



010969 Asian Management

Course Code	010969		Course Name	Asian Management	
Instructor	Professor Jing Zheng		Other Teachers	TBA	
Course delivery	Lectures	Seminars	Guest Speakers	Group Activities	Field Trip(s)
	√	√	√	√	√
	Tutorials	Projects	Outreach Workshop	Presentations	Others
	√		Optional		
Total Hours	54 in-class contact hours + Self Study Hours				
	This course is worth 6 ECTS points.				

Course Description

The course seeks to provide an in-depth understanding of cultural differences, critical to working and interacting in today's culturally diverse business environment. It aims at providing students with an understanding of how to effectively manage cultural differences in businesses in Asia today. Students will be provided with important insight into the process of internationalising a company and the implications it has on management both within and across businesses. In particular, the course covers theory and practical considerations related to cross-cultural communication, negotiation, motivation, and leadership; ethics and social responsibility in global management; and managing diverse global human resources.

An introduction to the key concepts and theories will be presented to help students understand the elements necessary for the management of human resources in such a diverse contemporary workforce. The course also explores the problems and opportunities likely to be encountered in decades to come in the Asia Pacific. Students will be expected to apply what they learnt to solve common business issues in the Asian business environment.

Through field trips, analysing case studies and conducting individual research students are challenged to think critically on the significance of cultural understanding in managing employees

from different backgrounds. This course equips students with a fundamental understanding of cross-cultural dynamics in a multi-cultural business to avoid expensive litigation and payment of damages.

Brief Schedule and Topics

1. Introduction to Cross Culture Management.
2. Developing cultural acceptance and understanding.
3. The cultural context of management
4. Managing human resources in a globally diverse environment.
5. Challenges of cross-cultural management in Asia.
6. The political, economic, and social aspects of Asian enterprises.
7. Applying culture-based strategies for optimal negotiation.
8. Decision-Making in a Cross-Cultural Context.
9. Organizational Structure and Control Systems.
10. Human resource development across cultures.
11. Cross-cultural communications.
12. Motivation in the Global Workforce.
13. Leadership styles across different cultures in a multicultural world.
14. Challenges associated with managing global careers.
15. Global business ethics
16. Social Responsibility

Learning Objective

By the end of this course you should be able to:

- Understand cultural diversity and the implications associated with business management
- Develop an understanding of the Asian business environment
- Identify the challenges of operating in the global market
- Explain important cultural characteristics, including communication and negotiation culture-based strategies.
- Explore the different leadership styles of separate regions around the globe and identify the different techniques applied by management in effectively managing human resources
- Use case studies and field trips to develop greater insight into cross-cultural management and consolidate understanding of theoretical materials
- Present different cultural perspectives regarding views on social responsibility and ethical practice in multinational companies.
- Provide creative solutions to issues common in the Asian business environment through the application of business characteristics unique to the Asian region.

Requirements

N/A. The course is open for students from all disciplines who would like to get an insight into cross-cultural Asian management in the global environment. The course is open for undergraduate students.

Reference Books

Paul Sweeney & Dean McFarlin, 5th edition, 2015: International Management - Strategic Opportunities and Cultural Challenges. Published by Routledge. ISBN 9780415825283.

Fred Luthans, Richard M. Hodgetts, and Jonathan P. Doh (2008). Cross-Cultural Communication and Management (Sixth Edition); Posts & Telecom Press - McGraw Hill.

Anne Marie Francesco & Barry Allen Gold (2003), International Organizational Behavior: Test, Readings, Cases, and Skill; Tsinghua University Press - Pearson Prentice Hall.

Assessments

Assessments in this course include:

Class quiz (20%)

Students will be taking a class quiz based on earlier topics. This quiz is set up to help students assess themselves on their level of understanding of existing issues with cross-cultural management.

Individual research report (30%)

An individual research report will be based on identifying the challenges associated with cross-cultural management and critically discussing the way to address these issues. More details are to be announced in class.

Final examination (50%)

A final exam in the form of Multiple Choice, true/false questions and short answer questions. It will be conducted during the university's set examination period. To be completed at the set time.

