Unit Outline*

ABUS 1190/2290

Foundations of Asian Business

Semester 1, 2011
Crawley Campus

Unit Coordinator – Winthrop Professor Rob Lambert

Business School
www.business.uwa.edu.au

* This Unit Outline should be read in conjunction with the Business School Unit Outline Supplement available on the Current Students web site http://www.business.uwa.edu.au/students
UNIT DESCRIPTION

Introduction

The unit focuses on the diverse business traditions in the Asian region. The aim is to develop an understanding of how business enterprises operate in these environments and national traditions (social, cultural, political). We explore how these forces have shaped the character of the corporation in these countries.

Since the mid 1980s, the free trade and investment policies of neo-liberal globalization have impacted on these national traditions and the corporations which function within these national terrains. The 1997 Asian financial crisis had a profound impact on business and society. The remarkable growth of India and China in the world economy is also transforming the character of the competitive environment. Today the current global financial crisis is impacting on all countries and traditions within the region.

Unit content

In this context, the unit focuses on the major business traditions in Asia: the Japanese, the South Korean, the overseas Chinese, the mainland Chinese, the Indian and the role of Western corporations. In each the type of enterprise that has emerged, its style of organisation, leadership, management, strategy, management/labor relations and business culture are examined. A key facet of each orientation is their continued regional and international expansion. We will explore these transformations.

The goal of the unit

In summary, this unit will introduce you to the different types of business which dominate the Asian region as well as provide an insight into the future challenges these traditions face. Finally, the unit aims to make you business literate so that if you encounter a Japanese, or Korean, or Chinese company, you will have a deeper appreciation of their operating environment.

Learning outcomes

On completion of this unit, you should be able to:

• Identify the essential characteristics of the major business traditions in the Asian region (Japanese; Korean; Overseas Chinese; Mainland Chinese; Indian; Western).
• Have a clear understanding of the historical forces (society, culture, politics) shaping these traditions.
• Comprehend how free trade and investment impacts on these traditions.
• Recognize the remarkable transformation in the role of India and China in the restructuring of the global economy
• respond with the appropriate degree of sensitivity to these traditions, should you be engaged in such business dealings in the future

Educational principles and graduate attributes

The unit aims to develop the following graduate attributes: A sensitivity to the cultural diversity of Asia’s business traditions and the ways in which these traditions impact on business management of the corporation and on society. The essays and the tutorial discussion aim to form students with these sensitivities, which leads to a more knowledgeable and ethical interactions when encountering these diverse traditions.
TEACHING AND LEARNING RESPONSIBILITIES

Teaching and learning evaluation

You may be asked to complete two evaluations during this unit. The Student Perception of Teaching (SPOT) and the Students’ Unit Reflective Feedback (SURF). The SPOT is optional and is an evaluation of the lecturer and the unit. The SURF is completed online and is a university wide survey and deals only with the unit. You will receive an email from the SURF office inviting you to complete the SURF when it is activated. We encourage you to complete the forms as your feedback is extremely important and can be used to make changes to the unit or lecturing style when appropriate.

The Unit Coordinator and tutors take student feedback seriously. We will be running a survey just before the mid semester break to get your feedback on the lecturing, tutoring and general issues in the unit. Relevant comments and suggestions will be implemented in the second half of the semester, where possible. Apart from this process, informal feedback will be welcomed. At the end of the semester SURF and SPOT surveys will be undertaken.

Attendance

Participation in class, whether it be listening to a lecture or getting involved in other activities, is an important part of the learning process, therefore it is important that you attend classes. More formally, the University regulations state that ‘to complete a course or unit students shall attend prescribed classes, lectures, seminars and tutorials’.

CONTACT DETAILS

We strongly advise students to regularly access their student email accounts. Important information regarding the unit is often communicated by email and will not be automatically forwarded to private email addresses.

