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)

Calming Conflict across Cultures

講師　ロビンソン,　パトリシア A.

Course Description:

Got conflict? Who doesn't?! This experiential course will provide you with the skills, structure, and practice to resolve interpersonal work conflicts, repair relationships, and support co-workers to feel heard, acknowledged, and appreciated. You will learn to intervene more skillfully in major interpersonal disagreements, including differences in personality or work style, as well as conflicts and misunderstandings across culture, nationality, functional expertise, gender, age, and sexual orientation, among others. You will also learn tricks for dealing with "meeting derailers" like interrupting, complaining, and web surfing that can inflame 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 developing skills in a friendly, supportive environment, where everything is "challenge by choice" with no large group presentations. At the beginning of each session, we will cover concepts/theory and practice skills in pairs. Following that, we will work in small groups of 3-4 people to apply the skills and techniques to real workplace conflicts through role-playing common conflicts from diverse teams. As the course progresses, you are welcome to bring (disguised) conflicts from your own life to work on in class, if you choose. To help reinforce the learnings in this course, it accompanied by a book, an interactive digital app, and an optional training manual. You will leave this course having gotten to know some very interesting people pretty well and having developed and honed useful skills that should be part of every manager's toolbox.

Course Plan

DAY 1 (10/31)
Getting to Know Each Other: Personal Maps
Listening so the Speaker really feels heard: Paraphrase & Affect Label
Asking Questions that Take the Conversation Deeper
Goals: Having the Speaker feel Heard, Humanizing the participants to each other, Surfacing the Need beneath the Complaint
Mindset: Promoting Self Determination, Safety, Confidentiality, Assumption Free (Ask!), Neutrality

DAY 2 (11/7)
Review & Deepen: Goals, Mindset, Skills, Concepts
Structure of a Conflict-calming Conversation: Demo
New Skills:
Reframing
Funnel Question Drills
Role Plays

DAY 3 (11/21)
Review & Deepen: Goals, Mindset, Skills, Concepts, Structure
New Skills:
Generating Movement
B-Brain Agendas
Problem-Solving
Role Plays

DAY 3.5
Review & Deepen: Goals, Mindset, Skills, Concepts, Structure
Final Mediation Prep

DAY 4 (11/28)
Mediation Filming & Assessment

Method of Evaluation:

Since this course is attended by managers from many different functions, ages, and English levels, evaluation will depend on:
Attendance: 90% (20% per day)
Final Project: 10%

Textbooks:

The Course Manual (provided in pdf format and available from the teacher for 3000 yen) contains all the readings, cases, and exercises.

Reference Books:

None.

Lecturer's Comments to Students:

This course is conducted in English and requires at least conversational level English, since we will be having 2 or more hour-long conversations in English per day. Last year, in Fall 2019, this course hosted 7 Exchange Students from CEMS, so it is also a great opportunity to network with colleagues from around the world in English. This is a very hands-on course, so more important than your ability, ATTENDANCE IS CRITICAL (it is 90% of your grade!!!)! Every class, you will receive personalized coaching and support, so most feedback will be in real-time, on the spot in person. Most people leave this course with with deeper friendships with colleagues.

Questions/Comments:

If you have questions or comments, please feel free to contact the instructor, Tish Robinson, at: tishr@stanford.edu.

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.
講師　ジョンソン,　エドワード

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.

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

Management Science & Decision-Making
Language of instructions: English

訪問教授　八木 エドワード L.

