Preface

THE ORIGIN OF THE BOOK

The root of the book Managerial Strategies and Practice in the Asian Business Sector lies in the International Journal of Asian Business and Information Management. This journal has been published since 2010 by IGI-Global.

The mission of the journal is to establish an effective channel of communication between academic and research institutions, policy makers, government agencies, and individuals concerned with the complexities of Asian business, information technologies, sustained development, and globalization. The International Journal of Asian Business and Information Management promotes and coordinates developments in the field of Asian studies, as well as presents strategic roles of IT and management towards sustainable development.

The topics of interest of the journal are business, ethics, competition in a global economy, cultural and creative industries, entrepreneurship, leadership, sustained development and tourism in Asia, among others.

In 2014 the International Journal of Asian Business and Information Management published four regular issues, with a total of 16 academic articles written by leading experts on these topics.

One of the goals of the journal is to publish special issues about the impact of tourism on economies and sustainable development in specific Asian countries, like Bhutan, Laos or Myanmar.

Another goal is to increase the submissions of papers from Central Asia, the Himalayan region and South East Asia. Readers of our journal will find interesting insights on these countries in coming issues. Central Asian countries, such as Afghanistan, Tajikistan, Turkmenistan and Uzbekistan, play a geostrategic role in world economy and politics, and academic articles about these countries do not abound.

TOPICS OF THE BOOK

The book Managerial Strategies and Practice in the Asian Business Sector presents a collection of 16 chapters on Asian business, economy and technology. Manuscripts address key topics in these fields of research and experts offer insights on how to develop business strategies in this region of the world. Asia is one of the key economic players in the globalised economy and tourism will play a crucial role in the economic and social development, like in Myanmar.
Preface

Some contributors are authors of best papers published in *International Journal of Asian Business and Information Management* in 2014 while other chapters are written by leadings academics and experts in the field of technology and sustainable business in Asian countries as China, India, Pakistan and Thailand.

Target Audience

The book *Managerial Strategies and Practice in the Asian Business Sector* offers timely and in-depth analysis on Asian economy, business and management with a clear international and interdisciplinary approach. It is a comprehensive resource for academics, PhD students, experts, policy makers and government officials, as it contains a wealth of valuable research on theories and practices which underpin successful business and management in Asia.

ORGANIZATION OF THE BOOK

The book is organized into 16 chapters. A brief description of each of the chapters follows:

Chapter 1, “Ancient wisdom for transformational leadership and its insights from the Bhagavad-Gita” (by Balakrishnan Muniapan and Biswajit Satpathy) states that “during the past one decade we have witnessed an increase in number of literatures on ancient wisdom in leadership. Among the Indian (Asian) literatures, the Bhagavad-Gita is often cited by many scholars. Therefore, in this chapter, the authors attempt to draw a parallel between the transformational leadership and the Bhagavad-Gita. The significance of transformational leadership has received great attention and good amount of study has been done in this area. For this chapter, the authors have employed hermeneutics, which is a methodology used for the interpretation of ancient literatures. The Bhagavad-Gita advocates a consciousness and a spirit-centered approach to transformational leadership based on eternal values and moral principles. This chapter is likely to provide insights into Indian leadership for Western business leaders, enabling them to work more effectively with Indian business leaders in India, and in regions where there are significant Indian population”.

Chapter 2, “Business Ethics for Employee Development in Pakistan” (by Razia Begum and Bahaudin G Mujtaba) argues that “Globalization has placed modern organizations in tremendous competition locally and regionally across borders; thus, the ultimate goal of every organization is the same which is profitable survival. In order to make sure that this profitable survival goal does not come at the cost of harming others, guiding principles are needed to bring goodness and fairness for the stakeholders’ interests. This paves the way for designing, implementing and adopting ethical principles in the organization to keep competition fair and just. This chapter highlights the significance of adopting ethical practices in organizations at the threshold of 21st century and its challenges. It discusses how individual ethics system has been formed which further goes to make a healthy workplace. As religion has always been a source of inspiration for its followers, hence, this chapter attempts to trace ethical inspirations in religious teachings, specifically Islamic work ethics. Recommendations for training and development are provided”.

