

Course Title 科目名	Japanese Management B			Instructor 担当者	KUDO, Hideo 工藤 秀雄		
Semester 学期	SPRING 2027	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】							
This course aims to explain the strengths and weaknesses of Japanese companies by using key theories and concepts from strategic management and innovation management. The learning objective is for students to develop the ability to analyze Japanese companies and firms in their own countries by applying these theories and concepts.							
【Course Summary: 授業の概要】							
This lecture focuses on Japanese companies, with particular attention to the automotive, consumer electronics, medical, and chemical industries. The course is based on the field of innovation management. Notably, some foundational ideas in innovation management emerged from research on Japanese manufacturing firms conducted at institutions such as MIT and Harvard University. Through this lecture, students will analyze the strengths and weaknesses of Japanese companies from a theoretical and comparative perspective.							
【Study Required outside Class (Preparation etc): 事前・事後学習】							
In this course, after approximately three to four lectures, students will be required to write a report. Therefore, in each lecture, students are expected to review and reflect on the theories and concepts, as well as typical examples from Japanese companies and society that can be explained by them.							
【Class Outline: 授業計画(各回の授業内容)】							
Session 1	Course Orientation						
Session 2	Capability Accumulation ①						
Session 3	Capability Accumulation ②						
Session 4	Independent Report Writing						
Session 5	Organizational Routines ①						
Session 6	Organizational Routines ②						
Session 7	Lean/Kaizen ①						
Session 8	Lean/Kaizen ②						
Session 9	Independent Report Writing						
Session 10	Exploration–Exploitation ①						
Session 11	Exploration–Exploitation ②						
Session 12	Knowledge Sharing ①						
Session 13	Knowledge Sharing ②						
Session 14	Independent Report Writing						
【Textbooks, Course Materials: 教科書、参考書等】							
The lecture outline will be distributed at the lecture.							
【References: 参考文献】							
Fujimoto, T. (1999). The evolution of a manufacturing system at Toyota. Oxford University Press. Nonaka, I., & Takeuchi, H. (1995). The knowledge-creating company: How Japanese companies create the dynamics of innovation. Oxford University Press. Schaede, U. (2020). The business reinvention of Japan: How can-do strategy connects old Japan to the new economy. Stanford Business Books.							
【Grading Criteria: 成績評価の方法】							
(1) Attendance and participation in class discussions (40%) (2) Three written reports (60%)							
【Note: 履修上の注意】							
Please note that the instructor has limited experience teaching in English. Rather than relying on one-way explanation, this course is intentionally designed to emphasize structured learning and active student interaction. In this course, understanding is developed not only through the instructor's explanation, but also through students articulating their own ideas and exchanging them with others. Therefore, time will be regularly set aside during the lecture for peer discussion, approximately every 15 to 20 minutes.							