

異文化コミュニケーション(EMBA) 2単位(2学期)
INTERCULTURAL COMMUNICATION IN INTERNATIONAL
BUSINESS (EMBA) 2 credits (Fall)

Mediating across Cultures

講師 ロビンソン, パトリシア A.

Course Description:

■ COURSE DESCRIPTION ■

The ability to lead across culture and diversity is increasingly critical in today's global business world. Successful leaders need more than technical prowess, strong analytical skills, and market knowledge. Increasingly, it is important to have tools for dealing with cross-cultural misunderstandings. Skills such as cross-cultural awareness, mediation skills, the ability to uncover interests beneath positions, and the ability to elicit solutions from diverse employees are more important than ever for global leaders.

The goal of this course is to support your development as a Global Leader by honing your cross-cultural communication and mediation skills in leading diverse teams, operations, and businesses through the challenges presented by miscommunication, misunderstanding, and conflict.

This experiential course in English will help you learn to resolve interpersonal work conflicts and support co-workers and subordinates to feel heard, acknowledged and appreciated. You will learn to deal more skillfully with major interpersonal conflicts, including conflict across culture, nationality, functional expertise, gender, age, sexual orientation, etc.

You will also learn tricks for dealing with meeting derailers like interrupting, complaining, and checking phones that can cause conflict. Through learning by doing, you will leave this course with improved interpersonal skills that you can use at work, at home, and out in the world.

People learn best when they are relaxed and comfortable, so this course aims to practice skills in a friendly, supportive environment, where everything is "challenge by choice" and there are no large group presentations.

In the mornings of each day, we will work in dyads to practice skills and cover frameworks and theory. In the afternoons, we will then work in triads to apply the skills and techniques to common workplace conflicts through roleplaying real conflicts from diverse teams.

Throughout the course, you are welcome to bring your own conflicts to practice coaching, if you like. At the end, you will also have the option to video-record yourself coaching a conflict-calming conversation, and you will receive feedback and support in a friendly, collaborative environment.

Learning Objectives:

Specifically, this course aims to help hone your ability to work in diverse and challenging cross-cultural environments, by focusing on the following skills:

- Cross-cultural Awareness
- Supporting all voices to be heard
- Listening empathetically and asking powerful questions, emphasizing inquiry over telling, integrating and synthesizing colleagues' ideas
- Mediating across Thought Diversity by structuring Conflict Conversations to highlight the multi-dimensionality of the parties involved through use of Uninterrupted Listening, Gathering Information, Generating Options, Assessing Options, and Building understanding/agreement between people in conflict
- Supporting psychological safety, neutrality/multi-partiality, self-determination of stakeholders, and appropriate confidentiality, toward supporting Thought Diversity

An overarching theme of this course is to promote an understanding of concepts covered in class as they relate directly to you and your personal/professional development. Therefore, this course is also expected to help you gain more perspective on yourself and to help you better prepare for working with diverse people from many cultural backgrounds.

Approach to Learning: Defining a Quality Learning Experience

This course aims to have you both understand concepts intellectually and also experience them in practice. Active Learning pedagogy demonstrates that one of the best ways to improve your interpersonal skills is to learn by doing. Supporting this, Cognitive Behavioral Research shows that we are more likely to follow through and say things we have practiced. Practicing with feedback allows you to try new things, grow, improve, and expand your repertoire of behaviors and responses

Thus, this is a highly experiential, action-focused course. You will not be evaluated based on speaking up about what someone else should do in a given situation, but rather by taking the risk to try to apply the concept yourself and experiment with the support and feedback of your peers, toward "trying on" the experience to see how it feels.

The goal here is to be able to apply the skills developed in this class to real world settings. Underpinning the experiential exercises in this course is research on evidence-based best practices. So the approach to learning here encompasses: experiential exercises, discussion, write-ups, self-assessments, role plays and "Re-Do" videos. Not every evidence-based best practice will fit your specific cultural or personal situation, so choose what works for you. Final Project Teams will be assigned in class.

