

経営戦略におけるアントレプレナーシップ 2単位(3学期)  
GENERAL MANAGEMENT IN JAPAN 2:  
ENTREPRENEURSHIP 2 credits (Winter)

This course utilizes the case method using various cases (mainly Harvard and Stanford Business Schools cases) with one guest speaker featuring his successful entrepreneurship in Japan, plus Business Plan Contest on the final day of the course to be prepared throughout the course period after the class-3 by all the registered students divided into 4 or 5 "companies". Both Instructors' background are quite entrepreneurial after working for the same big company (Mitsui & Co.,) and then each successfully started a separate venture, both of which eventually have gone public. Both of them hold MBA degrees from Harvard Business School. International students with strong interest in entrepreneurial situation in Japan are especially encouraged to join this unique bi-cultural entrepreneurship course.

講師 須賀 等  
講師 玉置 浩伸

Course Description:

Entrepreneurship is attitude toward life.

The objective of the course is to learn management theories of entrepreneurship and to nurture future entrepreneurs, who are also expected to easily cross national borders in their venture business activities related to Japan. Venture business and entrepreneurship constitute the very foundation of modern economies anywhere in the world. In Japan, present-day global companies such as Toyota, Sony, Honda, Panasonic, Kyocera, Mitsui, and Mitsubishi all started out as tiny ventures. However, present-day Japan is losing entrepreneurial spirit and lags far behind other OECD nations in terms individual aspirations and track record of starting and cultivating new companies, while we are seeing good recovery in the past few years. After the March 11 East Japan Great Earthquakes and Tsunami in 2011, plus lingering radiation threat from the ailing Fukushima Daiichi Nuclear plant disaster in the Southern Tohoku and Kanto regions, Japan will definitely have to overhaul its entire energy, industrial and economic structure and must see more ambitious, socially conscious and long-lasting ventures popping up throughout the country to be started by either Japanese or non-Japanese alike, which seems to have finally started in LH 2012.

This is in stark contrast to the eco-system of Silicon Valley, where successful ventures and industrial frontiers are constantly emerging. It is about the time that Japan, presently the third largest economy in the world, started to re-engineer its venture eco-system and exciting new companies will once again emerge and grow, by having substantial exposure to cross-border entrepreneurial spirits and activities, and in which many non-Japanese entrepreneur-minded students may find extremely lucrative business opportunities. During the semester, students will experience the 'real world' of entrepreneurship through eyes and true stories of entrepreneurs of highly successful fast-growing cross-border venture businesses who will visit our class to give their real live stories. Students will also be exposed to a wide range of theories and conceptual frameworks and will learn practical skills through the analysis of case studies, many of

which are still on-going. Groups ("Companies") of students will be formed and will participate in a business plan competition to be waged toward the end of the semester.

The presentation will be judged by 'real world' entrepreneurs and the instructor. In the event that there emerges an exceptionally attractive plan, students may have an opportunity to bring your dream to the real world through the instructor's venture capital network.

Optional Assignment: By Week3 or before, you may prepare and submit your own "business idea" on a half-page sheet for use in the business plan contest as one of the participating themes. Successful submissions will be used as one of the themes for the final project.

Students who submitted such themes will probably be asked to be the imaginary president and CEO of each "company," and will later recruit other officers and employees from the class by advertising each company's outline, mission statement, goals, etc. to the rest of the class. The process of advertising and recruiting the officers/employees will be informed later.

Course Plan

Session 1 & 2: Introduction

Session 3 & 4: Opportunity recognition/Preparing a Business Plan

Session 5 & 6: Global Venture Fund

(+ "company" formation)

Session 7 & 8: Managing the Growth

Session 9 & 10: Midterm Examination

Session 11 & 12: Venture Capital Operation and Exiting Your Business

Session 13 & 14: Globalization(+Rehearsal for the Business Plan Contest)

Session 15 & 16: Guest Lecture

(+ Midterm Exam Review)

Session 17 & 18: Business Plan Contest

Method of Evaluation:

Student performance will be measured in consideration of his or her achievement of the course Objectives listed below, in the following three areas: 40%: Midterm Examination; 40%:

Team presentation (business plans to be prepared by groups throughout the semester and to be presented and judged/graded in the final session); and 20%: Class participation (intelligent contributions during class).