Chapter 3, “Can Consolidated Supervision Deter Shadow Banking? (by Rituparna Das and Harish Chandan) analyzes the business of shadow banking practiced by non banking financial companies, “that are subsidiaries of bank-groups or conglomerates across the continents. The central banks want to stop shadow banking because it has hidden regulatory arbitrage in it, that can create distortions and
additional risks to the financial systems. Three countries - one each from Belgium in Europe, Canada in North America and China in Asia in addition to USA and UK along with India are taken as cases in this chapter. This chapter inquires into whether consolidated supervision can work as a way out of the problem of shadow banking”.

Chapter 4, “Culture in the PRC: the Role in FDI and its Evolution” (by Ramon J Venero and Yunshan Lian), states that as the second largest economy in the world and one of the BRIC countries, “China has been a major inward FDI receiver and competing ground for MNEs. Entry mode strategy has become a critical factor to the success of MNEs in China. Common among different approaches is sensitivity to the cultural nuances of Chinese society and, in particular, to the norms of government actors at the Central, Provincial and Local government levels. The role of culture in inward FDI presents unique challenges and opportunities to MNC’s in establishing a presence in one of the world’s largest market. Entry strategies are discussed as well as the role that culture played in specific MNC’s entries. The recent anti-corruption campaign in China has brought much attention from the outside world. Its impact on MNEs business model in China was discussed in this study. Implications for HR practitioners and managers are reviewed as well”.

Chapter 5, “Examining Corporate Social Responsibility and Employee Engagement in Macao: The Mediating Role of Perceived Organizational Support and Chinese Values” (by Jennifer H.Gao) indicates that previous research suggested that Corporate Social Responsibility (CSR) is positively related to organization’s attractiveness to potential employees. “It tries to explore the effective dimensions of CSR on employee engagement and the mediating factors that lay between the two constructs. It is proposed that CSR has a direct impact on employee engagement, and that perceived organizational support (POS) and Chinese values mediate this relationship, so CSR may also contribute indirectly to employee engagement. Data were collected from 314 employees in the tourism sector in Macao. Results support the hypotheses, as the relationship between CSR and employee engagement is fully mediated by POS and Chinese Values. Implications to theory and practice, with limitations and future research are presented”.

Chapter 6, “Grooming Market in India: Concept, Instrumentality, Outcomes and Marketing” (by Harsh V. Verma and Ekta Duggal), “‘Grooming’ is a multi-billion dollar industry. Numerous brands participate in grooming market. Grooming is transformative. These products derive their significance from their psycho-socio-cultural roles. Grooming was found to be a three dimensional phenomena both for men and women. In case of men these dimensions were physical, psychological, and behavioral. And for women group, the other two dimensions remained same but behavioral dimension was replaced by beauty. It is these dimensions which give rise to consumption constellation and demarcate what product categories are relevant in the perusal of goal of grooming. Well groomed people are rare and uncommon. It is this rarity which renders a groomed state as aspirational and desirable. Being well groomed is advantageous for two reasons: it eases negotiation of social turf and psychologically it transforms identity into confident and energetic self. It is through these psycho-social processes, being well groomed gives an advantage over others in securing success”.

Chapter 7, “Indigenous Management and Bottom of Pyramid Countries - The Role of National Institutions” (by Ron Berger), proposes that recent research on indigenous management has created the potential for more diverse, and innovative international business research. In this conceptual chapter, I extend the existing literature on indigenous management, with integration into, bottom of pyramid country research such as India. In the 21st century, eighty percent of the world’s population is still considered developing, i.e. having a per capita income of less than U.S. $1,000 dollars per year. Most of these are emerging. This chapter focuses on the importance of national institutions and their potential lessons for,
bottom of pyramid countries. I argue that national institutions play a key role in indigenous management research, through their positive impact on the, development of bottom of pyramid countries.

