

経営科学と意思決定 2 単位(2 学期)

MANAGEMENT SCIENCE AND DECISION MAKING

2 credits (Fall)

Modelling Interdependent Management Decisions (in English)

Language of instructions: English

准教授 渡邊 直樹

Course Description:

This course is designed to be an introduction to non-cooperative and cooperative game theory and its applications in management science. Game Theory is a branch of applied mathematics which analyzes the situations where the payoff of each decision maker (player) depends not only on his or her strategies or standard of behavior but also on those of others. The aim of this course is to provide participants with some opportunity to practice modelling such situations in management decisions.

Course Plan

sessions 1-16: topics in game theory and mechanism design: two-sided matching, auctions, voting, etc.

sessions 17-18: students' presentation

Method of Evaluation:

problem sets 50%; presentation 50%

Textbooks:

no textbook

Reference Books:

Lecture notes and a reading list are provided in class.

Lecturer's Comments to Students:

Basic knowledge on Differentiation (partial differentiation) and Probability (expected value of random variables) is desirable but not necessarily required. Every participant is asked to give his or her presentation in workshop. Class discussion will be made for the presentation.

Questions/Comments:

by appointment

国際経済と新興ビジネス 2 単位(2 学期)

INTERNATIONAL ECONOMY AND EMERGING MARKETS

2 credits (Fall)

Competing in Emerging Markets

講師 ロイ, アショック

Course Description:

GOAL: Factors to consider when building a business in an Developing Country.

FINAL PROJECT : 4 to 5 students in a group take an established or new company from a developed country and build the business it an emerging country. Presentation to the whole class by the group.

As part of background we will examine:

- Rapid changes to come to Japan over next five to ten years.
- Emerging Market. What is it? Opportunities & Threats
- Competition. Market Entry and Adapting Products to new markets
- Impact Of Trade and Geopolitical Events
- Internet Of Things and Artificial Intelligence, how will the world adapt to it?
- Cross-cultural negotiation
- Financial Analysis

Course Plan

1. CHEAP YEN - WHAT DOES IT MEAN??

- Samurai export machine, adapting to new environment
- Macroeconomic implications on business & people

2. JAPAN - RAPIDLY TRANSFORMING

- Drivers Of change
- Potential consequences: Opportunities & Pitfalls

3. EMERGING MARKET DEMAND - SOURCE & SIZE

- Demographic trends in various key markets
- Resources and assets Of different countries

4. HYDROCARBON TO ALTERNATIVE ENERGY

- Examine Price Of Oil / Solar Panels / Electric Batteries
- Examine impact on Japan, China, India and the US

5. ENTERING A NEW MARKET

- Map products and services to demand
- Focus on "high probability Of success" businesses

6. IMPACT OF AI & INTERNET OF THINGS

- From AI to Devices – end Of the era Of App?
- Information-aware to Always connected consumer
- Managing consumer perception
- On the path of evolution, examine US, China, India and Saudi Arabia

7. GUEST LECTURER

CEO Of one or two companies. May do it as part Of a bigger event

8. GEO-POLITICS

- Trump Factor, Trade policies, Immigration, War on ISIS, Russia
- China: The Xi Country and its consumers
- Policy changes: can create opportunities and challenges

9. WHERE ARE OPPORTUNITIES FOR JAPAN

- New Technologies
- Tourism
- Impact of Olympics

10. VALUING ECONOMIC PERFORMANCE OF A BUSINESS

- Valuation Methods
- Understanding Financial Model

11. NEGOTIATIONS - WITH FOREIGNERS

- Reading people and culture
- Emotional competence and closing deals

12. ACQUISITIONS - ANOTHER WAY TO ENTER MARKET

- What to look for and what are typical mistakes made
- Examples of successes and failures

13. Group Project Presentation (1,2,3)

14. Group Project Presentation (4,5,6)

15. Group Project Presentation (7,8,9)

Method of Evaluation:

Class participation, in-class quiz and Group-Project and presentation at the end. NO final examination

Textbooks:

Lot of articles, will provide before each session

Lecturer's Comments to Students:

Class participation and Debate is VERY important.
Proficiency in English is not a requirement.

ソーシャルアントレプレナー 2 単位(2 学期)
INTRODUCTION TO SOCIAL ENTREPRENEURSHIP
2 credits (Fall)

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 development challenges in Asia and discussing some of the innovative business solutions that have been attempted in recent times to address them. The development challenges relating to hunger, health care, education, risk management, access to credit, access to savings avenues, employment and infrastructure will be discussed. The special challenges of innovation in the Government sector will also be discussed. After a discussion on the challenge, a case study of an innovative attempt to address the challenge will be discussed. The innovations discussed include those by Government programs as well as those by NGO programs and social enterprises.

<Course Contents>

Development challenges relating to hunger, health care, education, risk management, access to credit, access to savings avenues, employment and infrastructure and case discussions on recent innovations to address them. In addition, the challenges of innovation in the Government sector will be discussed.