Textbooks:

W. D. Bygrave and Zacharakis, A, ed. The Portable MBA in Entrepreneurship, 4e. New Jersey: Wiley.

Various Cases published by Harvard and Stanford Business Schools and others related to entrepreneurship, many of which cover the companies originated in Japan.

Reference Books:

Tim Clark and Kay, Carl. Saying yes to Japan. New York: Vertical. (Japanese translation "儲かる国ニッポン" by 日本経済新聞社 also available).

<Reference books in Japanese>

松田公太. 全ては一杯のコーヒーから ("Everything has started with a cup of coffee"). Tokyo: 新潮文庫

ケースで学ぶ実戦・起業塾 ("Case Studies: Starting and Running Your Own Venture) 木谷哲夫編著. by 日本経済新聞出版社 2010) ISBN: 978-4532316365

<http://bit.ly/Nm7xUs>

志は起業を呼ぶ シリアルアントレプレナーの終わりなき挑戦 (玉置浩伸著 by ファーストプレス 2006) ISBN978-4-903241-20-3

<http://www.7netshopping.jp/books/detail/-/accd/1102305924/subno/1>

Lecturer's Comments to Students:

Students are encouraged to have generally good interest in Entrepreneurship, whether they plan to start a business by themselves in future or not, to participate in this course.

Also, students are expected to have completed all reading assignments (the case, notes, and textbook reading) BEFORE coming to the class and have already familiarized themselves with the concepts written there. We will rely heavily on case method teaching and learning techniques developed at Harvard Business School. Generally, readings from the textbook and notes ARE NOT taught in class. In order to maximize the learning effect of the case study experience, students are expected to spend AT LEAST TWO HOURS for each case/class preparation. Knowledge in accounting, finance, marketing, or business strategy are helpful but not required.

多国籍組織・戦略 2単位(3学期)

MULTINATIONAL ORGANIZATIONS AND STRATEGY:

ORGANIZATION MANAGEMENT IN JAPAN 2

2 credits (Winter)

Language of instruction: English

教授 浅川 和宏

Course Description:

This course focuses on the international dimensions of organizations and strategy, and provides frameworks for analyzing international business environment, formulating global strategies, and designing multinational organizations in an increasingly complex world economy. We delve into the theoretical frameworks as well as practical skills that managers need to deploy to help their firms stay ahead of their competitors. Class

discussions will be based on lectures, readings, and case analysis on Japanese and non-Japanese multinational corporations.

#### Course Plan

DAY 1: Patterns of globalization (Sessions 1 and 2)

#### Readings:

Bartlett, C. and Ghoshal, S. 1987. Managing across borders: New Strategic Requirements. Sloan Management Review (Summer 1987): 7-17.

#### Case:

Philips and Matsushita (HBS Case)

1. How did Philips become the leading consumer electronics company in the world in the postwar era? What distinctive competence did they build? What distinctive incompetencies?
2. How did Matsushita succeed in displacing Philips as No.1? What were its distinctive competencies and incompetencies?
3. What do you think of the change each company has made to date? Why is the change so hard for both of them?
4. What recommendations would you make to Kleisterlee and Nakamura?

Day 2: Building capabilities for global innovation (Sessions 3 and 4)

#### Readings:

Birkinshaw, J. & Hood, N. 2001. "Unleash Innovation in Foreign Subsidiaries" Harvard Business Review 79-3 (May/June 2001): 131-138.

Pisano, G. and W. Shih 2009. Restoring American competitiveness. Harvard Business Review, July-August, 2009.

#### Case:

HP Singapore

1. Why has the Alex project failed?
2. Do you agree or disagree with the Capricorn project?

DAY 3: Managing local-for-global innovation: Leveraging the Japanese market (Sessions 5 and 6)

#### Readings:

Bartlett, C. and Ghoshal, S. 1986. Tap your subsidiaries for Global Reach. Harvard Business Review, November/December. (included in Bartlett and Ghoshal, Transnational Management, Reading 5-1)

#### Case:

P&G JAPAN: The SK-II Globalization project (HBS Case)

1. As Paolo DeCesare, what factors do you need to consider before deciding what to recommend in your SK-II presentation to the global leadership team (GLT)?
2. Does SK-II have the potential to become a global brand within P&G's worldwide operations? Why or why not?
3. Which of the three market options should Paolo DeCesare recommend to the GLT? Please rank them according to their feasibility.
4. How should he implement your recommended option? What are the implications for P&G's new post-O2005 organization? How will you manage it?

