

## University of Haifa. Faculty of Management.

### International MBA

**Class:** NUPHAR

**Course:**

**Japan and South Korea, the success of Confucian  
capitalisms (209.4985)**

**October-November 2018**

**Lecturer:** Prof. Daniel Haber [d.haber.fpc@gmail.com](mailto:d.haber.fpc@gmail.com)

#### **Objectives of the Course:**

Explain how two countries with inter-related historical and cultural relationships emerged in modern times to not only catch up with the West but challenge its domination.

Analyze the cultural roots and basic strengths which contributed to the “economic miracles” of these North-Eastern Asian nations

Draw necessary lessons to enlarge your understanding of the Asian civilization and improve your management skills

Give a capacity to better communicate with these two important economies, both members (with Israel) of the small club of the 35 most developed economies in the world (OECD).

In particular for Israel, reflect on the opportunities offered while these two advanced nations get more interested in Israel in view of its outstanding innovative capacity.

#### **Methodology:**

Professor will use its personal business experience of 40 years of dealings with the business world of the two countries to give concrete inputs into the structured course.

There will be no case discussion but the use of actual examples and an open possibility to question the lecturer at any time to discuss specific issues and participants 'own experience.

### **Recommended Readings:**

- On Japanese culture: Ruth Benedict: The Chrysanthemum and the sword
- On Korean Culture: Boyé Lafayette de Mente: Korean business culture
- Read websites of Fons Trompenaars and Geert Hofstede (Netherlands) ,as well as of Edward Hall (Usa) on cultural differences
- Read Website of Edward de Bono on the way to bridge cultural differences, via concrete methods (especially "The Thinking hats method").

**Grading** will be given on the basis of **one individual paper**, to be written at home and submitted **before December 14 th, 2018.**

Details will be given during the Course

## **Presentation of the Course: “The success of Confucian Capitalisms”**

### **Lesson 1 Thursday October 18,2018 ( 6 pm to 9 pm)**

The emergence of two Asian economic powers

### **Lesson 2 Friday, October 19 (11am to 2pm)**

Historical and cultural roots

### **Lesson 3 Friday ,October 26 ( 11 am to 2 pm)**

The economic organization

### **Lesson 4 Thursday ,November 1 (6 m to 9 pm)**

The specific Korean culture and business culture

South Korea economic transition towards a “creative economy”

### **Lesson 5 Friday November 2 (11 am to 2 pm)**

Assessing Confucian capitalisms and comparing them with Western capitalisms

### **Lesson 6 Thursday, November 8( 6m to 9 pm )**

Bridging Asian and Western corporations : a cultural approach

### **Lesson 7 Friday ,November 9 ( 11 am to 2 pm)**

Bridging Asian and Western corporations: using concrete management tools for teamwork and team innovation

The case of Israel:-Israel-South Korea and Israel-Japan

## Detailed course description:

# Japan and South Korea, the success of Confucian capitalisms.

### Introduction to the course:

Two inter-related histories and cultures

Similar cultural backgrounds but different societies.

## Lesson 1 October 18, 2018

### The Emergence of two Economic Powers

#### 1. The emergence of Asia

-the "Flying geese pattern"

-Economic Miracles

-A new West-Asia balance

#### 2. Japan and South Korea in the new global world

-Globalization in process

-Globalization in crisis

#### 3. The specific Asian background

-Buddhism

-Confucianism

-Other cultural inputs

## Lesson 2 October 19, 2018

### Historical build-up and cultural roots of two Confucian capitalisms

#### 1. From feudal times to modernity.

-Japan history: an economic focus

-South Korea economic history

#### 2. Japan and South Korea as unique cultures

-Pile up of cultures

-Specific features: the basics; stress as an engine; coping with the stress; values and attitudes

-Key values: hierarchy; sense of obligation; "face"

-Individual attitudes: are they really specific?

-Social attitudes: consensus and harmony ...in real life

#### 3. The last societal Revolution

- Two countries at a turning point.

- The hidden strengths in jeopardy

## Lesson 3 October 26

### The economic organization:

### Systems, corporate structure, management practices

#### 1. The economic system: Conglomerates (Zaibatsu, Keiretsu, Chaebol)

- Role of the Central State,

- The "Iron triangle"

- Crisis is forcing changes
- The way out: science and technology

## **2. Business organization**

- The myth of the “firm” (Kaisha): structures and strategies
- International Trading Houses, the secret of global victories

## **3. Management practices**

- Toyotism, a Confucian breakthrough
- Hierarchy, consensus, information: three pillars of efficiency
- “Gai-atsu”

## **Lesson 4 November 1**

### **The Korean culture and Business culture**

**Introduction: a reminder of the economic history of Korea**

#### **1. The Korean culture**

- between Japan and China

#### **2. The Korean specific business culture**

#### **3. An economy in transition:**

- Towards a “creative economy”
- Competition with other dynamic Asian economies

## **Lesson 5 November 2**

### **Assessing Confucian capitalisms and comparing them with Western capitalisms**

#### **1. Assessment of Confucian capitalisms**

-historical perspective: sources; meeting the West; modernity of Confucianism

-key features of Confucian values

-influence on management practices

## **2. Comparative assessment of Western capitalisms**

-sources of Western values

-key features of Western values

-influence on management practices

## **Lesson 6 November 8**

### **Bridging Asian and Western corporations. The cultural approach**

**1. The issue of culture**

**2. Stressing cultural differences**

**3. Stereotypes: limits to the cultural approach**

## **Lesson 7 November 9**

### **Bridging Asian and Western kinds of capitalisms by concrete management tools.**

**1. Team-working and team creativity**

**2. Two key relations to be handled with care:**

- the Israel-South Korea relation

- the Israel-Japan relation