

Course Title 科目名	Japanese Management B			Instructor 担当者	KUDO, Hideo 工藤 秀雄		
Semester 学期	SPRING 2026	Course Level 履修年次	N/A	Credits 単位	2	hrs/wks 時間数/週	2
【Course Objectives: 授業の到達目標】							
The main objective of this course is to learn about Japanese companies, with a focus on manufacturing companies, and to learn about the strengths and weaknesses of Japanese companies.							
【Course Summary: 授業の概要】							
This lecture focuses on the Japanese manufacturing industry, with particular attention paid to automobile and software companies. Theoretically, this is a field known as innovation management theory. In fact, some of the innovation management theory was born from the results of research into Japanese manufacturing companies conducted by MIT and Harvard University. In this lecture, we will study the strengths and weaknesses of Japanese companies.							
【Study Required outside Class (Preparation etc): 事前・事後学習】							
Students are required to submit a research report after each lecture. Therefore, it is recommended that students gather related information in preparation for each lecture.							
【Class Outline: 授業計画(各回の授業内容)】							
Session 1	Introduction						
Session 2	"Lean Production" and Japanese Automobile Companies (1)						
Session 3	"Lean Production" and Japanese Automobile Companies (2)						
Session 4	"Lean Production" and Japanese Automobile Companies (3)						
Session 5	Report creation and submission (1)						
Session 6	Strengths and Weaknesses of Japanese Software Companies (1)						
Session 7	Strengths and Weaknesses of Japanese Software Companies (2)						
Session 8	Strengths and Weaknesses of Japanese Software Companies (3)						
Session 9	Report creation and submission (2)						
Session 10	Made in Japan or the End (1)						
Session 11	Made in Japan or the End (2)						
Session 12	Made in Japan or the End (3)						
Session 13	Report creation and submission (3)						
Session 14	How can Japanese Companies Contribute to the World?						
【Textbooks, Course Materials: 教科書、参考書等】							
The lecture outline will be distributed at the lecture.							
【References: 参考文献】							
Clark, K.B. and Fujimoto, T. (1991) Product development performance: Strategy, organization, and management in the world auto industry. HBS Press, Boston.							
Cusumano, M.A. and Nobeoka, K. (1998) Thinking beyond lean: how multi-project management is transforming product development at Toyota and other companies, Free Press.							
Cusumano, M.A. (2004) The Business of Software: What Every Manager, Programmer, and Entrepreneur Must Know to Thrive and Survive in Good Times and Bad, Free Press.							
【Grading Criteria: 成績評価の方法】							
Grades will be assessed based on research reports on Japanese companies of your choice.							
【Note: 履修上の注意】							
Please note that the instructor has little experience teaching in English and has limited language ability. However, the lecturer places importance on each student having their own opinions and exchanging them with each other.							
For this reason, the lecturer will set aside time during the lecture for students to exchange opinions with each other, at intervals of 15 to 20 minutes.							