

Subject	Special Topics on Global Issues		
Day/Period	Thu.2Period	Place	川北キャンパスC201
Subject Group	全学教育科目先進科目－国際教育		
Credit(s)	2.0Credits		
Eligibility	全		
Instructor (Position)	末松 千秋 所属：		
Term	1/3/5/7セメスター		
Course Numbering	ZAC-GLB803E		
Language of Instruction	英語		
Media Class Subjects			
Essential Subjects	各学部の履修内規または学生便覧を参照。		
Class Subject	【国際共修】 Japanese Corporate Culture, Decision-Making(English) 日本の企業文化と意思決定(英語)		
Class Objectives and Summary	<p>This course introduces students to typical decision-making processes in Japan, particularly within Japanese companies. Classes will cover Japanese and Western decision-making mechanisms. Contrasting these mechanisms, the course will highlight things peculiar to Japan. Japanese companies are famous for consensus decision-making. What are the advantages and disadvantages of consensus decision-making? How have Japanese companies changed their management boards to alleviate these disadvantages? Are there any effective ways to reach a consensus more easily? As we answer these questions, the course will emphasize the issues that concern the Japanese most to illustrate Japanese culture. The course has two main objectives: to provide knowledge of Japanese-style discussions and to provide basic skills for facilitators who help make the consensus-decision process easier.</p> <p>この科目では典型的な日本での意思決定、特に日本の企業におけるものについて紹介します。また日本だけではなく西洋社会での意思決定の方法も学習します。これらの方法を対比することで、日本特有事項を強調して行きます。日本企業は、コンセンサス方式の意思決定を取ることで有名です。その有利な点、不利な点は何か、不利を克服するため、日本企業が経営陣に採用した改革は何か、より簡単にコンセンサスを得る方法はないか。これらの質問に答えながら、この科目では日本文化を説明するため、日本人が最も考慮することを説明して行きます。二つの到達目標は、日本的討議方の知識を得ること、コンセンサスをより容易に得るためのファシリテーターの知識を得ること、です。</p>		
Learning Goals	<p>The goal of the course is for students to understand the basic principles of consensus decision-making. Students are also expected to develop the skills necessary to work as effective facilitators, leading discussions with Japanese people and conducting meetings in other countries, especially their own.</p> <p>本科目履修での最終目標は、コンセンサス意思決定の基本事項を理解することです。その理解を通して、履修者には日本人が行う討議、他の国、出身者母国での討議にも指導的役割を演じるファシリテーターが務まること、です。</p>		
Contents and Progress Schedule of the Class	<p>This is a face-to-face course, so students must attend class in person. There is no online class offered. Students need to access "Classroom" to get instructions and materials.</p> <p>The course will consist of lectures, discussions, and presentations. The instructor will lecture on key aspects of the decision-making process. Students will then engage in group discussions and presentations on important topics. To encourage active participation in the discussions, reading papers and assignments will be provided. Students will need to read the papers and related materials, submit the assignments before the due dates, and participate actively in class discussions. A couple of classes toward the end of the course will be devoted to student presentations. In small groups, students will work on case studies and present on one of them. Each presentation will be 20 to 30 minutes long, depending on the number of groups.</p> <p>The class schedule is as follows:</p> <ol style="list-style-type: none"> 1) Introduction: Provide an overview of the course. Work on a simple decision-making case study. 2) Theme: The Process of Decision-Making 1 Discuss the basic decision-making process. Also introduce the process taught in U.S. management schools. What kinds of decisions can you make as a manager? What kinds of decisions should you make as the head of a corporation? 3) Theme: The Process of Decision-Making 2 Continue with the basic decision-making process. Introduce key economic issues. How can a decision be evaluated? How can you make a decision about something with which you are not familiar? What is agency theory? 4) Theme: The Corporate Decision-Making Process in Japan 1 Describe the typical corporate decision-making process in Japan. Techniques such as nemawashi, ringi, and honne to tatemae are periodically used. Examine how the Japanese apply these techniques to discussions. 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 '90s, when Japanese subsidiaries were expanding, some Western managers working for Japanese companies 		