Finally, a word of caution. This course is intended to complement your work experience, not to supplant it. Even experiential learning is not a substitute for hands-on work experience, where real money and career advancement is at stake. By the same token, graduate education offers cutting edge, evidence-based best management approaches, and a chance to discuss and work with smart colleagues from different countries and professional and industry backgrounds, as well as a chance to experiment and develop your thinking beyond what is usually possible at work, given the day-to-day pressures on the job.

Course Plan

■■■■ COURSE PLAN ■■■■

■ DAY 1: SAT 10/26 ■

SKILLS

- Reflective Listening---Check, Reflect back, Check again.
 - Reflection Forms: Repeating, Paraphrasing, Reframing, Affect Labelling
- Reflect back with the same intensity of emotion as shown by the Speaker
- Reflection Two-Step---Reflection, plus Question
 - Funnel Questioning---Starting with a big, broad question, like: "Tell me about yourself." "Tell me about your Team/ Your Work/ Your Values."

STRUCTURE

- Step 1: Uninterrupted Listening & Summarizing
- Step 2: Gathering More Info

■ DAY 2: SAT 11/2 ■

SKILLS

- Generating Movement
- Tying B-Brain Agenda Items to each Client's Positions (Demands/Complaints)

STRUCTURE

- Step 3: Building an Agenda
- Step 4: Generating Options
- Step 5: Assessing Options

■DAY 3: SAT 11/16■

SKILLS

- Opening Statement
- Reality-Testing Agreements

STRUCTURE

- Step 0: Opening Statement
- Step 6: Coming to Agreement

■DAY 4: SAT 11/30■

REVIEW SKILLS

- Reflection Two-Step---Reflection, plus Question: Reflect back with the same intensity of emotion as shown by the Speaker
- Funnel Questioning---Starting with a big, broad question, like: Tell me about yourself, Tell me about your Team/ Your Work/ Your Values
- Generating Movement Questions
- Tying B-Brain Agenda Items to each Client's Positions (Demands/Complaints)
- Opening Statement
- Reality-Testing Agreements

REVIEW STRUCTURE

- Step 0: Opening Statement
- Step 1: Uninterrupted Listening & Summarizing
- Step 2: Gathering More Info
- Step 3: Building an Agenda
- Step 4: Generating Options
- Step 5: Assessing Options
- Step 6: Coming to Agreement

Method of Evaluation:

■STUDENT EVALUATION■

- Case/ Critical Incident Write-ups (1): 50%
- Quizzes (2): 10%
- Video Reflection Papers (2): 25%
- Provide feedback to 3 students (3): 15%

Textbooks:

■REQUIRED TEXTS■

- Erin Meyer, Navigating the Cultural Minefield, HBR, May 1, 2014, HBSP: R1405K-PDF-ENG
- Andy Molinsky & Sarah Cliffe. 2015. Companies don't go global, people do. HBR, Oct 1, 2015. HBSP: R1510E-PDF-ENG
- Anita Woolley, Thomas W. Malone, and Christopher Chabris. 2015. Why Some Teams Are Smarter Than Others, by New York Times Sunday Review, Gray Matter, January 16, 2015. [http://www.nytimes.com/2015/01/18/opinion/sunday/why-some-teams-are-smarter-than-others.html?](http://www.nytimes.com/2015/01/18/opinion/sunday/why-some-teams-are-smarter-than-others.html?action=click&contentCollection=Opinion&module=MostEmailed&version=Full®ion=Marginalia&src=me&pgtype=article&_r=1)

Reference Books:

■REFERENCE BOOKS■

- M Deutsch, PT Coleman, EC Marcus. 2011. The handbook of conflict resolution: Theory and practice. Wiley, P. 707-708.
- Susan Wheelan, (2015) Creating Effective Teams: A Guide for Members and Leaders, Sage.
- Roger Fisher & William Ury. 2011. Getting to Yes, Penguin.

Lecturer's Comments to Students:

This course is a great opportunity to practice English in a supportive, non-judgmental environment. I look forward to meeting you and working with you!

Questions/Comments:

If you have any questions, please email me at: tishintokyo@gmail.com.

International Commercial Transactions 2単位
(2学期)

INTERNATIONAL COMMERCIAL TRANSACTIONS
2 credits (Fall)

法務研究科教授 リット, デイビッド G.