Course Description:
This course focuses on the frameworks and exercise of decision-making in a professional management context. Class discussion and the case method are the primary formats. Topics introduced include human behavior, decision making, market mechanisms, business ethics, management of innovation, risk management, and the impact of culture.
Course Plan
1a) Introduction, group formation, and paradigm theory
1b) The novelty of management science: 1648, 1776, & 1993
2a) The behavior/attitude/values model of behavior
2b) Decision-making and the latest lessons of neuroscience
3a) Decision-making good: motivation, happiness, and love
3b) Decision-making bad: conflict, competition, & psychopaths
4a) Case: Maryann Njuguna (Part 1, discussion)
4b) Case: Carlos Ghosn vs Japan Inc. (Part 1, discussion)
5a) Case: Maryann Njuguna (Part 2, presentations)
5b) Case: Carlos Ghosn vs Japan Inc. (Part 2, presentations)
6a) Case: Innovation (Sgourev and Cubism)
6b) Case: Data interpretation (Card & Krueger wage study)
7a) Scarcity theory vs abundance theory
7b) Corruption, ethics, compliance, & governance
8a) Case: Eric and Hanako (discussion, presentation #1)
8b) Case: Eric and Hanako (discussion, presentation #2)
9a) "The most important graph in the world" – and review
9b) Final examination
Method of Evaluation:
45% of the grade will be based on attendance, class participation, and impression management. 25% of the grade will be based on individual performance: four (4) individual reports and one (1) final examination. 30% of the grade will be based on team performance: four (4) team reports and four (4) team presentations
Textbooks:
Harari, Yuval Noah; Sapiens – A Brief History of Mankind. Harper 2015
Hofstede, Geert; Culture's Consequences: International Differences in Work-Related
Values. Sage Publications 1980 (2nd or any later edition)
Tuchman, Barbara; The March of Folly: From Troy to Vietnam. Random House 1985
Reference Books:
Card, David and Krueger, Alan B. (1994), Minimum Wages and Employment: A Case
Study of the Fast Food Industry in New Jersey and Pennsylvania
Sgourev, Stovan V. (2013), How Paris Gave Rise to Cubism (and Picasso): Ambiguity
and Fragmentation in Radical Innovation
Thaler, Richard H. (1999). "Mental accounting matters". Journal of Behavioral
Decision Making. 12 (3): 183-206.

Additional (highly recommended)
Rand, Ayn; Atlas Shrugged, 1957 (any edition)
Tanizaki, Junichiro; The Makioka Sisters, 1948 (any edition) (for Japan specialists)
Wells, H.G.; The Outline of History, 1922 (any edition)
Lecturer's Comments to Students:
As a general rule, 100% class attendance is required. Any student who knows they will not be able to have 100% attendance is not recommend for this class. The instructor reserves the right to change any part of this syllabus at any time. Students are asked to read the syllabus in its entirety before the class meets for the first time. Failure to do so is likely to result in underperformance during the rest of the course. For the same reason, students are also strongly encouraged to acquire and read all of the required materials (especially Hofstede, Tuchman, Harari) and all of the recommended works, in advance. A more detailed syllabus will be handed out during the first class.
Questions/Comments:
If students have any questions or comments, they should feel free to contact me by email at any time at: yagi.edward@gmail.com

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 / Global mobility
Day 3 (Sessions 5 & 6): Case discussion (1) / Global leadership talent
Day 4 (Sessions 7 & 8): Case discussion (2) / Cultural agility
Day 5 (Sessions 9 & 10): Case discussion (3) / Managing corporate expatriates
Day 6 (Sessions 11 & 12): Case discussion (4) / Managing global teams
Day 7 (Sessions 13 & 14): Role of HR in cross-border mergers and acquisitions / Group work time
Day 8 (Sessions 15 & 16): Case discussion (5) / Group work time
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. You will be required to take an assessment called the Cultural Agility Self-Assessment (CASA), which will cost you approx. USD 30.00, to complete one of the assignments of this 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,　クレマンス

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 discusssed 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

教授　河野 宏和
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 will be about 10,000 JPY for 2020.)
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
Stage 10: Management of a Large Enterprise, Group Discussion
Phase 4
Stage 11: Final Presentation / Course Summary
Method of Evaluation:
Evaluated mainly by Final Presentation and Teacher's point, as well as Discussion & Presentation and Class participation are taken into account to evaluate performance of individual student.
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: Omotenashi hospitality in Japanese services
Session 11: Distribution: International retailers
Session 12: Distribution: International retailers (Walmart Case)
Session 13: Distribution: International retailers
Session 14: Distribution: convenience stores (7-11 Case/ Lawson Case)
Session 15: Distribution: online retailing
Session 16: Distribution: multi- and omni-channel retailing
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, Johny 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.
2) Students are encouraged to at least make themselves familiar with the contents of the reading materials before each session, even if they are not in charge of presenting. Each week we will have 2 consecutive sessions on two successive days, making this class a semi-intensive course. Students need to incorporate this into their planning so they will have enough time to prepare for each session. The instructor recommends those who are in charge of presenting readings to have read the materials prior to preparing the presentation slides. Reading the materials for each session is expected to take 2.5 hours on average. Preparing presentation slides may require an additional 1.5 to 2 hours per session.
3) Students are expected to have completed at least an introductory marketing class at the undergraduate level.
4) 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