
アジアにおける社会的イノベーション 2単位(3学期)

SOCIAL INNOVATION IN ASIA 2 credits (Winter)

Language of instructions: English

特任准教授 シャンカー, サヴィータ

Course Description:

<Course Objective>

The course aims at providing an understanding of the concept of social Entrepreneurship by examining the process of setting up a social enterprise, recognizing social opportunities, developing a social enterprise plan, discussing organizational structures commonly adopted by social enterprises, funding options available to them, challenges of measuring social impact and scaling social ventures.

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The first part of the course will focus on the process of creation of a social enterprise concept of social while the latter half will focus on challenges faced by social enterprises after they are set up such as measurement of social impact and scaling up.

Course Plan

Please enter the number of lesson plans corresponding with the number of class sessions as indicated below:

- 1 (Class) Introduction to Social Entrepreneurship
- 2 (Group Work) Case
- 3 (Class) The Social Entrepreneurship Process
- 4 (Group Work) Case
- 5 (Class) Recognizing Social Opportunities
- 6 (Group Work) Case
- 7 (Class) Developing a social enterprise plan
- 8 (Group Work) Case
- 9 (Class) Common Organizational structures of Social Enterprises
- 10 (Group Work) Case
- 11 (Class) Funding social ventures
- 12 (Group Work) Case
- 13 (Class) Measuring social impact-1
- 14 (Group Work) Group Presentations
- 15 (Class) Measuring Social Impact-2
- 16 (Group Work) Group Presentations
- 17 (Class) Scaling a social enterprise
- 18 (Group Work) Case

Method of Evaluation:

Class Participation 30% Group Presentation 30% Term Paper 40%

Textbooks:

Understanding Social Entrepreneurship: The Relentless Pursuit of Mission in an Ever Changing World by Jill Kickul and Thomas S.Lyons.

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.

Ghemawat, P. 2001. "Distance Still Matters: The Hard Reality of Global Expansion", Harvard Business Review 79-8 (September 2001): 139-48 (Reprint R0108K)

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 and 8)

Readings:

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.

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?

DAY 5: Overcoming home-country disadvantage (Sessions 9 and 10)

Readings:

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

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

Ghemawat, P. 2007. "Managing Differences: The Challenge of Global Strategy" Harvard Business Review (March 2007)

Case:

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?

Reference Case:

Bartlett, C. (2009) Global Wine War 2009: New World versus Old. HBS Case #910-412 (Revised November 2012)

DAY 6: Managing alliance formation process (Sessions 11 and 12)

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

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?

DAY 7: Managing the metanational organizations (Sessions 13 and 14)

Readings:

Kao, J. 2009. Tapping the world's innovation hot spots. Harvard Business Review, March 2009.

L. Huston & N. Sakkab, "Connect & develop: Inside Procter & Gamble's New Model for Innovation" Harvard Business Review 84-3 (March 2006): 58-66.

Case:

Nestle (INSEAD Case)

1. Why does Nestle have such a wide range of technical facilities (Reco's)?
2. what are the problems Nestle encounters in managing the network, and how has it attempted to solve these?
3. What is your recommendation for Nestle's organization designs in global R&D?

DAY 8: Cross-cultural management (Sessions 15 and 16)

Readings:

Black, S. and Gregersen, H. 1992. Serving two masters: Managing the dual allegiance of expatriate employees. Sloan Management Review, Summer: 61-71.

Case 1:

IKEA: Past, Present and Future (IMD Case: IMD-4-0282)

1. What is the sources of IKEA's competitive advantage?
2. How does IKEA manage its value chain?
3. What is the characteristics of Swedish- (or Mr. Kamprad-) style management?
4. How can IKEA strike a right balance between being Swedish and global?

Case 2:

Ten short stories of the US expatriate managers and the Japanese local managers (prepared by Kazuhiro Asakawa):

Head count

Miki Tomioka

Joint sales promotion

Makoto Kasuya

Unique joint project

Cost of sharing problem

John Stevenson

Process mapping team

Stuck in the middle

Joeff Sherry

- 1 Analyze the cause of the problem for each case.
- 2 Present your ideas to solve these problems.

DAY 9: 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

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
国際単位交換プログラム設置科目

教授 井上 哲浩

Course Description:

Japanese Marketing has, as well as many other management functions, special features in Japan. For example, with an extremely high service orientation and a special focus on customer relationship management, Japanese companies have already established very high standards for their customers. Another factor which is particular for marketing activities in Japan is short product life-cycles, which are supported by traditional new product development processes in Japanese firms, and so on. Given these special features of Japanese Marketing, via case-methods, and lectures, this course aims to:

- review existing literatures and theories in the field of 1) marketing strategy, marketing management, 2) consumer behavior, and 3) marketing-mix strategies, such as product strategy, communication strategy, distribution-channel strategy, and pricing strategy,
- help participants to understand the theoretical foundations of marketing in Japan, its processes, tools and implementation within corporations,
- help participants to recognize and analyze marketing-related issues in Japan and get an overview of typical marketing activities, and
- provide a basic foundation to enable the student to understand and analyze marketing decisions by using case studies.

Course Plan

- Day 1: Introduction to Marketing in Japan (Sessions 1 and 2)
- Day 2: Consumer Behavior in Japan (Sessions 3 and 4)
- Day 3: Marketing Environment and Marketing Strategy in Japan (Sessions 5 and 6)
- Day 4: Product Development and Brand Management in Japan (Sessions 7 and 8)
- Day 5: Communication Strategy and Cause Related Marketing in Japan (Sessions 9 and 10)
- Day 6: Mid-Term Group Presentation (Sessions 11 and 12)
- Day 7: Chanel Strategy and Relationship Marketing in Japan (Sessions 13 and 14)
- Day 8: Corporate Strategy and Marketing Strategy in Japan (Sessions 15 and 16)
- Day 9: Students' Presentation on Japanese Marketing (Sessions 17 and 18)

Method of Evaluation:

- 40% Class Participation
- 30% Session Assignments
- 30% Group Presentations

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
特任教授(非常勤) 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.

日本の経営環境 2単位(3学期)
JAPANESE BUSINESS ENVIRONMENT 2 credits (Winter)
Language of instructions: English

教授 中村 洋

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.

The following topics will be covered in this course:

I. Japanese economy & history

- An overview of Japanese economy from the 1950s to 2010s
- Problems of non-performing loans
- Strength of the Japanese Economy
- Issues for the future: national economic burden, utilization of foreign work force, and impacts of demographic changes on Japanese economy

II. Japanese companies

- Structure & corporate governance
- Organizational learning and purchase-supply relations in Japan

III. Japanese markets and consumers

- Characteristics of Japanese consumers and markets
- How to achieve success in Japan: entry barriers and key success factors in the Japanese markets

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 presentation

Method of Evaluation:

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

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)