Course Description:

The course will introduce students to the fundamentals of international commercial transactions. The focus will be on understanding the legal and business risks associated with international sales and distribution agreements, IPR licensing, franchising, and direct investment (including joint ventures). Students will study real cases, with a focus on examples from Asia, and learn how to advise the international client and deal with unfamiliar jurisdictions.

The class does not address M&A specific topics, as those are covered in other courses.

Course Plan

Session 1: Introduction to and Overview of International Business Transactions

Session 2: CISG (Convention on International Sale of Goods); Incoterms Etc.

Session 3: CISG and Incoterms continued

Session 4: Letters of Credit and Related Items

Session 5: Non-disclosure Agreements - a prelude to discussions.

Session 6: Distribution Arrangements - analysis of Distribution Agreements

Session 7: Introduction to intellectual property (IP) licensing - Categories of IP; types of licenses; business issues in Licensing IP

Session 8: Product Liability and Safety Regulation in Asia

Session 9: The Business of Law and the role of business lawyers in international commercial transactions

Session 10: Franchising as a method of international expansion

Session 11: Foreign Direct Investment and its regulation (Investment treaties; regulation of inbound investment in the US, Japan, China and elsewhere)

Session 12: Anti-corruption laws -- FCPA, UK Anti-Bribery Act and OECD convention

Session 13: Letters of intent for JVs and alliance transactions

Session 14: JV and Other similar negotiations

Session 15: JVs continued

Method of Evaluation:

Class contribution (40%), and short assignments (60%) such as mark-up of agreements and preparation of memoranda.

Textbooks:

There is no textbook for this course. Hand-outs will be made available online for students throughout the semester.

グランド・デザイン・プロジェクト I 2単位(2学期)

GRAND DESIGN PROJECT 1 2 credits (Fall)

Grand Design of Technological Innovations in Global Perspectives and New Education Program

教授 姉川 知史

Course Description:

This course intends to establish cross-disciplinary education on technological innovation. First, we invite renowned scholar who realize products and services based on his/her own technological prowess. Second, we compare science and technology ecosystem in the world. Third, we conduct intensive course of Project and Program Management for the Grand design. This year we will focus on technologies related to crisis, sustainability, health, and others.

We invite Professor Kenji Uchino (Pennsylvania State University Professor) and others who provide lectures. Also we invite Professor Hiroshi Tanaka (SKEMA Business School Professor) who presides over Project & Program Management seminar.

This course is based on Grand Design by Japan Program) at Keio Business School, Management Education Development, Business Education and Development Office. Team education is emphasized by integrating various scholars including Professor Uchino, Professor Tanaka, and others.

Course Plan

<Program Components>

Part 1 Six Day Summer Intensive Course of Module 1 and 2 (required to participate in two modules for credit)

Module 1 Three Day Course for the Project and Program Management Seminar for the Grand Design

Module 2 Three Day Intensive Lectures and Workshop of Proposal Writing for a Start-up

Part 2 Forum Series (Four Half-day Forums in the second semester (certain sessions are required to participate))

<Schedule>

<Module 1>

Day1 9:30-10:30, 10:45-18:00

Day2 10:45-18:00

Day3 10:45-18:00

<Module 2>

Day4 10:45- 18:00

Day5 10:45-18:00

Day6 10:45-18:00

Part 2 Forum Series (schedule and programs are tentative)

September-December, January-March

One day per month 13:00-18:00

<Detailed Program>

<Program of Part 1 Module 1> (12 Sessions)

Module 1 Three Day Project and Program Management Seminar for the Grand Design

Instructors: Professor Hiroshi Tanaka with an invited instructor

<Day 1, 9:30-10:30>

General Orientation by Professor Anegawa

10:45-18:00

Session 1 Introduction to Projects

- Projectized economy: why we need projects?
- Unique profile of a project
- Project as a social system transition vehicle
- Project as a design for changes in organizations
- Systemic nature of a project
- Projects for grand design and innovation

Case: Concept of and practices on the Low Carbon Society (LCS)

Session 2 Developing a Project for Innovation and Grand Design

- A) Project development fundamentals
- B) Four routes of conception of innovation projects:
 - 1) Systems approaches - hard and soft
 - 2) Program management
 - 3) Brain-storming using common management theories
 - 4) Service innovation
- C) Financial analysis by the Net Present Value (NPV) method

