

elective course

国際人の資源管理 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 / Working globally
- Day 3 (Sessions 5 & 6): Case discussion (1)
- Day 4 (Sessions 7 & 8): Case discussion (2)
- Day 5 (Sessions 9 & 10): Case discussion (3)
- Day 6 (Sessions 11 & 12): Managing corporate expatriates / Role of HR in cross-border mergers and acquisitions
- Day 7 (Sessions 13 & 14): Case discussion (4)
- Day 8 (Sessions 15 & 16): Case discussion (5)
- 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) 『国際人の資源管理』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.

elective course

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

特別招聘教授 ガルシア, クレマンズ

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.

elective course

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 site 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 is comprised of 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 led by middle management and front-tier operators. 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 2021, if COVID-19 pandemic situation become stable and plant tour can be organized.)

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.

elective course

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 primarily on the practical frameworks and exercise of decision-making for today's global professional manager. Class discussion and case method are the primary formats. Topics include decision-making throughout history, individual and group psychology, the influence of culture, paradigms and innovation, risk management, and ethics, morality, and international law.

Course Plan

- 1a) Course introduction, paradigm theory, and group formation
- 1b) The novelty of management science: 1648, 1776, & 1993
- 2a) The behavior/attitude/values model of human conduct
- 2b) Decision-making and the latest lessons of science
- 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 vs abundance theory
- 7b) Ethics, compliance, & international law
- 8a) Case: Eric and Hanako (discussion, presentation #1)
- 8b) Case: Eric and Hanako (discussion, presentation #2)
- 9a) Case: Mental accounting (Thaler)
- 9b) "The most important graph in the world" and/or 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 individual reports and one final examination). 30% of the grade will be based on team performance (four group reports and four group 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:

This is a relatively reading-intensive, high-workload course, with reports or presentations due in (or before) nearly every course session except for the introduction. It is a "front-loaded" program with extensive reading requirements before and during the first half of the course especially. It is primarily practical in orientation, with theoretical background when required. Individual feedback will be provided with the extent depending

on class size. No advanced mathematics or other specialty skills are necessary: students of every background and experience range are welcome.

Questions/Comments:

As a general rule, 100% class attendance is required for this course. The instructor and KBS will provide a full, detailed course syllabus to all students upon confirmation of registration (note: the syllabus is subject to change at any time throughout the course). Students must read the syllabus in its entirety before the class meets for the first time. Students should also acquire and read all of the required materials (Harari, Hofstede, Tuchman), and ideally all of the recommended works as well, within the first month of class. If students have any questions or comments, they are welcome to contact the instructor by email at any time at: yagi.edward@gmail.com

elective course

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.

elective course

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)

Intercultural Communication: Gain a Leadership Edge in Conflict and
Diversity Management

講師 ズート鈴木 淑子
講師 ズート, エルビン

Course Description:

Business Success depends on great teamwork and effective team leadership. Organizational, team, and interpersonal conflicts are part of every leadership role. We all know employees who have become demotivated or quit due to conflicts across culture, functional expertise, gender, age, sexual orientation, power, work style preferences, or other differences at work. This course provides leaders with approaches that have succeeded in transforming over 100,000 conflicts.

Leadership skills in this course will focus on: managing strong emotions and difficult behaviors; promoting equal voice in situations of unequal rank and power; and helping to ensure that employees in conflict feel heard and validated. Leaders will also learn to surface the goals and interests underlying each party's complaints, to neutralize the intensity of interpersonal attacks, and to structure verbal exchanges so as to de-escalate conflict. Finally, we will look at ways that leaders can shift parties' perspectives, empower parties to generate more sustainable solutions, and support parties to reach agreement on changes needed to move forward.

Case studies, video clips, and exercises make this a fun and fast-paced interactive online course. In addition to meeting some very interesting people, you will leave this course better able to mend work relationships and enhance your corporate culture, as well as help your team members feel more appreciated, acknowledged, and understood.

THIS COURSE IS ONLYFOR EMBA WITH STRONG ENGLISH SPEAKING SKILLS

Course Plan

Topic 1: A Framework for getting to the root of conflict

Topic 2: Techniques for preventing and avoiding conflict

Topic 3: When to intervene and how

Topic 4: Framing and structuring conversation to provide a road map for intervening

Topic 5: People before Problems: Humanizing parties to each other

Topic 6: People before Problems: Interventions that shift parties' perspectives

Topic 7: Surfacing impact and dealing with strong emotions

Topic 8: Things you can do if you don't know how to proceed

Topic 9: Affect the intensity of a conflict by softening or reiterating claims of the parties

Topic 10: Reframing from positions to interests and setting a joint agenda for problem-solving

Topic 11: Supporting parties to resolve their own issues using Design Thinking Tools

Topic 12-13: Review and Application

DAILY SESSION SCHEDULE

The program is divided into four Saturday (9:00-16:15) sessions + one Friday (18:10-21:40) session and will follow a basic routine consisting of the following activities.

- Check-in and Brief Review of Concepts from the Previous Session, utilizing a short interactive activity (5-15min.)
- Lecture including Activity or a Scenario to introduce a New Concept in an experiential way (50-60 min.)
- Application of New Concepts in Role Plays (2-3 rounds of role plays, so everyone on each team gets a chance to facilitate), combined with leadership skill/communication coaching.
- Debrief and Q&A.