Course Plan

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

- 1 (Class) Introduction Challenge of hunger
- 2 (Group Work) Case
- 3 (Class) Challenge of Health care
- 4 (Group Work) Case
- 5 (Class) Challenge of Education
- 6 (Group Work) Case
- 7 (Class) Challenge of Risk Management
- 8 (Group Work) Case
- 9 (Class) Challenge of Credit Provision
- 10 (Group Work) Case
- 11 (Class) Challenge of providing savings avenues
- 12 (Group Work) Case
- 13 (Class) Challenge of providing employment
- 14 (Group Work) Case
- 15 (Class) Social Innovation in the Government
- 16 (Group Work) Case
- 17 (Class) Challenge of providing infrastructure
- 18 (Group Work) Case

Method of Evaluation:

Class Participation 30%

Group Presentations 30%

Case Analysis 40%

Textbooks:

Poor Economics by Abhijit Banerjee and Esther Duflo

多国籍組織と人のマネジメント 2 単位(2 学期)
MANAGING PEOPLE IN MULTINATIONAL ORGANIZATIONS
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): The context of International HRM

Day 2 (Sessions 3 & 4): Becoming locally responsive / Achieving global integration

Day 3 (Sessions 5 & 6): Case discussion (1) / Structuring coordination through social architecture

Day 4 (Sessions 7 & 8): Acquiring global talent / Global performance management

Day 5 (Sessions 9 & 10): Case discussion (2) / Developing global leaders

Day 6 (Sessions 11 & 12): Case discussion (3) / Steering global mobility

Day 7 (Sessions 13 & 14): Case discussion (4) / Forging cross-border mergers and acquisitions

Day 8 (Sessions 15 & 16): Case discussion (5) / Group project

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

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. Intercultural issues in management control
15. Risk and performance at Takeda pharma
16. "Kaikaku" Project management
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 寄 治
講師 天川 一彦

Course Description:

The purpose of this course is to understand the key point of the advantage of Japanese industrial company through lectures about the management method of manufacturer and the practical work in actual factories. Based on case studies of several actual Japanese companies, students will learn deployment methods of the company's policy, how to build full participation activities connecting the company's policy with daily field operations, which is one of the advantages of Japanese companies, and the important role of the core middle management. This management approach can be applied to not only the manufacturing industry but also the other industries.

In this course, students will be divided into several groups comprised of about 5 people. This course will be divided into 4 phases and each phase will consist of lectures, a factory field trip, group works and presentation. In phase 1, each group will establish a fictitious manufacturing company and decide their company's management policy. In phase 2, each group will consider the system of indicators to achieve their policy. In phase 3, 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. In phase 4, each group will consider how to manage a large enterprise, and finally will give a final presentation about their company's activities.

Through the group work and presentation of each phase, students will learn Japanese style production 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 in 2017 is about 34,000 JPY.)

Course Plan

Phase 1

Session 1: Introduction

Session 2: Practice of Administration, Establishment of a Company

Phase 2

Session 3: Building the Indicator System / Score Data,
Management Policy and Action Plan

Session 4, 5: Factory Field Trip 1

Session 6: Group Discussion and Presentation

Phase 3

Session 7: Building KAIZEN Activity,
Development of Human Resources,
Development of the Activity of Full Participation

Session 8, 9: Factory Field Trip 2

Session 10: Group Discussion and Presentation

Phase 4

Session 11, 12: Factory Field Trip 3

Session 13: Management of a Large Enterprise, Group Discussion

Session 14: Final Presentation / Course Summary

Method of Evaluation:

- Class participation: 25%

- Field trip participation: 15%

- Discussion & presentation: 20%

- Final presentation: 20%

- Teacher's point: 20%

Textbooks:

Materials will be delivered in each class.

Reference Books:

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 instruction: English

特任教授 (非常勤) プラート, カロラス

Course Description:

Since the advent of Japan as one of the world's top economic powers during the latter part of the twentieth century, academic and journalistic interest has focused on uncovering and explaining the characteristics of Japanese corporate business and marketing methods. Especially during the 1980s and 90s, many experts have sought to unravel the secrets behind the success of Japanese marketers in foreign markets and have tried to explain the peculiarities of the Japanese market to foreign marketers. In spite of a recent shift of attention from Japan to China –as a result of the economic ascendance of China on the one hand and the relative decline of the Japanese economy on the other– Japan remains one of the world's largest and most sophisticated markets and remains a very important market for many foreign marketers.

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 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 presentation handouts for all participants. 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

Session 2: Cross-cultural analysis in International Business and Marketing

Session 3: Japanese Culture

Session 4: Japanese Marketing

Session 5: New Product Planning

Session 6: Branding

Session 7: Branding (Case)

Session 8: Marketing Research

Session 9: Consumer Behavior

Session 10: Consumer Behavior

Session 11: Co-creation in Hospitality

Session 12: Social Media Marketing

Session 13: Wholesaling and International Retailers

Session 14: International Retailers

Session 15: Medium-sized Retailers

Session 16: Convenience Stores

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