

Keio University Syllabus and Timetable

CHINA, JAPAN AND KOREA COMPARATIVE MANAGEMENT

Subtitle	Advanced learning of comparative management approaches
Lecturer(s)	DRUMMOND, DAMON
Credit(s)	2
Academic Year/Semester	2026 Fall(1st Half)
Day/Period	Mon.1,2
Campus	Mita
Classroom	467
Class Format	Face-to-face classes (conducted mainly in-person)
Registration Number	80432
Faculty/Graduate School	INTERNATIONAL CENTER
Year Level	2, 3, 4
Grade Type	S, A, B, C, D
Course Description	A course to aim to learn the international contextual influences and strategic factors which shape organizations and managerial practices across different cultural settings, and highlights cases concerning China, Japan and Korea (CJK).
K-Number	CIN-CO-00243-212-07

[▼ Detail](#)

Course Contents/Objectives/Teaching Method/Intended Learning Outcome

This course reviews international contextual influences and strategic factors which shape organizations and managerial practices across different cultural settings, and highlights cases concerning China, Japan and Korea (CJK).

The aim is to develop skills to review and determine methods for critiquing and recommending solutions for business methods and or strategies for the case situations presented. Most importantly, members should be capable to effectively communicate solutions to issues identified.

Standards to be achieved: Upon completing this class, members should be able to:

1. Know the relationship between strategic and structural aspects of comparative international business organizations;
2. Be able to analyse and identify the various socio-economic and cultural influences to international organization issues; and,
3. Be able to demonstrate an understanding and ability to to apply concepts to find solutions to issues identified.

The course is taught interactively with weekly in class exercises. To make this effective, preclass reading and exercise preparation is required. Team work is expected for some class activities and final exercises.

Course Taught by Faculty Member with Professional Experience

Not applicable

Active Learning Methods [Description](#)

Lab / Skill-development / On-site training
Presentations
Discussions, Debates
Group work
Role-playing
Flipped classroom
Problem-based learning

Preparatory Study

Before classes begin some understanding of foundation management principles would be advantageous. Motivation is the most important preparation. Skills and willingness to apply yourself as a team member.

Course Plan

Lesson 1

General Course Introduction. Formation of teams and allocation of exercises.

Lesson 2

Introduction to the Approaches in Comparative Management: What is Strategy?

Lesson 3

Evaluating the Internal and External Environment: National Cultures, Conceptual Etic Approach

Lesson 4

Evaluating the Internal and External Environment: National Cultures, Conceptual Emic Approach

Lesson 5

Institutional Diversity and Management

Lesson 6

Integrating Approaches

Lesson 7

Comparative corporate governance

Lesson 8

Managing resources: Operations Management

Lesson 9

Managing resources: Human Resources Management

Lesson 10

Managing resources: National Innovation Systems

Lesson 11

Multinational corporations, structural, cultural and strategic issues

Lesson 12

Globalization and implications and societal specificity

Lesson 13

Integrative Case Presentations to the Board of Directors as Consultants

Lesson 14

Integrative Case Presentations to the Board of Directors as Consultants

Other

Integrative Case Presentations to the Board of Directors as Consultants

Method of Evaluation

Please refer to the topic guide to be supplied at first class for rubric details.

Assessment Task 1 (Individual) 30%

- Weekly Class Case and Questions

. Each topic class set assignment challenges to be submitted into online discussion page insertion, (250-350 words plus references).

Assessment Task 2 (Individual) 15%

- Quality and supported contributions to class discussions.

Assessment Task 3 (Team) 15%

- One assigned class topic leadership presentation exercise

- Presentation summary and reflection (3-5 pages)

(Summary submitted within 7 days of presentation)

Assessment Task 4 (Team) 40%

- Team consulting presentation (last class)

- Team summary report

- Total 100%

TAKE NOTICE:

- 1) Any assignment deadlines missed will be penalized 10% immediately and 1% per day thereafter.
- 2) Weekly means each class is assessed independently and not in a summary review. Peer review includes ratings by other class members of your team contribution and be aware this will impact your individual assessment.
- 3) Members must be successful in each section of the above assessment to complete.

Generative AI Policy for Classes

Guided by Keio University's founder Yukichi Fukuzawa's philosophy of learning through the application of reason, observation, and verification the course is designed to enhance student capabilities and individuality while acknowledging that AI is a part of our World and a tool that can be useful in learning.

Textbooks

Sorge, A., Noorderhaven, N., Koen, C., 2024, *Comparative International Management*, Routledge.

Reference Books

Alston, P., 1989, *Wa, Guanxi, and Inhwa: Managerial principles in Japan, China, and Korea*
Business Horizons, 32, 2, March–April, 26-31.

Cho Y., Shin M., Sugiri M., Ota M., Choi M.C., 2016, *A Comparison of Leadership Effectiveness among China, Japan, and Korea: Crossvergence Perspective*, *Academy of Management Proceedings*, Vol. 2016, No. 1.

Fitzgerald, R., Rowley, C., 2016, *MNCs from the Asia Pacific in the global economy: examples and lessons from Japan, Korea, China and India*, *Asia Pacific Business Review*

Rowley, C., Benson, J., Warner, M., 2004, *Towards an Asian model of human resource management? A comparative analysis of China, Japan and South Korea*, *The International Journal of Human Resource Management* 15, 4-5, 917-933.

Rowley, C., Ishikawa, J., & Oh, I., 2018, *Changing facets of leadership in East Asia: globalization, innovation and performance in Japan, South Korea and China*, *Asia Pacific Business Review*

Thompson, Peteraf, Gamble, Strickland, 2015, *Crafting and Executing Strategy; Concepts and Cases*. McGraw-Hill.

Zhang, Y.B., Lin, M.C., Nonaka, A., Beom, K., 2005, *Harmony, Hierarchy and Conservatism: A Cross-Cultural Comparison of Confucian Values in China, Korea, Japan, and Taiwan*

Communication Research Reports, 22, 2, 107-115.

Other references to be provided

Lecturer's Comments to Students

Comparative management takes a Worldview systematic approach to understanding whereas international management is normally a comparison between two country environments.

In this course please note that there are major individual and team components of assessment. Participation and personal performance on in-class exercises and discussions will be viewed as marks for assessment. The quality of participation is as important as the quantity of participation. Keep in mind that it is impossible to participate if you do not ATTEND.

Further the facilitator of this course emphasises class leadership in learning and interaction. Individual preparation for each class and individual contributions are vital to learning.

The course is busy but efforts are rewarded by learning.

Written submissions style:

The style guide for all written submissions should be on A4, typed 12 point, 1.5 spaced. Name at top right on front page. All citations and references are written according to APA or Chicago style. The paper should clearly state the chapter and question being answered. Electronic hand in by PDF format is standard.

PLEASE TAKE NOTICE First class confirms the class sequence and teamwork. It is essential that you attend or advise the facilitator of you status in advance.

Question/Comments

The emphasis is on collaborative learning not teacher centered direction. Domestic Japanese students are encouraged to challenge this course in English.

Every class of 90 minutes will require about three hours of preparations for the average grade class member by reading of the assigned chapter of the textbook and preparations of 2-3 questions to be challenged in class.

If there are any queries or comments please feel free to contact the facilitator. (damondrummond@mac.com)