- experienced conflicts with their Japanese bosses. This theme introduces those conflicts and highlights the disadvantages of corporate decision-making in Japan.
- 7) Theme: Japanese Bosses 2: Changes to Management in Japanese Companies
Continue the discussion of Japanese bosses. Are there ways to improve decision-making systems?
During the last two decades, Japanese companies recognized the necessity of management changes. Explain those changes and what they have tried to accomplish.
- 8) Theme: Consensus Decision-Making 1
There are many examples of consensus decision-making outside of Japan. Some examples will be introduced, and the things that the participants of the discussion try to accomplish will be discussed.
- 9) Theme: Consensus Decision-Making 2
Analyze consensus decision-making in detail. Its advantages and disadvantages are similar to those observed in Japanese corporate decision-making. Are there good ways to minimize the disadvantages and maximize the advantages?
- 10) Theme: The Facilitator 1
The existence of the facilitator is an answer to the previous class. The facilitator's role is key to achieving successful consensus. What should the facilitator do?
- 11) Theme: Case Study
The class will discuss cases of Japanese corporate decision-making and explain the rationale behind their behavior. We will look at a case in which consensus-making brought success, as well as a case in which efforts to build consensus caused failure.
- 12) Theme: Facilitator 2
Continue focusing on the facilitator. Students will be asked to take on the role of facilitator during class.
- 13) Student Presentations
Student groups will give presentations, after which there will be a question-and-answer session.
- 14) Student Presentations
Student groups will give presentations, after which there will be a question-and-answer session.
- 15) Summary
Return the graded student presentations. Summarize the course.

本コースは対面形式で行います。学生皆さんは対面授業に参加して下さい。オンライン授業はありません。「クラスルーム」にアクセスして、そこでの指示に従って下さい。また参考文献もそこに掲示します。

本科目は、講義、討議、プレゼンテーションで構成します。講師は意思決定プロセスについての鍵となる事項について講義を行います。そして重要事項については、学生皆さんにグループ討議と発表を行ってもらいます。その討議に参加できるよう、履修者には参考文献を事前に読んでもらいます。更に課題もその文献から出題されます。最終講義前、2-3回の授業は履修者のプレゼンテーションになります。ケーススタディについて学習し、そのうちの一つをグループプレゼンテーションとして発表してもらいます。発表時間は20-30分で、グループの数により調整を行う場合があります。その発表は成績の30%を占め、グループ課題が20%、筆記の個人課題が30%、クラス討議参加(発言)が20%の配分です。ケーススタディでの発言はより重要とみなし、クラス討議全体の半分とします。低い出席率、3回以上クラス欠席の場合は、討議参加点数が与えられません。また期限遅れ課題は採点しないかもしれません。

授業予定

- 1 導入、コースの紹介 簡単な意思決定に取り組む。
- 2 意思決定プロセス1 米国ビジネススクールで紹介される意思決定プロセスを紹介。中間管理職ではどこまで意思決定できるか。会社経営陣はどんな意思決定をすべきか。
- 3 意思決定プロセス2 基本意思決定プロセスの継続。経済学での重要事項紹介。意思決定はどのように評価されるべきか。熟知していない事項の意思決定はどう行うべきか。代理者理論とは。
- 4 日本企業の意思決定プロセス1 日本企業の典型的な意思決定プロセスを紹介。根回し、稟議、本音と建て前がどう使われるか。
- 5 日本企業の意思決定プロセス2 バブル経済崩壊前、日本的経営が賞賛された。そこでの意思決定プロセスについて学習。日本的な意思決定の有利さ、不利は、どのように日本企業は成功したか。
- 6 日本人のボス 90年代日本企業の海外進出で日本人上司と現地管理職の葛藤が生じた。何故生じたか。
- 7 日本的経営への変革 「失われた20年」は日本企業への経営変革を迫った。何が変わり、何をしようとしたか。
- 8 コンセンサス合意型意思決定1 日本以外でもコンセンサスによる意思決定は行われる。それらの紹介と原則を学習。
- 9 コンセンサス合意型意思決定2 この意思決定を分析。有利さ、不利は日本企業意思決定に見られる。不利を最小にし、有利さを最大にする方法は。
- 10 ファシリテーター1 上記解答の一つはファシリテーターの存在にある。その役割を学ぶ。
- 11 ケーススタディ 日本企業の意思決定ケースを学習。コンセンサス意思決定の成功例と失敗例は。
- 12 ファシリテーター2 ファシリテーターの役割学習継続。
- 13 プレゼンテーション 履修者によるプレゼンテーション
- 14 プレゼンテーション 履修者によるプレゼンテーション
- 15 まとめ プレゼンテーションへのコメント