DAY 4: Tapping into local tacit knowledge (Sessions 7, 8 and 9)

#### Readings:

Doz, Y., Santos, J., and Williamson, P. 2001. Chapter 1. The metanational advantage. From Global to Metanational. Boston: HBS Press.

J. Santos, Y. Doz, and P. Williamson 2004. "Is your innovation process global?" MIT Sloan Management Review 45-4 (Summer 2004): 31-37.

Asakawa, K. and Lehrer, M. 2003. Managing local knowledge assets globally: The role of regional innovation relays. Journal of World Business, 38: 31-42.

#### Main Case:

Shiseido France (INSEAD Case)

1. How did Shiseido establish its position in fragrance business even in France?
2. How could Shiseido recruit such competent managers and staff members in France?
3. What lessons has Shiseido learned from its experience in France?
4. Do you consider this story a success for Shiseido?

#### Secondary Case (Please skim through it):

Suntory's Wine Business (mimeo, prepared by Asakawa, K. and Doz, Y.)

1. What has Suntory learned from its experience of running the vineyard in Bordeaux?
2. How can Suntory transfer its know-how acquired in Bordeaux back home?
3. What is your recommendation for Suntory's wine business in the future?

DAY 5: Leveraging the home-country advantage? (Sessions 10, 11 and 12)

#### Part 1: Case discussion

#### Readings:

Porter, M. 1990. "The competitive advantage of nations" Harvard Business Review 90-2 (March-April 1990), pp. 73-93

#### Case:

Dassai: Internationalization of Japanese sake (KBS Case).

1. Discuss Dassai's success in the Japanese market
2. Discuss challenges of internationalizing Japanese sake
3. Assess Dassai's presence in the international markets and propose them how to make it a truly global brand

#### Reference case (Please skim through it):

Establishing the Moomin Theme Park in Japan (KBS Case)

#### Part 2: Discussing the Group Projects

We allocate some time for class and group discussion on the group projects.

DAY 6: Managing alliance formation process (Sessions 13 and 14)

#### Readings:

Korine, H., Asakawa, K., and Gomez, P-Y. 2002. Partnering with the unfamiliar: Lessons from the case of Renault and Nissan. Business Strategy Review. 13(2): 41-50.

Gomes-Casseres. 1993. Managing international alliances: Conceptual framework. (HBS Case 9-793-133)

Case:

RENAULT/NISSAN: THE MAKING OF A GLOBAL ALLIANCE (LBS/KBS Case)

1. Why is Renault seeking a strategic partner?
  2. Who is a suitable partner for Renault?
  3. What are Renault's strength and weaknesses in seeking a partner?
  4. How dangerous is Daimler/Chrysler's challenge?
  5. Why does Renault "win" the battle for Nissan?
- renewal

DAY 7: Strategic renewal of Japanese corporations: global innovation and governance (Sessions 15 and 16)

Case:

Takeda's Transformation Strategy (LBS Case)

1. What and why has Takeda changed so drastically?
2. What were barriers to changes?
3. How could Takeda change so rapidly and dramatically?
4. What are future challenges facing Takeda, and what are your recommendations to the company?

DAY 8: Group presentation and wrap-up (Sessions 17 and 18)

Each group is asked to present a mini-case on globalization, and will discuss key managerial issues related to the case.

GROUP ASSIGNMENT DUE:

The group assignment consists of a concise write-up addressing the main challenge for any company of your choice. The write-up should be 1-2 pages, (single-spaced) action oriented, logically built executive summaries of your recommendations to the company. Assignments are to be submitted in hard copy at the beginning of the class. No late assignments will be accepted.

