A. Y. C. (1985). <i>Coping with the threat of Westernisation in Hong Kong</i> .
12	<i>International Journal of Intercultural Relations</i> , 9, 351-364.
13	Dahl, Stephan, <i>Intercultural Research: The Current State of Knowledge</i> (January 12, 2004). Middlesex University Discussion Paper No. 26. Available at: http://papers.ssrn.com/sol3/papers.cfm?abstract_id=658202 Accessed on 12 December 2020.
14	Hall, E.T. (1976). <i>Beyond Culture</i> , New York: Doubleday
15	Hofstede, G. (2001). <i>Culture Consequences: Comparing Values, Behaviours, Institutions, and Organisations across Nations</i> . Thousand Oaks, CA: Sage.
16	Hofstede, G. (2015). <i>The Hofstede Centre, Official Website</i> . http://geert-hofstede.com/index.php Retrieved on 26 Jan 2021.
17	Inghart, D. (1977). <i>The Silent Revolution. Changing Values and Political Styles among Western Publics</i> . Princeton: Princeton University Press.
18	Kluckhohn, C. and Strodtbeck, F. (1961). <i>Variations in value orientations</i> . Evanston, IL: Row, Peterson.
19	Ralston, D.A., Gustafson, D.J., Terpstra, R.H., Holt, D.H., Cheung, F., and Ribbens, B.A. (1993) <i>The impact of managerial values on decision-making behaviour: a comparison of the United States and Hong Kong</i> . <i>Asia Pacific Journal of Management</i> , 10(1), 21-37.
20	Ralston, D.A., Holt, D.H., Terpstra, R.H., and Yu, K.C. (1997) <i>The impact of national culture and economic ideology on managerial work values: a study of the United States, Russia, Japan, and China</i> . <i>Journal of International Business Studies</i> , 28(1), 177-207.
21	Sagiv, L. & Schwartz, S.H. (2000) <i>A new look at national culture: illustrative applications to role stress and managerial behavior</i> , in Ashkanasy, N.N., Wilderom, C. and Peterson, M.F. (Eds.): <i>The Handbook of Organizational Culture and Climate</i> , Sage, Newbury Park, CA, pp.417-436.
22	Schmidt, W. V., Conaway, R. N., Easton, S. S., & Wardrope, W. J. (2007). <i>Communicating Globally: Intercultural Communication and International Business</i> . Thousand Oaks, CA: Sage. Chapter 2, pp. 19-40.
23	Trompenaars, F., & Hampden-Turner, C. (2001). <i>Riding the waves of culture: Understanding cultural diversity in business</i> . London: Nicholas Brealey Publishing.
24	Whitehill, A.M., & Takezawa, S. (1978). <i>Workplace Harmony: Another Japanese Miracle?</i> , <i>Columbia Journal of World Business</i> , vol. 13,no. 3,pp. 25-39.
25	Fukuda, K. J. (1993). <i>Japanese Management: In East Asia and Beyond</i> . HK: The Chinese University Press. Chapter 4 (Week 3 Reading).

