

Course Code: CB12117 / Japanese Corporate Culture, Decision-Making

Subject	Global Studies
Day/Period/Place	Spring Semester Mon 2 川北キャンパスC402
Categories	General Education Subjects - Expansion Subjects-
Credit(s)	2
Object	全
Instructor (Position)	末松 千秋 所属:
Term	1/3/5/7セメスター
Course Numbering	ZDG-GLB802E
Language Used in Course	English

Class Subject	【展開ゼミ】Japanese Corporate Culture, Decision-Making 日本の企業文化と意思決定-国際共修ゼミ-
Object and Summary of Class	This course introduces students to the typical decision-making in Japan, especially in Japanese companies. The classes will cover not only the ways of Japanese decision-making but also those of the Western world. In contrast with these mechanisms, things peculiar to Japan will be highlighted. Japanese companies are famous for the consensus decision-making. What are advantages and disadvantages of the consensus decision-making? What have Japanese companies changed to the management board in order to alleviate the disadvantages? Is there any good way to reach a consensus easier? While answering these questions, the course will emphasize the things Japanese are most concerned about to illustrate the Japanese culture. Two main objectives of the course are to provide the knowledge of Japanese style discussions and to provide the basic skills of the facilitator who helps make the process of reaching a consensus decision easier.
Goal of Study	The goal of the course is to make students understand the basic principles of consensus decision-making. Through the understandings the students are also expected to work as an effective facilitator who feels comfortable in leading discussions carried out by Japanese people and in conducting meetings in other nations, especially those in their home country.
Contents and Progress Schedule of the Class	<p>The course will consist of lectures, discussions, and presentations. The instructor will provide lectures on key issues about the process of decision-making. Then, he will lead discussions about important items. In order for students to join the discussions actively the reading papers will be given out together with some assignments. Students will need to read the papers and related materials, turn in the assignments prior to due dates, and join the discussions actively in the class. A couple of classes toward the end will be devoted to the student presentations. Students in small groups will work on case studies and make a presentation on one of them. The time of each presentation will be 20 min to 30 min long, adjusted depending on the number of groups.</p> <p>The class schedule is as follows:</p> <ol style="list-style-type: none"> 1) Introduction: Present an overview of the course. Work on a simple case of decision-making. 2) Theme: Process of decision-making 1 Discuss the basic decision-making process. Introduce the decision-making process taught in management schools in the United States as well. What kind of decisions can you make as a manager? What kind of decisions should you make as the top of the corporation? 3) Theme: Process of decision-making 2 Continue the basic decision-making process. Introduce some key issues in economics. How can the decision be evaluated? How can you make the decision about something you are not familiar with? What is the agency theory? 4) Theme: Corporate decision-making process in Japan 1 Introduce the typical corporate decision-making process in Japan. Nemawashi, ringi, or honne to tatemae are some techniques periodically used. Will look at ways how Japanese apply those techniques to the discussion. 5) Theme: Corporate decision-making process in Japan 2 Before the burst of the bubble economy the Japanese Style Management was regarded as a great model. Some studies were done about their decision-making process as well. What are advantages and disadvantages of the Japanese corporate decision-making? How did they help Japanese businesses achieve the success? 6) Theme: Japanese bosses 1 During the 90's when Japanese subsidiaries were expanding some Western managers working for Japanese companies experienced conflicts with their Japanese bosses. Introduce those conflicts and highlight disadvantages of the corporate decision-making in Japan. 7) Theme: Japanese bosses 2, Changes to the management Japanese companies have made Continue the discussion of Japanese bosses. Is there any way to organize better decision-making systems? During the last two decades Japanese companies recognized the necessity of changes to the management. Explain those changes and things they have tried to accomplish. 8) Theme: Consensus decision-making 1 There are many examples of the consensus decision-making outside of Japan. Will introduce some examples and discuss things the participants of the discussion try to accomplish. 9) Theme: Consensus decision-making 2 Analyze the consensus decision-making in details. Its advantages and disadvantages are quite similar to those observed in the Japanese corporate decision-making. Are there any good ways to minimize the disadvantages and maximize the advantages? 10) Theme: Facilitator 1 An answer to the previous class is the existence of the facilitator. The role of the facilitator is the key to lead the successful consensus making. What kind of things should the facilitator do?

	<p>11) Theme: Case Study The class will discuss some cases about Japanese corporate decision-making and exemplify the rationales for their behaviors. Will look at a case in which the consensus making brought a success as well as a case the efforts for the consensus building caused a failure.</p> <p>12) Theme: Facilitator 2 Continue to focus on the facilitator. Students will be asked to perform the role of facilitator during the class.</p> <p>13) Student Presentations Student groups will make presentations followed by questions and answers.</p> <p>14) Student Presentations Student groups will make presentations followed by questions and answers.</p> <p>15) Summary Return the graded student presentations. Summarize the course.</p>																					
<p>④ Evaluation Method</p>	<p>Grades of the course will be assigned as follows: AA.....Excellent (90-100%) A..... Good (80-89%) B..... Fair (70-79%) C..... Passing (60-69%) D..... Failure (0-59%)</p> <p>The presentation will account for 50% of the final grade, while the assignments and the overall class participation will contribute 30% and 20%, respectively. Discussions during the case studies and after the student presentations are more important and will make up one-half of the overall class participation. Low attendance for the classes, missing three or more classes, will be regarded as no class participation. Overdue assignment may not be accepted.</p>																					
<p>④ Textbook and References</p>	<table border="1"> <thead> <tr> <th>No</th> <th>Title</th> <th>Author</th> <th>Publisher</th> <th>Year</th> <th>ISBN/ISSN</th> <th>Classification</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>『Decision-Making and Japan: A Study of Corporate Japanese Decision-Making and Its Relevance to Western Companies』</td> <td>Ruth Taplin</td> <td>Routledge</td> <td>1995</td> <td>1-873410-34-4</td> <td></td> </tr> <tr> <td>2.</td> <td>『Facilitator's Guide to Participatory Decision-Making』</td> <td>Sam Kaner</td> <td>Jossey-Bass Inc.</td> <td>2007</td> <td>978-0-7879-8266-9</td> <td></td> </tr> </tbody> </table>	No	Title	Author	Publisher	Year	ISBN/ISSN	Classification	1.	『Decision-Making and Japan: A Study of Corporate Japanese Decision-Making and Its Relevance to Western Companies』	Ruth Taplin	Routledge	1995	1-873410-34-4		2.	『Facilitator's Guide to Participatory Decision-Making』	Sam Kaner	Jossey-Bass Inc.	2007	978-0-7879-8266-9	
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<p>④ URL</p>																						
<p>④ Preparation and Review</p>	<p>Copies of the textbooks and other reading materials will be posted on the Tohoku University Internet School. Students need to read them before each class and prepare for the discussions conducted in the classes.</p> <p>There will be four to five written assignments.</p> <p>The final presentation is the group one. Students need to prepare for the presentation outside of the class hours.</p>																					
<p>④ Practical business</p>	<p>○</p>																					
<p>④ Students must bring their own computers to class [Yes / No]</p>	<p>Yes. Because the reading assignments are electronic files, students need to refer to them on their computers.</p>																					
<p>④ Contact (Email, etc.) *Insert "@" in the address.</p>	<p>E-mail: csuematsu@purplehill.co.jp</p>																					
<p>④ In Addition</p>	<p>Students enrolling in this course must have good English proficiency.</p>																					
<p>④ Last Update</p>	<p>2020/02/13 13:53</p>																					