



APPLIES TO ACADEMIC YEAR 2013/2014

GRA 8171 Asian Business Trends

Programme

Executive MBA 2013/2014 - Generalist track

Responsible for the course

Ragnhild Kvålshaugen

Department

Department of Strategy and Logistics

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Introduction

Recent economic growth in Asian countries (e.g. China, India) has forced companies to re-evaluate their strategies to take advantage of these opportunities. What are the current financial and human capital costs of doing business in Asia and globally? What might future challenges be? How do firms compete to capture emerging business opportunities? How should firms strategically position themselves today to take advantage of key developments in the Asian and Western economies to sustain high corporate growth? These fundamental concerns will be addressed by the proposed Asia EMBA Programme, specially designed for BI Norwegian Business School, to be conducted by the Nanyang Business School.

Learning outcome

Participants will reap the following benefits:

1. Gain insights into Asian perspectives on leadership and strategy, through reflection on lessons from Sun Zi Bingfa.
2. Develop middle management strategic leadership competencies that are crucial in the changing and competitive global business environment.
3. Gain insights into the tensions between stakeholders in multi-business corporations, and the implications for improving corporate governance.
4. Build cultural intelligence as a strategic leadership capability that will help manage global/local issues in a multinational work environment, create a global mindset that will help extract value from cultural differences and build alignment with global corporate strategy.
5. Develop the capability to analyze, understand, and adapt to the behaviour of people from different societal, generational, or organisational cultures.
6. To gain a better understanding on how the global crisis is likely to affect Asia, its governments and its leading companies, with emphasis on China and India.

Prerequisites

Granted admission to the EMBA programme.

Compulsory reading

Collection of articles:

Collection of cases and articles

Collection of cases and articles

Recommended reading

Course outline

This is a 6-days programme comprising the following courses:

Sun Zi Bingfa and strategic leadership

There are many attributes and qualities required of a great leader. However, among all the important traits and characteristics, as highlighted by Sun Zi, the ability to make independent and bold decisions without compromising the overall objective of the organization is perhaps the most significant hallmark of a great leader. What exactly does this mean? This session will attempt to address the following issues:

- Responsibility and accountability
- Empowerment and enlightenment
- Attributes of leadership

Corporate governance

The course entails a comprehensive review of corporate governance issues, analyzing the relevant questions to derive effective solutions. The focus is on the analysis of the relationships among these parties, with a view of improving corporate governance and along with it enterprise performance, which means attaining the firm's full potential, given its endowment with human, physical, and financial capital and taking into account the legal and ethical restraints in a world of environmental concerns, threatening technology gaps and cultural sensitivities. In view of the globalisation of markets for capital, technology, products and talent, clear views on how corporations are and should be governed, and which principles are to guide such governance, become very important for executives as well as those involved in shaping public policy.

Asia's role in the Brave New World

This session discusses how the global crisis is likely to affect Asia, its governments and its leading companies (with emphasis on China and India). It then examines globalisation and discusses (a) the internationalisation strategies of a number of Asia's emergent global companies and (b) the role Asia plays in the global strategies of leading MNCs .

Brave New World: How Asia might emerge from the Global crisis

- a. China/ Korea/ Japan
- b. The Indian sub-continent
- c. Asean

(with emphasis on role of government in promoting development & growth)

Marketing in Asia

The objectives of the course is:

- To familiarise participants with the latest marketing concepts
- Give an overview of the dynamic changes in the business landscape and the competitive forces in Asia
- Develop competitive marketing advantages that are sustainable for the future

Various stimulating reading materials drawn from various sources, including the Harvard Business Review as well as the Nanyang Business Review, will be prescribed for this programme. Appropriate case studies will be undertaken, including those from Harvard and Nanyang Business School's very own Asian cases from its www.Asiacase.com portal.

Cross cultural management

It is a challenging job to motivate a workforce that is made up of people from different cultures. There is no one-size-fits-all solution to this difficulty. Management methods that work well for one culture may not work as well in another. To manage performance well, we need to pay attention to how cultural differences impact performance attributions, self-construal, employee motivation, and performance-related feedback behaviour.

Suggested topics:

- (a) Common cultural dimensions
- (b) Cultural intelligence
- (c) Performance attributions
- (d) Self construal
- (e) Employee motivation
- (f) Feedback behaviour

Company visits

Computer-based tools

None

Learning process and workload

1 ECTS credit corresponds to a workload of 26-30 hours.

Attendance to all sessions in the course is compulsory. If you have to miss part(s) of the course you must ask in advance for leave of absence. More than 20% absence in a course will require retaking the entire course. It's the student's own responsibility to obtain any information provided in class that is not included on the course homepage/ It's learning or other course materials

Examination

The course evaluation will be based on:

- 50% individual class participation.

- 50% group assignment

This is a course with continuous assessment (several exam elements) and one final exam code. Each exam element will be graded using points on a scale (e.g. 0-100). The elements will be weighted together according to the information in the course description in order to calculate the final letter grade for the course.

Specific information regarding student evaluation beyond the information given in the course description will be provided in class. This information may be relevant for requirements for term papers or other hand-ins, and/or where class participation can be one of several elements of the overall evaluation

Examination code(s)

GRA 81711 - Continuous assessment; accounts for 100 % to pass the course GRA 8171 , 5 ECTS credits

The course is a part of a full Executive MBA and all evaluations must be passed to obtain a certificate for the degree.

Examination support materials

Re-sit examination

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or continuous assessment, the whole course must be re-evaluated when a student wants to retake a exam. Retake examinations entail an extra examination fee.

Additional information