Method of Evaluation:

Grading is comprised of 75% participation (case preps and case debriefs) and 25% written assignments/videos, since the emphasis in this course is on EXPERIMENTING in trying new skills with others in class. This course is a Letter Grade without Forced Curve. Thus, if you come to at

least 12/13 classes and the final exam, do all the Case Preps and Daily Debriefs and Written Assignments, and do all of the activities and Role Plays, even unskillfully, you will receive at least a B. If you are absent more than once or disruptive to other's learning in class or in Role Plays, you may earn a C or lower.

Textbooks:

All cases and required readings will be provided in a reading packet, referred to in class as the "Manual." This reading packet is free of charge.

optional course

Management Science and Management of Technology 2 単位(2 学期)

MANAGEMENT SCIENCE AND MANAGEMENT OF TECHNOLOGY 2 credits (Fall)

講師 モハメド アマニ モハメド アトリス

Course Description :

Course overview

This course covers the introduction and some aspects of Management Science (MS) and Management of Technology (MOT). It emphasizes the MS&MOT concepts and mathematical techniques most utilized in the business environment, such as linear programming and other fundamental MS techniques. The course introduces Python programming language using computer simulation to solve business problems from a managerial point of view. Further, the course includes recent significant corporate management issues, such as Environmental, Social, and Governance (ESG) factors, innovative management, and green economy and renewable energy.

Course outcomes

Students will be able to:

- Understand fundamental MS and MOT concepts across the managerial process, especially how to make decisions influence the future of corporates performance
- Explain the modeling process and be able to apply it in different business situations
- Solve logically real business problems using MS methodologies and techniques
- Understand the fundamental Python functions and using it to solve some practical examples
- Understand the recent important issues for corporate management such as innovative management, green economy, sustainable finance, and ESG factors.

Key words

MS, MOT, Python, Linear programing, Operation research, Innovative management.

Competencies that will be developed

- Practical and/or problem-solving skills
- Using Python for MS analytical purposes
- Specialized skills in MS
- Critical thinking skills

Course Plan

Lecture 1

Introduction to MS :

Essential concepts of MS, problem-solving, decision making quantitative analysis, and models of MS techniques

Lecture 2

Introduction to Linear Programming :

Common Linear Programming problems, such as a simple maximization problem graphical solution, extreme points and the optimal solution, a simple minimization problem, and some special cases

Lecture 3

Introduction to Python :

Effective use of Python in MS modeling; review of key Python functions; some examples (experimental part)

Lecture 4

Linear Programming :

Sensitivity Analysis interpretation of solution using Python

Lecture 5

Linear Programming Modeling Examples :

Marketing application; Operation management application using Python

Lecture 6

Management of Technological Innovation (MTI) :

Introduction to MTI; Importance; Challenges; Business and innovation system; Innovation and sustainability, Innovation process; Source of innovation; Measuring and outcomes of innovation

Lecture 7

Innovation Strategy; Management of Research and Development :

Innovation strategy importance; Types of innovation strategy; Formulating and building of innovation strategy; Pattern of R&D expenditure; Organizing R&D; Innovation in operation process

Lecture 8

Sustainability and Sustainable Finance :

Sustainability challenges; Role of the financial system; SDGs; Stages of sustainable finance; Sustainable finance and financial risk management

Lecture 9

Sustainability's Challenges to Corporates :

Externalities - Internalization; International sustainability concepts; Natural capital and ecosystem services

Lecture 10

Individual Project

Class flow

Mainly lectures are conducted in a classroom or/and via ZOOM meeting, discussions or short reports are assigned

Out of class study time

Students will be motivated to consume approximately 90 minutes preparing for class and another 90 minutes reviewing class content afterward (including assignments) for each class. They have to do so by referring to textbooks and other course materials.

Method of Evaluation:

Assessment criteria and methods

Assigned readings plus class participation 40%, individual project 60%

Textbooks:

1-An Introduction to Management Science, 13th Edition, South-Western (August 18, 2010), by Anderson, Sweeney, Williams, Camm and Martin; (ISBN-13: 978-1-4390-4327-1; ISBN-10: 1-4390-4327-2).

2-Dodgson, M., Gann, D. M., & Salter, A. (Eds.) (2008). The Management of Technological Innovation: Strategy and Practice (revised ed.). Oxford University Press; ISBN 978-0-19-920852-4 (hbk.) ISBN 978-0-19-920853-1 (pbk.)

3-Dirk Schoenmaker and Willem Schramade, Principles of Sustainable Finance, 2018, Oxford University Press, 1st Edition, Oxford, UK (ISBN: 9780198826606)

Reference Books:

Any other additional materials and readings, if needed, are distributed/announced in each class.

Lecturer's Comments to Students:

Please also clearly state the method of feedback for assignments (exams, reports, etc.), how this course relates to approval of graduation and policy for degree conferral, the level and positioning of the course within the curriculum, and the specific details and time required for preparatory learning (preparation, revision, etc.).

Course and topics are adjusted to graduate student (MBA) knowledge levels. The course touches on key topics from MS, Python, MOT, and recent essential issues for corporate management, e.g., sustainability, innovation management, sustainable finance, and green economy. Students are expected to understand the basic concepts from these domains; however, no prior business or management knowledge is required. Analytical skills and a solid level of English are required.

IP students of KBS can not register this course

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.