Chapter 8, “Influence of Retention Policies on Employee Efficiency and Organization Productivity” (by Chandra Sekhar Patro), states that “in the continuously developing economy, organizations should be able to anticipate the technological innovations and compete with other organizations worldwide. This need makes an organization’s ability to evolve through its employees’ learning and continuous development. In this context employee retention has become a most critical issue for all the organizations as a result of the shortage of skilled labor, economic growth and employee turnover. Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time. The employees are the real assets of any organization, so the management should exert some effort to determine the non-monetary interests and preferences of its key employees, and then attempt to meet these preferences in action. This study is an attempt to identify the various retention policies practiced in different public and private organisations, and evaluate the effectiveness of these policies on employees’ efficiency and its influence on the overall productivity of an organization”.

Chapter 9, “Internationalization of Chinese Pharmaceutical Firms-Strategies and Drivers” (by Zichao Gao, Jian Li, Hao Hu and Yitao Wang), proposes that “investigating how pharmaceutical firms from emerging economies internationalize themselves to meet the knowledge- and investment-intensive challenges of pharmaceutical industry has become an inviting topic for both academia and industry. This paper explores the internationalization strategies and driving factors of Chinese pharmaceutical firms. Through applying text analytics, four internationalization patterns of Chinese pharmaceutical firms are identified, namely,  

1. Market seeking by the state-owned;  
2. Opportunity exploring by the emerging-private;  
3. Culture penetration by TCM firms; and  
4. Global integration by CROs.

It shows that the internationalization of Chinese pharmaceutical firms is driven by three key factors: firm ownership, business scope and value chain positioning. This study attempts not only to provide empirical evidence of internationalization of Chinese pharmaceutical firms, but also to contribute to the field of study on corporate internationalization in the complex-system sector”.

Chapter 10, “A Revolutionary Look at Knowledge Management: Considering Intellectual assets as facilitating infrastructure” (by Khadijeh Rouzbehani), states that “the implementation of knowledge management for organization requires a systematic perspective about various organizational factors. Appropriateness of these factors and their integration and coordination is a vital prerequisite to implement knowledge management effectively. The primary purpose of this chapter is investigating the relationship between three fundamental aspects of intellectual assets—human capital, structural capital and relational capital— with knowledge management practices. The method of research is descriptive and co-relational which was conducted in a petrochemical Company in Tehran whose total number of personnel was 720 and the sample of 265 members were selected as statistical sampling. The findings prove there are significant relationships between these intellectual assets and knowledge management practices. These findings support the necessity of preparing the prerequisites of effective implementation of knowledge management. Accordingly an organization characterized by more developed intellectual capitals can benefit more from KM”.  

xix
Chapter 11, “Manufacturing and Logistics Networks of Korean Firms in China: A Case Study of Suzhou Industrial Park” (by Zheng Liu, Hyung Min Kim and Kaifeng Zhang) aims to “develop a better understanding of interactions of Korean firms in Suzhou in terms of supply chain, manufacturing networks and logistics. By reviewing the key literature in industry clusters, international strategy, manufacturing systems and logistics management, a conceptual framework is designed to capture the key roles of Korean MNE, SMEs, and local SIP service organizations. Case studies and interviews with practitioners provide in-depth knowledge about firms’ operation in Suzhou. An industry review of SIP is also conducted from the perspectives of history, policy, infrastructure, and local culture. Discussions are made to address the critical issues followed by a summary of the chapter”.

Chapter 12, “Performance Attribute Selection in the Design Project Delivery Process: What Matters Most” (by Amy Marisa Lubis and Nor’Aini Yusof), aims to identify the “level of importance of the performance attributes of architects in the project delivery process by using self-evaluation. Good performance is the only insurance that can help construction professionals, such as architects, to survive in the industry. Performance problems during the design process that are experienced by these professionals are the reasons for the drawbacks and deficiencies in construction. The present study proposes 37 performance attributes. The results revealed that understanding the client’s objectives is the performance attribute with the highest relative importance index value. The present study recommends for future research on improving the performance assessment in design practice and providing behavior-based feedback to increase feedback accuracy for measuring the performance of architects in the design delivery process needed by the employers in the construction industry”.