<Day 2 10:45-18:00>

Session 3 Project Management

- Universal concept of project management
- Project management work flow
- Plain objectives of project management
- Project scope planning and management
- Quality in project management
- Project time management

- Project resources management
- Project cost planning and management
- Project risk analysis and management
- Project formation and organization
- Project integration management

<Day 3, 10:45-18:00, Participants Group work starts at 10:00>

Session 4 Project Management Workshop

- Strategy brainstorming on a group-selected project theme
- Setting a project mission, value analysis, development of a project proposal
- Stakeholder analysis, organization, work breakdown structure (WBS), project schedule, cost estimate
- Finance planning, project execution strategy
- Compiling & editing a result presentation file
- Result presentation
- Wrapping up the Module I (Project & Program Management Seminar)

<Program of Part 1, Module 2> (12 Sessions)

Module2 Three Day Intensive Lectures on Global Crisis/Sustainability Technologies and Workshop of Proposal Writing for a Start-up> (required to participate for the credit)

Instructor Professor Kenji Uchino (The State University of Pennsylvania)
Textbook: *Global Crisis/Sustainability Technologies* (World Scientific 2017)

This provides an overview of crisis, sustainability technologies based on his new book. It covers politics and technology, trend, risk management, and crisis technology and sustainability technology. An instructor chooses suitable chapters to be covered in the lecture.

Chap 1: Background of Politico Engineering - 2 hours

Chap 2: Japanese & Global Technology Trend Change - 1 hour

Chap 3: Global Politics in Engineering - 1.5 hours

Chap 4: Categorization of Politico Engineering - 1.5 hours

Chap 5: Crisis Technology - 2 hours

Chap 6: Sustainability Technology - 1 hour

Chap 7: Risk Management - 3 hours

Chap 7: Risk Management (Cont.) - 1 hour

Chap 8: Advanced Game Theory - global regime - 4 hours

Chap 9: Concluding Remark & Discussions with Students - 1 hour

Method of Evaluation:

Grading will be made for students taking this course for credit. Grade is based on class participation (Part 1 and some sessions of Part 2 forums), reports, presentations for Part 1 Module 1, 2.

Textbooks:

All course materials will be distributed by web or CD.

Reference for Part 1 Module 2

Global Crisis/Sustainability Technologies (World Scientific 2017)

Content: Provide an overview of crisis, sustainability technologies based on his new book. It covers politics and technology, trend, risk management, and crisis technology and sustainability technology. Collected papers are distributed as a course pack.

Lecturer's Comments to Students:

This course is provided as Daiwa Security Mirai Sendo Chairship program. By utilizing weekends in July - August, and 2nd semester, we combine intensive lectures and workshop, Project & Program Management Seminar, and series of forums by renowned scholars. We welcome all students and participants.

Questions/Comments:

慶應義塾大学大学院経営管理研究科 姉川知史まで問い合わせください。anwegawa@kbs.keio.ac.jp です。

経営科学と意思決定 2単位(2学期)
MANAGEMENT SCIENCE AND DECISION MAKING
2 credits (Fall)

教授 大林 厚臣

Course Description:

This course focuses on framework and exercise of decision making using cases. Basic perspectives are introduced on rational decision making, market mechanism, management of innovation, competitive advantage and risk management, as the course proceeds. At the same time, exercise on individual decision making are made using cases, and the choices are discussed in the class at every meeting. Case topics include pricing, auction, investment, innovation management, strategic decision makings by Nintendo and Sony, and emergent decision makings at Hakkoda and the Cuban missile crisis.

Course Plan

Sessions 1 and 2: Rational decision making
Sessions 3 and 4: Market mechanism and decision making
Sessions 5 and 6: Innovation
Sessions 7 and 8: Business model and competitive advantage
Sessions 9 and 10: Business model and decision making
Sessions 11 and 12: Risk management
Sessions 13 and 14: Crisis management
Sessions 15 to 18: Review

Method of Evaluation:

Class participation 50%, presentation 50%.

Textbooks:

No textbook but cases are used.

