

Subject	Special Topics on Global Issues		
Day/Period	Thu.2Period	Place	川北キャンパス C 2 0 1
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	2/4/6/8セメ		
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, Employment Practices (English) 日本の企業文化と雇用慣行 (英語)		
Class Objectives and Summary	This course introduces students to Japanese corporate culture and the historical changes in employment practices. Classes will cover Japanese management styles, the Bubble Economy and the Lost 20 Years. How did Japanese companies develop their management style? Why were Japanese manufacturers regarded as the strongest? What caused the Bubble Economy? And why did they have to abandon practices that were once considered essential? While answering these questions, the course will emphasise the role of employment practices in illustrating Japanese culture. The course has two main objectives: to impart knowledge of Japanese employment practices, and to explain the rationale behind changes to these practices over the past 20 years. 本科目は日本の雇用慣行変化について学習します。授業では、日本の経営、バブル経済、失われた20年を見ていきます。どのように日本の経営はなされたか、何故日本製造業は最強とみなされたか、何がバブル経済をもたらしたか、これらに回答しながら日本文化を学ぶため、雇用慣行の役割を把握します。二つの学習目標は、日本の雇用慣行についての知識を深めること、そして過去20年間の雇用慣行変化について原因を理解すること、です。		
Learning Goals	The course aims to help students understand the basic principles of Japanese employment practices. Students are also expected to be able to evaluate the pros and cons of employment practices in other countries, particularly in their own. 本科目の最終目標は、日本の雇用慣行について基本原則を理解し、それらを通して他の国々の雇用慣行についても長所、短所を理解できるようになること、です。		
Contents and Progress Schedule of the Class	This is a face-to-face course, so students must show up to the classroom to join the class. There is no online class offered. Students get access to Google Classroom, where they can find instructions and materials. The course consists of lectures, discussions, and presentations. The instructor will lecture on key issues regarding employment practices. Then, the instructor will lead discussions about important topics and ask students to participate in group discussions and present their conclusions. To encourage active participation, reading papers and assignments will be posted in Google Classroom. Students will need to read the papers and related materials, submit the assignments before the due dates, and actively participate in class discussions. A couple of classes toward the end will be devoted to student presentations. Students will work in small groups on case studies and present on one of them. Each presentation will be 20 to 30 minutes long, depending on the number of groups. The class schedule is as follows: 1) Introduction: Provide an overview of the course. Introduce the instructor and the students. Briefly discuss Japan's economic development after World War II. 2) Theme: Japanese-Style Management Discuss the three basic elements: lifetime employment, seniority ranking system, and corporate labor union. What are the advantages and disadvantages of these elements compared to other management styles? 3) Theme: Japanese Employment Practices Describe the typical human resource management practices of Japanese companies in the 1970s. These companies provided housing, dormitories, vacation homes, or loans. Employees traveled and stayed overnight together to promote harmony. Why were hot spring spots so prosperous? Who went there? 4) Theme: Corporate Japan Besides employment practices, there were systems peculiar to Japan that supported Japanese-style management. Keiretsu, shitaude, and zaibatsu were often criticized in the U.S. as unfair business practices. Were they really unique to Japan? 5) Theme: The Strongest Manufacturing Employees worked quite hard under Japanese-style management. "Made in Japan" was—and still is—synonymous with the highest quality. How did employment practices contribute to this standard? 6) Theme: What Caused the Bubble Economy How did most Japanese people feel about the economic success? What was their "happiness"? 7) Theme: Too Many Assets and Too High Labor Costs The Bubble Economy ended with a burst in 1991. Restructuring and reengineering became buzzwords in business. What were they trying to do?		