26	House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. and Gupta, V. (2004). <i>Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies</i> . Thousand Oaks, CA: Sage.
27	Report of Uniqlo. (2005), Fast Retailing Company Ltd. online resource.
28	Wong, M.M.L. (1996). Shadow management in Japanese companies in Hong Kong. <i>Asia Pacific Journal of Human Resources</i> , 34(1): 95-110.
29	Yoshino, M. (1982) <i>Japan's Managerial System: Tradition and Innovation</i> . Cambridge, Mass: MIT Press.
30	Imai, M. (1986). <i>Kaizen: The Key To Japan's Competitive Success</i> . New York: McGraw-Hill.
31	Kano, N. (1984). "Attractive Quality and Must-Be Quality", <i>Hinshitsu, JSQC</i> , Vol.14, No.2.
32	Nagamachi, M. (2008). Perspective and the new trend of Kansei / affective engineering. <i>The TQM Journal</i> , 20(4): 290-298. Available at: http://www.fcrm.ir/mads/ebk1078.pdf Accessed on 17 November 2021.
33	Sashkin, S. & Kiser, K. S. (1993). Putting total quality management to work [electronic resource] : what TQM means, how to use it, & how to sustain it over the long run. San Francisco : Berrett-Koehler. On-line reading, Chapter 2: What is TQM? (Week 4 Reading).
34	Chung, K. H., Lee, H. C., & Jung, K. H. (1997). <i>Korean Management: Global Strategy and Cultural Transformation</i> . NY: Walter de Gruyter. Chapter 6 (Week 5 Reading).
35	Chang, C. S. & Chang, N. J. (1994). <i>The Korean Management System: Cultural, Political, Economic Foundations</i> . London: Quorum Books.
36	申哲昊, 李和珍, 河秀京 著, 黃蘭琇譯, 《三星品牌為何強大: 三星的品牌管理策略》, 天下雜誌, 2011年。
37	Chen, M. (1995). <i>Asian Management Systems: Chinese, Japanese and Korean Styles of Business</i> . London: Routledge. Chapters 4 & 6 (Week 6 Reading)
38	Ralston, D. A., Terpstra-Tong, J. Terpstra, R. H., Wang, X., & Egrl, C. Today's State-owned enterprises of China: Are they dying dinosaurs or dynamic dynamos? <i>Strategic Management Journal</i> , 27: 825-843.
39	Szamosszegi, A. & Kyle, C. (2011). <i>An Analysis of State-owned Enterprises and State Capitalism in China</i> . Washington, DC: Capital Trade, Incorporated.
40	Dahl, Stephan, <i>Intercultural Research: The Current State of Knowledge</i> (January 12, 2004). Middlesex University Discussion Paper No. 26. Available at: http://papers.ssrn.com/sol3/papers.cfm?abstract_id=658202 Accessed on 12 December 2020. (Week 2 Reading)
41	Firkora, P. (2006). Japanese management practices past and present. <i>Econ. J. of Hokkaido Univ</i> , 35: 115-130. Available at: http://eprints.lib.hokudai.ac.jp/dspace/handle/2115/14864 Accessed on 12 October 2021.
42	Chen, M. (1995). <i>Asian Management Systems: Chinese, Japanese and Korean Styles of Business</i> . London: Routledge. Chapter 1 (Week 8 Reading)
43	Week 9: Human Resources Management (Japan & S. Korea)
44	Chang, C. S. & Chang, N. J. (1994). <i>The Korean Management System: Cultural, Political, Economic Foundations</i> . London: Quorum Books. Chapter 7 (HRM).
45	Chung, K. H., Lee, H. C., & Jung, K. H. (1997). <i>Korean Management: Global Strategy and Cultural Transformation</i> . NY: Walter de Gruyter. Chapter 7 (HRM).
46	Firkora, P. (2006). Japanese management practices past and present. <i>Econ. J. of Hokkaido Univ</i> , 35: 115-130. Available at: http://eprints.lib.hokudai.ac.jp/dspace/handle/2115/14864 Accessed on 12 October 2021.
47	Chen, M. (1995). <i>Asian Management Systems: Chinese, Japanese and Korean Styles of Business</i> . London: Routledge. Chapters 11, 12 (Week 10 Reading)
48	Morikawa, H. (2001). <i>A History of Top Management in Japan: Managerial Enterprises and Family Enterprises</i> . New York: Oxford University Press.
49	Chang, C. S. & Chang, N. J. (1994). <i>The Korean Management System: Cultural, Political, Economic Foundations</i> . London: Quorum Books. Chapter 6 (Chaebol).
50	Bennis, W., & Nanus, B. (1985). <i>Leaders: The strategies for taking charge</i> . New York: Harper and Row. Chang, C. S., & Chang, N. J. (1994). <i>The Korean Management System: Cultural, Political, Economic Foundations</i> . London: Quorum Books.

51	Chen, M. (1995). <i>Asian Management Systems: Chinese, Japanese and Korean Styles of Business</i> . London: Routledge. Chapters 10, 13, 15 (Week 11 Reading)
52	Cheng, B. S., Boer, D., & Chou, L. F. et al. (2013). Paternalistic leadership in four Asian Societies: Generalizability and cultural differences of the triad model. <i>Journal of Cross-Cultural Psychology</i> , 44(8): 1-9.
53	Dorfmanm P. W., Howell, J. P., Hibino, S. Lee, J. K., Tate, U., & Bautista, A. (1997). Leadership in Western and Asian countries: commonalities and differences in effective leadership process across cultures. <i>Leadership Quarterly</i> , 8(3): 233-274.
54	Fu, P. P., Tsui, A., Liu, J., & Li, L. (2010). Pursuit of whose happiness? Executive leader' s transformational behaviors and personal values. <i>Administrative Sciences Quarterly</i> , 55(2): 222-254.
55	Fukuda, K. J. (1993). <i>Japanese Management: In East Asia and Beyond</i> . HK: The Chinese University Press.
56	Kotter, J. P. 1998[1990]. <i>What leaders really do</i> , Leadership. Boston, MA: Harvard Business School Publishing.
57	Wu, M. & Xu, E. (2012). Paternalistic leadership: from here to where? <i>The Handbook of Chinese Organizational Behavior: Integrating Theory, Research and Practice</i> , Huang, X. and Bond, M. (ed), Edward Elgar, United Kingdom, 1 May 2012, pp. 449-453.
58	Zaleznik, A. 1998[1977]. <i>Managers and Leaders: Are They Different?</i> , Leadership. Boston, MA: Harvard Business School Publishing.
59	Hofstede, G. (2007). Asian management in the 21st century. <i>Asia Pacific Journal Management</i> , 24: 411-420. Available at: http://www.springerlink.com/content/kuu3460221616174/ (free) Accessed on 26 February 2021.

Additional Readings

Title	
1	Nil