<table>
<thead>
<tr>
<th>Unit coordinator/lecturer</th>
<th></th>
</tr>
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<tbody>
<tr>
<td><strong>Name:</strong> Rob Lambert</td>
<td></td>
</tr>
<tr>
<td><strong>Email:</strong> <a href="mailto:Rob.Lambert@uwa.edu.au">Rob.Lambert@uwa.edu.au</a></td>
<td></td>
</tr>
<tr>
<td><strong>Phone:</strong> 6488 2934</td>
<td></td>
</tr>
<tr>
<td><strong>Consultation hours:</strong></td>
<td>Thursday 12.45pm- 2pm (BUSN: Rm1206)</td>
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<tr>
<td><strong>Lecture times:</strong></td>
<td>Monday 11-11.45am and Thursday 12-12.45pm</td>
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<tr>
<td><strong>Lecture venue:</strong></td>
<td>BUSN: Ernst &amp; Young LT</td>
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<table>
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<tr>
<th>Tutor</th>
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<tbody>
<tr>
<td><strong>Name:</strong> TBC</td>
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<tr>
<td><strong>Email:</strong></td>
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TEXTBOOKS AND RESOURCES

Unit website
http://www.webct.uwa.edu.au

Recommended/required text

Additional resources and reading material

Books
Closed Reserve
There are many books in the library which focus on Asian Business. Those listed below are on closed reserve.


Redding, SG 1996, ‘*The distinct nature of Chinese capitalism*’, *The Pacific Review*, vol. 9, no.3.

Journals

- The Asian Wall Street Journal
- The Australian Financial Review
- The China Business Review (P 382.05 P43)
- The China Quarterly
- The Far Eastern Economic Review
- Journal of Asian Business (P 330.959 P4)
- Journal of Asia-Pacific Business (P 330.95 P10)
- Asian Business Review (available on-line)
- Asian Business (available on-line)
- ProQuest Asian Business (available on-line)
- Journal of International Business Studies (available on-line)
- Journal of World Business (available on-line)
- International Management (available on-line)

Websites

Australian Trade Commission (Austrade)
http://www.austrade.gov.au
The West Australian Business and Investment Gateway
http://www.business.wa.gov.au
The West Australian Chinese Chamber of Commerce
http://www.waccc.com.au
Singapore Government Website
http://www.gov.sg/
Japan Ministry of Foreign Affairs
http://www.info.japan.org/
People’s Republic of China homepage
http://www.gio.gov.tw/
Korean Government homepage
http://www.korea.net/
ASIACO, the Asia Search Engine
(China, Japan, North Korea)
http://search.asiaco.com/
China Daily Business Weekly
http://www1.chinadaily.com.cn/bw/bw.html
China Update
http://www.ChinaUpdates.com
The McKinsey Quarterly
http://www.mckinseyquarterly.com/links/577
Hyundai
http://www.hyundai.com
Samsung
http://www.samsung.com
Toyota
http://www.toyota.com
**UNIT SCHEDULE**

**Lecture Schedule**

<table>
<thead>
<tr>
<th>Section</th>
<th>Topic</th>
<th>Sections Covered</th>
</tr>
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</table>
| 1-2     | Introductory | - Introduction.  
|         |       | - Effective utilization of the business library with specific reference to data on corporations. |
| 3-5     | Business Enterprises in the Global Economy | - The changing international/global business environment. (An overview).  
|         |       | - The changing nature of trade, investment, finance, corporations and the state. |
| 6-9     | Japanese Business | - The rise of the Zaibatsu.  
|         |       | - Reconstruction, the Keiretsu and factors underlying Japanese business success.  
|         |       | - Japanese management systems.  
|         |       | - Contemporary change: Japan and the global economy. |
| 10-12   | Korean Business | - The transformation of post-war Korea and the emergence of the Chaebols.  
|         |       | - The Hyundai corporation.  
|         |       | - Transformation and challenge in contemporary Korea. |
|         |       | - Chinese management systems.  
|         |       | - Transformations in Chinese business.  
|         |       | - Case studies of Chinese enterprises. |
| 17-20   | Transitions in Mainland China | - The transition to a market economy.  
|         |       | - State owned enterprises in China.  
|         |       | - Joint ventures in China. |
| 21-24   | Indian Transitions | - The many 'faces' of India: culture, religion, region, language.  
|         |       | - The idea of India – political and economic development in modern India  
|         |       | - Business enterprises and economic liberalisation in India. |
| 25-26   | Corporate Social Responsibility | - Corporations, society and the environment. |
ASSESSMENT MECHANISM

The purpose of assessment
There are a number of reasons for having assessable tasks as part of an academic program. The assessable tasks are designed to encourage you to explore and understand the subject more fully. The fact that we grade your work provides you an indication of how much you have achieved. Providing feedback on your work also serves as part of the learning process.