	8) Theme: Changes to Employment Practices They gave up lifetime employment and the seniority ranking system, introducing temporary employees and performance-related pay. Why did they have to give up practices that were once considered essential? What did the new system bring to employees? 9) Theme: Japanese Disease Serious problems have spread throughout society. Huge national debt, deflation, a collapse in social security, a low birthrate, and an aging population are just a few of the issues that need to be addressed. How will they solve these problems? 10) Case Study 1 The automobile and electronics industries were the driving forces behind the Japanese economy. The class will discuss a company from one of these industries and demonstrate the management systems discussed in class. 11) Case Study 2 The class will discuss another company in order to learn about the applications of management systems. The rest of the class will review important points from the student presentations. A set of case studies for the presentations will be distributed. 12) Student Presentations Student groups will give presentations, followed by a question-and-answer session. 13)Student Presentations Student groups will give presentations, followed by a question-and-answer session. 14)Student Presentations Student groups will give presentations, followed by a question-and-answer session. 15)Summary Return the graded student presentations and summarize the course. 本科目は対面形式です。オンラインでの授業は行いません。「クラスルーム」に指示事項、教科書、参考文献、課題を掲示します。 授業は、講義、討議、プレゼンテーションで構成されます。講師は、雇用慣行について基本事項の講義を行い、重要事項について討議し、また学生皆さんにグループ討議とその発表を行ってもらいます。その討議に参加しやすくなるよう、授業前に読むべき教科書、文献の範囲を指定します。履修者はそれらを授業前に読んで、討議に参加する準備をして下さい。筆記課題もそれら教科書、文献に基づいています。最終授業前の2－3回は履修者のプレゼンテーションに当てられます。ケーススタディについて、一つをグループで発表してもらいます。発表時間は20－30分で履修者数によって調整します。 授業の予定は以下の通りです。 1. 概略紹介 科目概略説明、自己紹介、第2次世界大戦後の日本経済発展概略 2. 日本の経営 終身雇用、年功序列、企業内労働組合が日本の経営の3本柱とされた、それらの長所、短所は。 3. 日本の雇用慣行 1970年代の典型的雇用慣行を説明、何故企業は、社宅、寮、保養所を所有したか 4. 日本株式会社 雇用慣行以外、系列、下請け、財閥が日本の経営に寄与、しかし米国から批難を受けた 5. 最強の製造業 日本の雇用慣行の基、日本製は最高品質とみなされるようになった、雇用慣行はどのように寄与したか 6. 何がバブルをもたらしたか。 経済発展を成し遂げた後、日本人従業員は何を感じたか 7. 過剰設備と余剰人員 1991年以降バブル崩壊へ、リストラ、リエンジニアリングがキーワード、何が行われたのか 8. 雇用慣行の変革 終身雇用、年功序列を断念し、成果主義導入へ、従業員はどう感じたか 9. 日本病 深刻な不況が蔓延、天文学的政府債務、デフレ、社会保障制度崩壊、低出生率、高齢化社会などどう対処するか 10. ケーススタディ1 日本経済を牽引した自動車産業、電機業界のケーススタディを学習 11. ケーススタディ2 ケーススタディ他、プレゼンテーションについて指導 12. グループプレゼンテーション1 履修者のプレゼンテーション 13. グループプレゼンテーション2 履修者のプレゼンテーション 14. 履修者グループプレゼンテーション3 15. まとめ プレゼンテーションの講評と最終まとめ				
Evaluation Method	The presentation will account for 50% of the final grade. Assignments and overall class participation will contribute 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. Grades for the course will be assigned as follows: AA…… Excellent (90-100%) A…… Good (80-89%) B…… Fair (70-79%) C…… Passing (60-69%) D…… Fail (0-59%) プレゼンテーション発表は成績の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
Changes in Japanese Employment Practices:	Keizer, Arjan	Routledge	Routledge	978-0-415-44758-4	

Beyond the Japanese Model					
U R L					
Preparation and Review	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. Students should expect to spend about three hours studying outside of class each week. There will be four to five written assignments. The final presentation will be a group project. Students must prepare for the presentation outside of class. 授業での討議に参加するため、「クラスルーム」に掲示され、事前に範囲していされる教科書、文献を授業前に読むことが必要です。予想される授業外学習時間は週約3時間です。4 つから 5 つの筆記課題も、授業時間外に取り組んでもらい、それら教科書、文献に基づいています。またプレゼンテーションはグループで行ってもらい、その準備時間も授業時間外に行ってもらいます。				
Practical Skill/Hands-on Class *Practical classes are marked with a ○.	○				
Students must bring their own computers to class [Yes / No]	Yes. オンラインコースで、教科書、文献もパソコン上で見る必要があります。				
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。				
Other Comments/Instructions	Students enrolling in this course must have good English proficiency. The expected level of English proficiency is B2 or higher in the CEFR scale. 履修者は高い英語能力が必要です。講師は授業時間中は全て英語で話します。筆記課題も英語です。授業での討議も全て英語です。B2程度の英語運用能力が必要となります。 * This class is offered at the same time as ["Special Topics on Global Issues" in general education subjects/ " Special Seminar on Career and Skill Development " in common graduate school subjects]. 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。 クラスター：INT 言語レベル：☆☆☆				
Last Update	2026/01/30(金)				

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.