国際人的資源管理 2単位(2学期)
INTERNATIONAL HUMAN RESOURCE MANAGEMENT
2 credits (Fall)

Language of instructions: English

准教授 山尾 佐智子

Course Description:

With ongoing globalization, managers in multinational organizations face opportunities and challenges involving people management. These include exchanging people between internationally dispersed units as means of control and coordination and managing international staff in international alliances, mergers, and acquisitions. In this course, we will set a focus on the issues related to managing people in organizations operating in diverse socio-economic, institutional, and cultural environments. We will see how typical human resource (HR) tasks such as selection, recruitment, training and development, compensation, and performance appraisal may work in such contexts. We will approach related topics from both theoretical and practical angles and apply knowledge acquainted from the literature to case studies and other exercises.

Course Plan

Each class lasts for three hours (two 90-minute sessions) per week with a 10-minute break in the middle. Two to three readings, including a case, will be allocated to each class. Participants are expected to read these materials prior to each class and prepare answers to several discussion questions.

Tentative course topics are listed below but they are subject to change. The final list of topics, readings, and discussion questions will be released upon commencement of the course.

Day 1 (Sessions 1 & 2): Introduction / Ice-breaker exercise
Day 2 (Sessions 3 & 4): The context of International HRM / Dual logic behind international HRM
Day 3 (Sessions 5 & 6): Case discussion (1)
Day 4 (Sessions 7 & 8): Global mobility / Acquiring and developing global talent
Day 5 (Sessions 9 & 10): Case discussion (2)
Day 6 (Sessions 11 & 12): Retaining global talent / Forging cross-border mergers and acquisitions

Day 7 (Sessions 13 & 14): Case discussion (3)
Day 8 (Sessions 15 & 16): Case discussion (4)
Day 9 (Sessions 17 & 18): Group presentations

Method of Evaluation:

Class participation and contribution, individual assignment, and group project

Textbooks:

There is no set textbook for this course. A reading list will be provided upon commencement of the course.

Reference Books:

Students fluent in the Japanese language may find the following book useful as a reference.

関口倫紀・竹内規彦・井口知栄 (2016) 『国際人的資源管理』中央経済社。

Lecturer's Comments to Students:

This is a demanding course that involves self-preparation and active participation in classroom discussion. It also involves teamwork with people from cross-cultural backgrounds, both inside and outside classroom hours. Students are expected to actively participate in these activities as to successfully complete this course.

Questions/Comments:

By appointment or by email.

日本におけるマネジメント・コントロール 2単位(2学期)
MANAGEMENT CONTROL IN JAPAN 2 credits (Fall)

Language of instructions: English

特別招聘准教授 ガルシア, クレマンヌ

Course Description:

The course starts with a general introduction to management control, including management by objectives, key performance indicators and the relationship with operational control and external reporting.

Then, several themes regarding costing, lean management and incentive systems will be discussed based on case studies of Japanese manufacturing companies.

Next, the latest topics in Japanese management control, like innovation, M&As and risk management will be introduced and discussed. Last, students will use the knowledge and skills acquired in this course in order to present their original case study.

After taking the course, students should be able to understand and assess critically management control practices in Japanese companies.

Course Plan

1. Introduction to management control
2. Management control issues in Softbank
3. Management by objectives in Calbee
4. Economic Value Added in Kanebo
5. The balanced scorecard in Kirin
6. Planning and target costing in Toyota
7. Just in time and kaizen in Nissan
8. Incentive systems in Benesse
9. Innovation and "Amoeba" management in Kyocera
10. Amoeba and corporate culture in JAL
11. Organizational structure and control at Matsushita
12. M&As in Japan (overview)
13. International acquisitions: Suntory-Beam
14. Case studies chosen by students
15. Case studies chosen by students
16. Case studies chosen by students
17. Case studies chosen by students
18. Conclusion

Method of Evaluation:

Course Grading Criteria/ Maximum points

A. Class Participation /400

B. Presentation /400

C. Term paper /200

Total maximum points /1000

Textbooks:

No textbook required. Teaching material is available online on keio.jp.

Reference Books:

Anthony, Robert N. and Govindarajan, Vijay (2007) Management Control Systems, 12th ed, Mc Graw-Hill

Ohno, Taiichi (1988) Toyota production System, beyond large scale production, CRC press

Yuzawa, Takeshi (1994) Japanese Business Success, Routledge

Monden, Yasuhiro (2007) Japanese Management Accounting Today, World Scientific.