Detailed Daily Schedule (TBC)

Topic (tentative)	Description	Activities
Introduction to Cross-Cultural Management	<ul style="list-style-type: none"> • Definitions and theories • key concepts in Cross-Cultural Management 	Lectures; Class discussion
Developing cultural acceptance and understanding ; The cultural context of management	<ul style="list-style-type: none"> • Learning to accept cultural differences • Engaging with people from the different cultural background 	Lectures; Group discussion
Challenges of cross-cultural management in Asia ; Cross-cultural transitions	<ul style="list-style-type: none"> • Common issues that arise in managing human resources from diverse cultural backgrounds • Overcoming cultural barriers to effective management 	Lectures; Class quiz
The political, economic, and social aspects of Asian enterprises	<ul style="list-style-type: none"> • Critically viewing global enterprises in light of its political, economic and social practices 	Lectures; Class discussion; quiz review
Applying culture-based strategies for optimal negotiation	<ul style="list-style-type: none"> • Understanding the cultural differences in approaches to negotiating • Negotiating through culture-based strategies 	Lectures; Class discussion; individual report
Decision-Making in a Cross-Cultural Context	<ul style="list-style-type: none"> • Decision making across cultures • Differences between decision-maker authority and approach through different cultures 	Lectures; Class discussion
Organizational Structure and Control Systems	<ul style="list-style-type: none"> • Discrepancies in organisational structures across different cultures 	Class discussion; Case studies
Human resource development across cultures	<ul style="list-style-type: none"> • Differences in sourcing, hiring, training and motivating staff across cultures 	Lectures; Class discussion
Cross-cultural communications	<ul style="list-style-type: none"> • Effectively communicating through taking into consideration different cultural practices 	Lectures; Class discussion
Leadership styles in different cultures	<ul style="list-style-type: none"> • Discrepancies between leadership styles • Strengths and weaknesses of the different leadership styles 	Lectures; Class discussion; Case studies

Managing a global career ; Challenges associated with managing global careers	<ul style="list-style-type: none"> ● Challenges for expatriates ● Overcoming difficulties in cultural differences for career advancement ● Integrating into new work environments 	Lectures; Group discussion
Cultural perspectives regarding social responsibility and ethical practice.	<ul style="list-style-type: none"> ● Differences in understanding social responsibility ● Corporate social responsibility and its application across cultures ● Ethical practices within organisations globally 	Final exam

Content is subject to change.

Academic Integrity and Policies

[Tongji University Academic Policy](#) for international students makes reference to the Academic Policy for Undergraduates (Issuing on 20th, June 2005) and Academic Policy for Postgraduates.

Academic Integrity

Students are expected to uphold the university's academic honesty principles, which are an integral part of the university's core values and principles. If a student fails to observe the acceptable standards of academic honesty, they could attract penalties and even disqualification from the course in more serious circumstances. Students are responsible for knowing and observing accepted principles of research, writing and any other task which they are required to complete.

Academic dishonesty or cheating includes acts of plagiarism, misrepresentation, fabrication, failure to reference materials used properly and forgery. These may include, but are not limited to: claiming the work of others as your own, deliberately applying false and inaccurate information, copying the work of others in part or whole, allowing others in the course to copy your work in part or whole, failing to appropriately acknowledge the work of other scholars/authors through acceptable referencing standards, purchasing papers or writing papers for other students and submitting the same paper twice for the same subject.

This Academic Integrity policy applies to all undergraduates of the Tongji University in all programmes of study, including non-graduating students. It is to reinforce the University's commitment to maintaining integrity and honesty in all academic activities of the University community.

Policy

- The foundation of good academic work is honesty. Maintaining academic integrity upholds the standards of the University.
- The responsibility for maintaining integrity in all the activities of the academic community lies with the students as well as the faculty and the University. Everyone in this community must work together to ensure that the values of truth, trust and justice are upheld.
- Academic dishonesty affects the University's reputation and devalues the degrees offered.
- The University will impose serious penalties on students who are found to have violated this Policy. The following penalties may be imposed:
 - o Expulsion;
 - o Suspension;
 - o Zero marks/ fail grade;
 - o Marking down;
 - o Re-doing/re-submitting of assignments or reports; and
 - o Verbal or written warning.