Assessment mechanism summary

<table>
<thead>
<tr>
<th>Item</th>
<th>Weight</th>
<th>Due date</th>
<th>Remarks</th>
</tr>
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<tbody>
<tr>
<td>Tutorial exercises/activities</td>
<td>10%</td>
<td></td>
<td>Students failing to attend at least 10 tutorials during the semester will receive a grade of FC (“Failed Component”) for the unit, unless they present adequate documentary evidence to justify their absence.</td>
</tr>
<tr>
<td>Enterprise Case Study</td>
<td>15%</td>
<td>19th April by 12pm</td>
<td>Students failing to attempt this assessment task will receive a grade of FC (“Failed Component”) for the unit.</td>
</tr>
<tr>
<td>Assignment</td>
<td>25%</td>
<td>12th May by 12pm</td>
<td>Students failing to complete this assessment task successfully and achieve a passing mark for it will receive a grade of FC (“Failed Component”) for the unit.</td>
</tr>
<tr>
<td>Final exam</td>
<td>50%</td>
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Note 1: Results may be subject to scaling and standardisation under faculty policy and are not necessarily the sum of the component parts.

Note 2: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning outcomes as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the unit.

Note 3: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning outcomes as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the unit.

Assessment components
Assessment item #
- description and guidelines
- marking criteria (in terms of grade-related standards)
The exam will be 3 hours and ten minutes duration and to pass the unit students are expected to achieve a minimum mark of 50% in this final exam. Students who fail to achieve the minimum standard in the final exam but achieve an accumulated score based on all assessment components for the unit of 50 and above will be awarded a final mark of 48%.

**Submission of assignments**

- **Electronic Submission ONLY**

An electronic submission is required by the due date. Submit your assignment in an electronic format by going to the Uniprint web site [www.uniprint.uwa.edu.au](http://www.uniprint.uwa.edu.au), then click on “Student Assignments” and follow the instructions.

You will also be required to submit a copy of your assignment on WebCT.

If you have been granted additional time to complete an assignment or have missed the deadline for submission, you can submit your assignment in hard copy to the Students Centre. Please remember to attach an Assignment Cover sheet to the front of your assignment. You can download the relevant Assignment Cover sheet from the Business School Current Students web page [http://www.business.uwa.edu.au/students/assessments](http://www.business.uwa.edu.au/students/assessments)

**FAILURE TO LODGE AN ASSIGNMENT THROUGH UNIPRINT BY THE DUE DATE WILL RESULT IN IT BEING JUDGED A LATE SUBMISSION AND CONSEQUENTLY BEING PENALISED. THERE ARE NO PAPER SUBMISSIONS FOR THIS UNIT.**

**Lecture Reading Guide**

**Lectures 3-5: The impact of Global Change on the corporation.**

(week one, no tutorial).


**Lectures 6-9: Japanese Business.**


**Key Focus**: The essential nature of Japanese family business (Zaibatsu). Their origins, characteristics, management strategy. Analysis of the construction of the Keiretsu. Analysis of Japanese management strategy. Factors contributing to the global success of Japanese corporations in the post-war period. What has been the impact of globalisation on Japanese corporations? How has their strategy evolved? What are the implications of opening up to foreigners?
**Lectures 10-12 Korean Business**

The relevant sections of Part 111 of Chen's book are pertinent

**Key Focus:** What do we mean by Chaebols? In what ways are they similar, or different to the Japanese Keiretsu? What do we discover of management strategy through the study of Hyundai? What is distinctive about its business strategy, management systems and corporate culture? What are its strengths and its weaknesses in these spheres? The impact of the Asian financial crisis on the Korean Chaebols.

**Lectures 13 16: The Overseas Chinese**


**Key Focus:** What are the defining characteristics of the Ethnic Chinese business tradition? How are internal business practices influenced by culture? Ethnic Chinese management systems are characterised as paternalistic. What is meant by this? What is the role of nepotism? What impact has the growth of Chinese family businesses had on the business cultural tradition, managerial strategy and practice? What is the structure and the form of Ethnic Chinese conglomerates? What is their economic power and role in the Asian region? How do they interface with Asian governments and indigenous business interests? How competitive are they in relation to Anglo-American multi-national corporations and to the Japanese Keiretsu, and Korean Chaebols? To further illustrate the challenges faced by Ethnic Chinese business enterprises through a case study of successful enterprises. We will also explore the impact of the Asian crisis on these conglomerates. How has the crisis impacted on their business strategy? How are they managing in the face of political change in Indonesia?

**Lectures 17-20. Transitions in Mainland China**


**Key Focus:** What is the character of market driven transition in China? How are the state owned enterprises being transformed? What is the nature of the joint-ventures? What are the challenges of doing business in China? (for the latter see the article in the Australian, ‘Great Leap Backwards’, 6 February, 2007. What are the challenges in ‘negotiating deals’ in China?