Lecturer's Comments to Students:

Japanese companies have been innovative in the field of management control. The Toyota production system, ancestor of lean management, is famous Worldwide, but do you know "Amoeba", "KPM", and control based on nonfinancial indicators? These new practices result from a loss of competitiveness after the lost decade, and helped Japanese companies to overcome financial collapses.

Because the Japanese economy has often experienced crises years before they happened in Western countries, learning about their experience is valuable indeed.

Questions/Comments:

Welcome during and after classes. You can also contact me by email.

日本における生産管理 2単位(2学期)

PRODUCTION MANAGEMENT IN JAPAN 2 credits (Fall)

Language of instructions: English

専任講師(有期) 市来 寿 治
特別招聘教授 天川 一彦

Course Description:

This course focuses on strength, advantages and issues of Japanese management of a manufacturing company. The purpose of this course is to understand the key advantages of Japanese manufacturing company through the lectures about the management method of manufacturer and the practical visit and work in actual factories.

Based on the case studies of several actual Japanese companies, students will learn the deployment methods of the company's policy, how to build full participation activities connecting the company's policy which is one of the advantages of Japanese companies, and the important role of the core middle managers. This management approach can be applied not only to all manufacturing industries but also to the other business sectors.

In this course, students will be divided into several groups comprised of several students. This course will be divided into 4 phases and each phase will consist of lectures, a factory field trip, group work and presentation. In phase 1, each group will establish a fictitious manufacturing company and decide their company's management policy and the purpose. And each group will consider a structure of indicators to achieve their policy and purpose. In phase 2, each group will design an action plan connecting their policy with actual on-site operations, and students will learn how to promote Kaizen (improvement) activities by the middle management style and operations. In phase 3, each group will consider how to manage a large enterprise, and in phase 4, finally will give a final presentation about their company's management style and operations.

Through the group work and presentation of each phase, students will learn Japanese style of production management and what to do in practical management.

(A student taking this class needs to pay the expense regarding the factory field trips by him/herself. The total amount of the expense per person was about 34,000 JPY in 2017, and about 10,000 JPY in 2018.)

Course Plan

Phase 1

Stage 1: Introduction

Stage 2: Practice of Administration, Establishment of a Company

Stage 3: Building the Indicator System / Score Data,

Management Policy and Action Plan

Stage 4: Factory Field Trip 1

Stage 5: Group Discussion and Presentation

Phase 2

Stage 6: Building KAIZEN Activity,

Development of Human Resources,

Development of the Activity of Full Participation

Stage 7: Factory Field Trip 2

Stage 8: Group Discussion and Presentation

Phase 3

Stage 9: Factory Field Trip 3

Stage10: Management of a Large Enterprise, Group Discussion

Phase 4

Stage 11: Final Presentation / Course Summary

Method of Evaluation:

- Class participation: 30%

- Discussion & Presentation: 30%

- Final Presentation and Teacher's point: 40%

Textbooks:

Materials will be delivered in each class.

Reference Books:

None.

Lecturer's Comments to Students:

None.

ロジスティクス論 2単位(2学期)

BUSINESS LOGISTICS 2 credits (Fall)

Business logistics (Japanese-style marketing and distribution)

Language of instructions: English

特任教授(非常勤) プラート, カロラス

Course Description:

Since the rise of Japan as one of the world's top economic powers during the latter part of the twentieth century, academic, managerial, and journalistic interest has focused on uncovering and explaining the special characteristics of Japanese corporate business and marketing methods.

Especially during the 1980s and 90s, many experts sought to unravel the secrets behind the success of Japanese marketers in foreign markets and tried to explain the peculiarities of the Japanese market to non-Japanese marketers, especially those from western countries. Despite a relative decline of the Japanese economy in the past few decades, Japan remains one of the world's largest and most sophisticated markets and is a very important market for many foreign marketers. Changes in the state of the economy, a combination of low birthrates and the greying of society, changes in work-related values, and generational differences are some of the factors that keep Japanese consumer behavior in a constant state of flux. This forces marketers – both domestic and foreign – to constantly fine-tune marketing strategies to capture the hearts and wallets of the everchanging Japanese consumer.

