



## CIEE Tokyo, Japan

<b>Course name:</b>	Japanese Business
<b>Course number:</b>	BUSI 2005 TOJA
<b>Programs offering course:</b>	Summer Japanese Studies
<b>Language of instruction:</b>	English
<b>U.S. semester credits:</b>	3
<b>Contact hours:</b>	45
<b>Term:</b>	Summer 2020

### **Course Description**

In this course students will gain an understanding of modern Japanese business systems from macro, meso and micro perspectives. The course explores the areas of comparative advantages of Japan and their historical, institutional, and sociocultural foundations. The course also explores how global, regional, and local forces shape business practices and policies.

### **Learning Outcomes**

By completing this course, students will:

- Gain understanding of Japanese business systems in its socio-cultural, political, micro- and macro-economic contexts
- Gain understanding of the mechanisms that drive relationships between key stakeholders such as public and private institutions, employees, suppliers, and customers
- Gain understanding of the main principles of business communication among stakeholders, for example employment relationships, negotiation processes, and expectations for leaders
- Gain basic understanding of key aspects in Japanese business culture

### **Course Prerequisites**

None, however prior familiarity with management principles and the Japanese economy / business systems is encouraged.

### **Methods of Instruction**

This course will be taught using readings, lectures, discussions / debates, video, presentations, and a field trip.

### **Assessment and Final Grade**

Class Participation:	20%
Essays:	15%
Quizzes:	15%
Final paper:	25%
Final exam:	25%

### **Course Requirements**

**Class Participation:**



You are expected to follow CIEE's attendance and participation policies as outlined in the CIEE Academic Manual for students.

**Essays:**

You will be assessed on your progress in the course through 375-word essay assignments.

**Quizzes:**

You will be assessed on your progress in the course through in-class quizzes.

**Final Paper:**

You will submit a final paper of 2,000 – 2,500 words on a topic of your choice, subject to the instructor's approval.

**Final Exam:**

Closed books exam covering topics covered throughout the class.

**Weekly Schedule**

**Week 1**

1.1

Course overview

**Week 2**

2.1

Japan's postwar economy: from economic miracle to structural low growth; key impacts on macro-economic, managerial, societal and demographic vectors

Reading: Sugimoto, Y. (2014) An introduction to Japanese society

2.2

Positioning of Japan in the world system – Japan's roles in global and regional organizations – political and regulatory environment

Reading: Shimizu, S. (2014) Japanese-style management: from crisis to reformation in the age of Abenomics

*Quiz*

2.3

Key actors in the business structure – corporate governance and its evolution

Reading: Witt, MA, (2014) Japan coordinated capitalism between institutional changes and structural inertia

2.4

Fieldtrip (location TBD)

*Due: 375-word essay*



### **Week 3**

#### 3.1

Work culture – impact of national and organizational culture on business organization, strategies and practices – group orientation, hierarchy, diffuse obligations in Japanese society

Reading: Witt, MA (2014) *The Business System of Japan*, pp. 162-178

#### 3.2

Human resource management (HRM) in Japan – education system and HRM – internal labor market – long-term, relationship based psychological contract

Reading: Kuriyama, N (2017) *Japan Human Resource Management*

#### 3.3

Changes in managerial culture – Japan's strengths and weaknesses of managerial culture regarding diversity and individualization – external labor market – non-permanent employment – women and foreigners in the labor market

*Due: 375-word essay*

Reading: Shimizu, S. (2014) *Japanese-style management: from crisis to reformation in the age of Abenomics*

### **Week 4**

#### 4.1

Principles of production organization and knowledge management – *Kaizen* and Toyota – Evolution of the supply chain: globalization and diversification

*Quiz*

Reading: Heller, D. and T. Fujimoto, (2017) *Monozukuri, management driver of sustained competitiveness in the Japanese auto industry*, pp. 105-126

#### 4.2

Innovation in the national system – basis of creativity

Reading: Watanabe S (2018) *Japanese management: strengths to preserve, in Japanese management for a globalized world*, pp. 97-135