Evaluation Method

Course grades 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%)

The presentation will account for 30% of the final grade. The group assignment, individual assignments, and overall class participation will contribute 20%, 30%, and 20%, respectively. Discussions during and after the case studies and student presentations are important and will comprise half of the overall class participation grade. Missing three or more classes will be regarded as no class participation. Assignments submitted late may not be accepted.

プレゼンテーション点数は最終成績の50%を占め、筆記の課題が30%、クラス討議参加（発言）が20%の配分です。ケーススタディ、プレゼンテーションでの発言はより重要とみなし、クラス討議全体の半分とします。低い出席率、3回以上クラス欠席の場合は、討議参加点数が与えられません。また期限遅れ課題は採点しないかもしれません。

Textbook and References

Title	Author	Publisher	Year	ISBN/ISSN	Classification
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	
Facilitator's Guide to Participatory Decision-Making	Sam Kaner	Jossey-Bass Inc.	2007	978-0-7879-8266-9	

U R L

Preparation and Review	<p>Copies of the textbooks and other required reading materials will be posted on Google Classroom. Students should read the materials before each class and prepare for the in-class discussions. They should expect to spend about three hours studying outside of class each week.</p> <p>There will be three to four written assignments.</p> <p>The final presentation will be a group project. Students must prepare for the presentation outside of class.</p> <p>教科書、その他の文献は「クラスルーム」に掲示します。履修者は指定される範囲を、各授業前に必ず読んで、授業での討議に参加して下さい。予想される授業外学習時間は週約3時間です。</p> <p>3つから4つの筆記課題を予定しています。これは授業時間以外に行ってもらいます。</p> <p>最終プレゼンテーションはグループで行います。そのための準備も授業時間以外で行ってもらいます。</p>
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Practical Skill/Hands-on Class *Practical classes are marked with a O.	○
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Students must bring their own computers to class [Yes / No]	Yes, because the reading assignments are electronic files, students need to access them on their computers. 必要。オンラインコースで、文献はパソコン上で参照することが必要です。
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Contact (Email, etc.)	全学教育HP掲載の「全学教育科目授業担当教員連絡先一覧」を参照。
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Other Comments/Instructions	<p>This class will be conducted in English. You are expected to have B2 level of English proficiency. 授業はすべて英語で行います。B2程度の英語運用能力が必要となります。</p> <p>* This class is offered at the same time as ["Special Topics on Global Issues" in general education subjects" and "Special Seminar on Career and Skill Development " in common graduate school subjects].</p> <p>この科目は [全学教育科目『国際教養特定課題』/大学院共通科目『キャリア・スキル開発特別演習』]との同時開講です。</p> <p>クラスター：INT</p> <p>言語レベル：☆☆☆</p>
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Last Update	2026/01/30(金)
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One-credit courses require 45 hours of study. In lecture and exercise-based classes, one credit consists of 15-30 hours of class time and 30-15 hours of preparation and review outside of class. In laboratory, practical skill classes, one credit consists of 30-45 hours of class time and 15-0 hours of preparation and review outside of class.