In this course we will take an in-depth look at relevant characteristics of marketing, distribution, advertising, and consumer behavior in Japan. Throughout, our primary focus will be on the characteristics of Japanese consumers, how these characteristics have evolved over time, and on how consumer behavior affects the various aspects of marketing strategies and tactics employed by both domestic and foreign-affiliated companies operating in the Japanese market.

The course is organized around student presentations and class discussion of key readings from the relevant academic and trade literature. In addition, we will read and discuss a number of cases that will illustrate how both foreign and Japanese companies have dealt –or are dealing– with the peculiarities of the Japanese marketing environment. Students will work in groups to present the readings and cases. In each session, a different group will present the readings for that session. The group in charge of presenting will prepare and upload presentation handouts to a shared Dropbox folder prior to the start of the session. The instructor will primarily act as a moderator of the class discussions, will conduct mini lectures, answer questions and provide additional explanations to clarify the assigned readings and put them in a larger perspective.

At the end of the course, participants will individually submit a report in which they critically discuss and synthesize the readings. Readings, presentations, class discussion and the final report will be in English.

Course Plan

Session 1: Introduction and formation of groups; Cross-cultural analysis

Session 2: Cross-cultural analysis (continued)

Session 3: Japanese Marketing and Culture

Session 4: New Product Planning

Session 5: Branding
Session 6: Branding (Lexus Case)
Session 7: Marketing research
Session 8: Consumer Behavior
Session 9: Consumer Behavior
Session 10: Co-creation in Japanese services
Session 11: Social media marketing across cultures
Session 12: Distribution: International retailers
Session 13: Distribution: International retailers (Walmart Case)
Session 14: Distribution: International retailers
Session 15: Distribution: convenience stores (7-11 Case)
Session 16: Distribution: convenience stores (Lawson Case)
Session 17: Advertising
Session 18: Advertising Agencies

Method of Evaluation:

Class participation (individual): 15%

Presentations (group): 35%

Final report (individual): 50%

Please note that any of the following will automatically result in a D (Failure) grade for the class:

- 1) Failure to attend at least 2/3 of all sessions (i.e., 12 out of 18 sessions);
- 2) Failure to actively participate in and do one's equal share of group preparations and presentations of class readings;
- 3) Failure to submit a final report.

Textbooks:

No textbook will be used. Instead, readings will be distributed to participants before the start of the course.

Reference Books:

- 1) Fields, George (1985) From Bonsai to Levis: When West Meets East: An Insider's Surprising Account of How the Japanese Live
- 2) Fields, George; Katahira, Hotaka; Wind, Jerry; Gunther, Robert E. (1999)
Leveraging Japan: Marketing to the New Asia
- 3) Haghirian, Parissa; Toussaint, Aaron (2011) Japanese Consumer Dynamics
- 4) Mooney, Sean (2000) 5,110 Days in Tokyo and Everything's Hunky-Dory-The Marketer's Guide to Advertising in Japan
- 5) Herbig, Paul (1995) Marketing Japanese Style
- 6) Johansson, Johnny K; Nonaka, Ikujiro (2000) Relentless: The Japanese Way of Marketing
- 7) Kotabe, Masaaki; Czinkota, Michael R. (1999) Japanese Distribution Strategy: Changes and Innovations.

Lecturer's Comments to Students:

1) To avoid misunderstandings and problems, students should always consult with the instructor either in person or by email if they have any questions regarding class evaluation or any aspects of class operations. In case a student feels he or she requires clarification regarding any aspects of class evaluation or class operations, it is the student's responsibility to contact the instructor. If the instructor fails to notice an email inquiry and/or does not respond within 48 hours, the student should inquire with the instructor in person on the next occasion they meet, or send a reminder email to the instructor.

2) For this class, we will be using a shared folder on Dropbox for uploading class-related information, such as class orientation notes, lecture notes, instructions for the final report, additional class readings, lecture notes, and slides of group presentations. Students need to send an email to the instructor to receive a link or invitation to the Dropbox shared folder.

The instructor can be contacted through the following email address:

praetcar@res.otaru-uc.ac.jp