#### 4.3

Challenge of the internationalization of the knowledge management system

*Due: 375-word essay*

Reading: Hentschel, B and P. Haghirian, (2010) *Nonaka Revisited: Can Japanese companies Sustain Their Knowledge Management processes in the 21st Century?*, pp. 199-220

### **Week 5**

#### 5.1

Management of internal and external relationships – responses to the challenge of competitiveness and profitability – organic and external growth strategy

Reading: Sato, Y and ME Parry, (2015) *Japanese management in change*



## 5.2

Entrepreneurship in Japan – development of the start-up business model and venture capital industry  
Reading: Schäfer, S and C. Storz, Rigidity and Change in the Japanese Venture Economy, in P. Haghirian  
Innovation and change in Japanese management, Palgrave-Macmillan, pp. 39-58

## 5.3

Characteristics of the Japanese market – consumer behavior and market segmentation

*Quiz*

*DUE: Final paper*

Reading: Marutschke, D, (2012) Continuous improvement strategies : Japanese convenience store systems, Palgrave Macmillan Asian Business series

## **Week 6**

### 6.1

Case study related to marketing strategy

### 6.2

Case related to corporate culture

### 6.3

*Final exam*

## **Course Materials**

Aoki, M. and R. Dore (2001), The Japanese firm, Oxford University Press\*.

Dore, R. (1986) Flexible rigidities, London: Allen and Unwin\*

Fujimoto, (2007) Competing to be really, really good, Tokyo: International House of Japan

Heller, D. and T. Fujimoto, (2017) Monozukuri, Management driver of sustained competitiveness in the Japanese auto industry, in T. Nakano (ed) Japanese Management in Evolution, London: Routledge

Hentschel, B and P. Haghirian, (2010) Nonaka Revisited: Can Japanese companies Sustain Their Knowledge Management processes in the 21st Century?, in P. Haghirian Innovation and change in Japanese management, Basingstoke Palgrave-Macmillan

Bebenroth, R. and T. Kanai (eds) (2011) Challenges of Human Resources in Japan, Abingdon: Routledge.

Francks, P. (2015), Japanese economic development: theory and practice, Nissan Institute Routledge Asian Studies Series\*

Hirschmeyer, J. and T. Yui. (2006) Development of Japanese Business, Taylor and Francis\*

Miyoshi, H. and Y. Nakata (eds) (2011) Have Japanese Firms Changed ?, Basingstoke: Palgrave Macmillan



Kuriyama, N. (2017) Japan Human Resource Management, Palgrave MacMillan

Matanle, P. (2014) Japanese capitalism and modernity in a global era: re-fabricating lifetime employment relations, London & New York: Routledge-Curzon

Meyer-Ohle, H. (2009) Japanese Workplaces in Transition, Basingstoke: Palgrave Macmillan

Nakano, T. (2017), Japanese management in evolution, Routledge\*.

Nonaka, I. and Takeuchi, H. (1995) The knowledge-creating company: how Japanese companies create the dynamics of innovation, New York: Oxford University Press.

Sato, Y and ME Parry, (2015) Japanese management in change, Springer\*.

Shimizu, S. (2014) Japanese-style management: from crisis to reformation in the age of Abenomics, London LID Publishing

Sugimoto, Y. (2014) An introduction to Japanese society, Cambridge: Cambridge University Press\*

Watanabe S (2018) Japanese management: strengths to preserve, in Japanese management for a globalized world, Palgrave Macmillan Asian Business Series, Singapore

Witt, MA, (2014) Japan coordinated capitalism between institutional changes and structural inertia, in Witt, MA and Redding, G (eds) The Oxford Handbook of Asian Business Systems. Oxford: Oxford University Press

Witt, MA, (2014) The business system of Japan, in Hasegawa, H and C. Noronha (eds) Asian Business and Management, Palgrave Macmillan

\*recommended reading

#### **Useful websites**

The Japan Institute for Labour Policy and Training: <http://www.jil.go.jp>

Japanese Trade Union Confederation (JTUC – Rengo): <http://www.jtuc-rengo>

Japan Management Association: <http://www.jma.or.jp>

Works Institute: <http://www.works-i.com>

Nihon Keidanren: [www.keidanren.or.jp](http://www.keidanren.or.jp)