Method of Evaluation:

Grade allocation:

Class participation:

Individual participation 50%

Individual presentation 10%

Group assignment:

Group class presentations 10%

Group term paper 30%

Textbooks:

To be announced

Reference Books:

To be announced

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日本におけるマーケティング 2単位(3学期)

MARKETING IN JAPAN 2 credits (Winter)

Language of instructions: English

准教授 山本 晶

Course Description:

The aim of this course is to deepen the students' understanding of marketing in Japan via case method, lectures, and group work. The contents of this course include (1) marketing landscape in Japan (2) product, price, channel, and promotion strategy in Japan, (3) various aspects of digital marketing in Japan. At the end of the course, students will be divided into groups for field studies on marketing operations in actual companies, and they will be required to give presentations on their findings. The contents and schedule are tentative and may change.

Course Plan

Day 1: Introduction to Marketing in Japan (Sessions 1 and 2)

Day 2: Marketing Landscape in Japan (Sessions 3 and 4)

Day 3: Brand management in Japan (Sessions 5 and 6)

Day 4: Internet landscape in Japan (Sessions 7 and 8)

Day 5: E-commerce and CSV in Japan (Sessions 9 and 10)

Day 6: C2C marketplace and sharing economy in Japan (Sessions 11 and 12)

Day 7: Digital disruption in Japan (Sessions 13 and 14)

Day 8: Group preparation (Sessions 15 and 16)

Day 9: Students' Presentation on Japanese Marketing (Sessions 17 and 18)

Method of Evaluation:

Class participation and group presentation

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日本における財務管理 2単位(3学期)

FINANCIAL MANAGEMENT IN JAPAN 2 credits (Winter)

Language of instructions: English

准教授 小幡 績

講師 服部 暢達

Course Description:

We will offer an opportunity to understand "real" Japan. We try to cover Japanese financial market as well as Japanese culture, society, and Japanese people. Hattori will give you a big picture of M&A in Japan.

Method of Evaluation:

Group Presentation, and class contribution

Textbooks:

N.A.

Reference Books:

N.A.

Lecturer's Comments to Students:

Please bring your interest and excitement as to Japan.

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日本の経営環境 2単位(3学期)

JAPANESE BUSINESS ENVIRONMENT 2 credits (Winter)

Japanese Business Environment—Institutions and Systems—

Language of instructions: English

准教授 後藤 励

Course Description:

This course examines Japanese business environments, especially, its economy, companies, markets, and consumers. This course will consist of lectures, case discussions, and team projects. In the team projects, our students are expected to "explore" Japan by themselves.

Course Plan

Session 1 - 2: Introduction

Session 3 - 8: Case discussion on Japanese economy and issues for the future

Session 9 - 12: Case discussion on Japanese companies

Session 12 - 16: Case discussion on Japanese markets and consumers

Session 17 - 18: Group/individual presentation

\*Above schedules are tentative.

Method of Evaluation:

Assessment is ongoing throughout the course and is based on student participation in both lectures and group works.

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不確実性と組織のマネジメント 2単位(3学期)

UNCERTAINTY AND MANAGEMENT IN ORGANIZATIONS

2 credits (Winter)

Language of instructions: English

教授 清水 勝彦

Course Description:

Overview:

"Every decision is risky: It's a commitment of present resources to an uncertain future."

Peter Drucker

It is fair to say that management is a different name of continuous struggle with uncertainties. Besides uncertainties involved in external environments (e.g., exchange rate, government policies and regulations), we have to understand manage uncertainties related customer needs as

well as those within an organization (Do you know how loyal your employees are ?).

However, uncertainties are not always bad. If everything is fixed, there are no such things as recovery or hope for small players. Uncertainties are a main source (at least one of the sources) of success or failure of organizations. In this sense, management of uncertainties has been and will be an important issue for all managers.

**Course Plan**

Please refer to course outlines which can be found in KBS student's page

**Method of Evaluation:**

**Grading:**

Class contributions 50%

Individual assignments 20%

Group projects 30%

**Textbooks:**

**Texts and readings:**

1. Cases developed by KBS and Harvard Business School
2. Harvard Business Review and other articles

**Reference Books:**

**References (FYI):**

1. Weick, K.E., & Sutcliffe, K.M. 2001. Managing the Unexpected (Jossey-Bass)
2. Pfeffer, J. & Sutton, R.I. 2006. Hard Facts, Dangerous Half-Truth, and Total Nonsense (Harvard Business School Press)
3. Welch, J. 2002. Winning. (Harper Business)
4. Cameron, K.2012. Positive Leadership (Berrett-Koehler)