Chapter 13, “Promoting Leadership Development and Talent Management in Modern Organizations” (by Kijpokin Kasemmap) “aims to promote leadership development and talent management in modern organizations, thus describing the theoretical and practical overviews of leadership, leadership development, and talent management; the importance of leadership development in modern organizations; and the importance of talent management in modern organizations. Promoting leadership development and talent management is required for modern organizations that seek to serve suppliers and customers, improve business performance, reinforce competitiveness, and gain continuous effectiveness in the digital age. Therefore, it is necessary to promote their leadership development and talent management, establish a strategic plan to regularly check their practical advancements, and immediately respond to leadership development and talent management needs of executives and employees in modern organizations. Promoting leadership development and talent management in modern organizations has the potential to enhance organizational performance and reach strategic goals in the era of globalization”.

Chapter 14, “The Role of Gold Market as Stabilizer of Service Industry” (by
Heliang Zhu, Xi Zhang and Patricia Ordóñez de Pablos), argues that China’s gold futures market has been in market for more than four years, is the risk transfer function fully realized? How the performance of hedging? Based on the data of futures prices and spot prices from January 9th of 2008 to December 31st of 2010, we use the following four statistical models such as traditional regression model (OLS), two-variable vector auto regression model (B-VAR), error correction hedging model (ECM), and error correction GARCH model (EC-GARCH) to perform stationarity and cointegration test. On the basis of minimum risk hedge ratio estimated, the following conclusions are made based on the study: (1) As China’s gold futures market has run for more than three years, hedge is effective through the gold futures market, which can significantly reduce the participants’ risk of price fluctuation; (2) In practice, hedging ratio should be rationally determined by different models according to different hedging length and different expectations. Based on these conclusions, this paper also made corresponding policy recommendations.
Preface

Chapter 15, “What attracts foreign direct investments in Asian economies?: An institutional approach to FDI” (by Hironori Tohyama), focuses “on institutional configurations in host economies and examines the configurations that had a high propensity for foreign direct investment (FDI) inflows in Asian economies. While many previous studies on the relationship between FDI and growth focus on institutions in host economies, they are apt to search for one and/or best institutions. They do not perceive heterogeneous sets of linked institutions. This chapter contributes to the existing literature in a twofold manner. First, this analysis, based on multiple factor analysis, demonstrates a substantial variation in institutional configurations across Asian economies in attracting FDI. These Asian economies can be categorized into three clusters. Second, the fuzzy-set quality comparative analysis shows that two of the institutional configurations have a high propensity for FDI. The one found in Singapore relies on institutional complementarities similar to liberal market economies, while the other one, which is characteristic to Thailand, focuses on human capital formation in Asian welfare capitalism”.

Chapter 16, “Youth Entrepreneurship in India: Outlook and Obstacle” (by Neeta Baporikar), states that “governments and local communities globally have recognized that key to building prosperity and stimulating regional growth is fostering entrepreneurship - mainly youth entrepreneurship. India is no exception, with so many educated yet unemployed youth; continuous policies are being drawn and attempts made for promoting youth entrepreneurship. Unemployment for educated youth has become particularly acute since the education explosion in early 2000’s. Though the promotion of entrepreneurship as a possible source of job creation, empowerment and resources dynamism has attracted increasing policy and scholarly attention, yet there is no systematic attempt to look at it from a youth angle. This has resulted in lack of an adequate understanding of the potential benefits of youth entrepreneurship (YE). Through grounded research and in-depth analysis, the aim of this chapter is to stimulate policy debate, portray the outlook and understand the obstacle for youth entrepreneurship in India. Attempt is also made to suggest strategies that can be initiated for enhancing youth entrepreneurship”.

In sum this collection of chapters will definitely help readers to understand current challenges of the Asian market and define strategies and actions to be taken in this market. The book will be a valuable source of updated information and knowledge for students, academics, policy makers and general readers interested in getting new insights on the Asian markets, to how develop effective strategies for economic and social growth, for sustainable development, for preserving cultural heritage, etc.

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