| Course Title<br>科目名 | Japanese Business Management A<br>日本の企業経営 A | | Instructor<br>担当者 | KOJIMA, Hirao<br>小島 平夫 |
|---|---|---|---|---|
| Semester<br>学 期 | Fall | | Credits<br>単 位 | 2 |
| Course Level<br>履修年次 | NA | | hrs/wks<br>時間数/週 | 2 |

**【Course Objectives and Focus : 授業の到達目標及びテーマ】**

The course is designed to equip students especially with the Excel-based analytic capability to investigate possible, and true, links among Japanese corporate data. The course focuses on the managerial and statistical analysis of Japanese firms, using most recent financial statement data. The economic phenomena in and outside Japan that have affected the Japanese corporate behavior in recent years will also be studied.

**【Course Summary : 授業の概要】**

Excel is our analytical tool. The instructor's Website, https://w3.seinan-gu.ac.jp/~kojima/IntlDivLecture/, provides digital lecture note, LectNoteA_2019.html, with exercise problems on Japanese corporate behavior. The topics include: (1) how corporate and economic data may be collected, (2) how Japanese managerial performance may be quantified and evaluated based on financial statements, and (3) how the Japanese firms have been affected by such economic, political and natural phenomena as Asian currency crisis (back in 1997), Lehman Shock (in 2008), euro depreciation (in 2010), March 11th devastation (in 2011) and Abe Administration (in 2012 through present).

**【 Preparatory Work : 準備学習等についての具体的な指示】**

By reading the digital lecture note, the students must be well prepared for collecting corporate and economic data and quantitatively (by Excel) analyzing the causal relationships among the data collected. Also, the students should learn most recent Japanese managerial behavior at the Websites, asahi.com and nikkei.com.

**【 Content : 各回ごとの授業内容】**

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|---|---|
| Day 1 | Web-based data sources; Wage negotiations between Keidanren (management) and Rengou (labor) |
| Day 2 | Causality between wage and corporate sales performance |
| Day 3 | Employees' average annual pay and the number of employees, at Canon, during the past ten years |
| Day 4 | Corporate tax rates in Japan; Canon's before-tax income, taxes and after-tax income |
| Day 5 | How Canon distributes its net income to stakeholders (=stockholders, employees, etc.), investment in equipment and Research & Development (R&D) (for future growth of the firm), etc. |
| Day 6 | Corporate tax rates overseas |
| Day 7 | Growth rates of sales and profits in the 10-year, consolidated historical data: Canon (1) |
| Day 8 | True vs. spurious relationships between sales and profits: Canon (2) |
| Day 9 | Scatter diagram and correlation coefficient for true relationship: Canon (3) |
| Day 10 | Relationship between operating profit and capital expenditure: Canon (4) |
| Day 11 | Regression Analysis of R&D and operating profit, Part I: Canon (5) |
| Day 12 | Regression Analysis of R&D and operating profit, Part II: Canon (6) |
| Day 13 | Radar chart analysis of overall performance of companies: Hitachi vs Anritz |
| Day 14 | Japanese business management, viewed in the context of managers and stakeholders |
| Day 15 | Japanese business management, viewed in the context of Plan-Do-Check-Action (PDCA) cycle |

**【Textbooks, Course Materials: テキスト・参考書等】**

Digital lecture note, LectNoteA_2019.html (available at the Website whose URL is given above).

**【Grading Criteria: 成績評価の方法】**

Assignments (Excel-based exercise problems): 80%.

Class attendance and participation: 20%.

**【Note: 履修上の注意】**

Students are expected to be familiar with Excel and enjoy quantitative problem-solving.