**Lectures 21-24: Indian Transitions**

References:


**Key focus:** In what ways does India’s historical development shape economic, political, and social relations today? In regard to the post-colonial State, what are the key features of the ‘Nehruvian’ era as compared to ‘economic liberalisation’ from the 1990s onwards? What has been the impact of economic liberalisation? How have Indian business groups developed over time? How does India compare to China in: 1) economic development; 2) socio-political traditions; 3) ‘internationalisation’ of the business sector?

**Lectures 25/26: Corporate social responsibility**


A multi-award winning film called ‘The Corporation’ is based on this book and is on reserve.

**Key Focus:** Do corporations in Asia only have a responsibility to their shareholders, or if they are a family business, are they solely responsible to the family? Given the impending climate change catastrophe that citizens across the globe face, do corporations have a responsibility for the wellbeing of the planet, or is pollution of the earth, its rivers and seas and the atmosphere beyond the scope of their activity? What is the social responsibility of corporations in the arenas of occupational health and safety, just wages and conditions, and employment security?
Tutorial Program

1. Introductory tutorial (Week beginning 7th March).

Why have you chosen this unit? How does it relate to the general direction that you see your life heading in terms of work orientation?

Discussion focus:
- What career choices are you considering at present?
- What underlies your particular interest?
- Do your interests relate to the internationalisation of economies and opportunities relating to the Asian region?
- Have you thought about globalisation and how it might affect your own life chances, and those of business organisations?

2. The ‘Globalization Debate’ and the implications for the way we view business in Asia.

Preparation:

The main objective in this tutorial is to introduce you the theory and practice of market driven global change which is most often referred to as ‘globalisation’. At the end of this discussion, you should have a clearer understanding of what is meant by globalization.

There is, however, a related question that you need to consider. Globalization is complex and contradictory. It both creates extraordinary opportunities for corporations and for citizens, often facilitating the attainment of unimaginable wealth and extraordinary consumer driven lifestyles, whilst at the same time destroying businesses through take overs and mergers, creating insecurity and uncertainty for citizens affected by the restructuring. Whilst extraordinary wealth is created, social inequality and differences in life chances have grown dramatically.

These contradictory changes characterize the miracle economies in the Asian region. You need to read the following three book chapters and then identify the contradictions.


When you have identified the contradictions of globalization, write one page of dot point notes that capture these contradictions. Please hand these notes into your tutor at the end of the tutorial. Make sure that your name and student number are on the script.

The focus of the tutorial will be debating the contradictions, that is, what is your assessment of global change? What is the basis of this assessment? What are the implications for the way in which we assess business in Asia?


5. Why have Japanese corporations been so successful on global markets? What general lessons can be drawn from the combination of external and internal factors generating their global competitiveness?

All lectures on Japanese business tradition are relevant. Study the relevant chapters of Min Chen.

6. Why have the Korean Chaebols faced such intense pressure from their workforce? Do events in Korea herald similar scenarios in other Asian nations? In your view, what is the best way to respond to these pressures? What is your assessment of the demise of life time employment in Korea?

See relevant lectures; the two videos on Korea; and relevant chapters of Min Chen.
7. What is the strength/weakness of overseas Chinese family businesses and how are they being transformed? What is the nature of the pressures that they now face?

Lectures on overseas Chinese business; Min Chen Ch. 5, 6, 7.

8. What are the challenges of doing business in mainland China?

You need to understand the transformation of State Owned Enterprises and the emergence of joint-venture operations. Min Chen, Ch. 8, 9, 10; Naughton, Ch.13,14,15. This is the context of doing business in China. See also The Australian, ‘Great Leap Backwards’, 6/2/07.


9. What are the challenges of doing business in India?

10. Identify, discuss and debate the ethical challenges corporations in Asia face? What is the essence of corporate social responsibility?

Bakan, The Corporation. See the video based on the book.

11/12. Exam Revision

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**Student Guild**

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Facsimile: (+61 8) 6488 1041  
E-mail: enquiries@guild.uwa.edu.au  
Website: http://www.guild.uwa.edu.au

**Charter of Student Rights and Responsibilities**


**Appeals against academic assessment**

The University provides the opportunity for students to lodge an appeal against assessment results and/or progress status (refer http://www.secretariat.uwa.edu.au/home/policies/appeals).