

Japanese Business Culture & Practices

Section 1

Instructor/Title	Professor Arif Iqbal
Office/Building	2433
Office Hours	By Appointment Only (a zoom link will be generated automatically): 15 Minute appointment: https://thecfocoach.as.me/KGUStudent15 30 Minute appointment: https://thecfocoach.as.me/KGUStudent30
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【Course Outline / Description】

How did Japanese business practices and industry evolve and grow from the Meiji Restoration to the present? How does culture affect management decision making? How did pre- and post-war Japanese government economic policies, industrial structures, cultural influences, and production technologies shape Japanese industry and business practices? What is happening with these issues presently in Japan? Will Japan be able to overcome the change in demographics and increasing global competitive pressures?

This course tries to answer these questions by tracing historical factors and changes and looking at traditional Japanese style companies including Mitsubishi, Toyota, Canon, Hitachi, and Sony. The course then looks at the future of Japanese companies by looking at newer/innovative companies like Rakuten, Recruit, Uniqlo, Nintendo, Suntory, and Softbank. Utilizing a teaching approach that mixes cases, lectures, and class discussions, students will learn key concepts and tools used in understanding and solving management problems in the Japanese market context.

The course also introduces the typical operational style of Japanese companies, as well as cultural business terms and etiquette to students interested in working for a Japanese company in the future.

Section 2

【Course Objectives/Goals/Learning Outcomes】

The course will enable the student to:

- Review existing literature and theory in the field of Japanese management, and Japanese business culture
- Understand an overview of the modern Japanese business environment and historical factors that have influenced its evolution
- Explain the most important social concepts in Japanese society and their relevance to Japanese management and Japanese business culture
- Discuss the most prominent aspects of Japanese management, such as production management, distribution and management activities within a Japanese corporation
- Develop a working level understanding of the unique working style and culture of a Japanese organization

【Class Schedule/Class Environment, Literature and Materials】 * = Recorded Class

	Schedule of Instruction	Work outside of Classroom Activities
25-Jan	Student, Teacher, and Course Introduction	Reading: Flath, "The Japanese Economy - Ch. 2: Economic History, Part 1: The Tokugawa Period (1603–1868) and the Meiji Era (1868–1912)"
28-Jan*	Macro level Historical, Geographical, and Economical Perspectives: (Meiji - Pre-War) The <i>Bakuhau</i> system	Reading; Yataro Iwasaki: Founding Mitsubishi
01-Feb	Mitsubishi Case Discussion; The War Industry	Reading: McGuire/Dow "Keiretsu: Past, Present, Future" Reading: Miwa/Ramseyer: The Fable of the Keiretsu Ch. 2
04-Feb*	Historical Role of <i>Zaibatsu/Keiretsu</i>	Reading: Miwa/Ramseyer: The Fable of the Keiretsu Ch. 4 Reading: Softbank - An Internet Keiretsu
08-Feb	Zaibatsu/Keiretsu Discussion; Case Study: Softbank	Video: Morita: Japanese and American Management Reading: Abegglen: Japanese Style Management Mindmap Due: Keiretsu Readings
11-Feb*	What is Japanese management and what are its roots? <i>Mochiai</i> and Historical Role of Banks in Japanese Business Eco System	Reading: Blumenthal: The Practice of Amakudari within the Japanese Employment System
15-Feb	The Japanese Employment System	Video: Porter Competitive Model Reading: Resource Based View
18-Feb*	Strategic and Management Roots of Japanese vs. US Companies Role of Unions	Reading: Hoshi & Kashyap - Ch. 3 Mindmap Due: Japanese Management Readings
22-Feb	Post War Economy and Reforms Role of Government in shaping economic success?	Video: Quality Circles
25-Feb*	Deming and the Quality Factor Abegglen Study - The Japanese Factory	Video: Kaizen & Toyota Production System
01-Mar	Japanese Productivity Improvements and Japan as Number 1	Reading: Will Japanese Management style work in US?
04-Mar*	Theory Z and Export of Japanese Management Techniques	Reading: Hoshi & Kashyap - Ch. 7 Student Individual Presentation Files Due
08-Mar	Student Presentations	Reading: A Case of Three Companies: The Survival Strategies of Sony, Hitachi, and Canon
11-Mar*	Competitive Evolution of the Japanese Automotive vs. Electronics Industry	Read: Abegglen - The Graying of Japan: The End of Growth?
15-Mar	21st Century Japan: Current State of the Japanese Company Changing Demographics and Aging of Japan	Reading: Japanese Business Etiquette
18-Mar*	Business <i>Otsukiai</i> / Business Manners	Reading: Rakuten
29-Mar	Case Study: Rakuten	Reading: Benesse
01-Apr*	Case Study: Benesse - "The Hermit Crab Dilemma"	Reading: Hasegawa: Rediscovering Japanese Business Leadership (Nintendo)
05-Apr	Case Study: Nintendo	Reading: Black & Morrison: Sunset in the Land of the Rising Sun
08-Apr*	Globalization and challenges for Japanese Companies	Reading: Hasegawa: Rediscovering Japanese Business Leadership (Canon)

12-Apr	Case Study: Canon	Video: Recruit Innovation History
15-Apr*	Case Study: Recruit	Reading: Hasegawa: Rediscovering Japanese Business Leadership (Toyota)
19-Apr	Case Study: Toyota	Reading: Abe: Japanese Management in the 21st Century
22-Apr*	Discussion on Future of Japanese Management and Japanese Companies; Lessons Learned from Nissan/Ghosn	Reading: Uniqlo
26-Apr	Case Study: Uniqlo	Watanabe: Japanese Management - Strengths to Preserve
06-May*	Team Presentation Prep Meeting	Group Presentation File Due
09-May	Group Case Study Presentations	Prep For Final Presentation
13-May*	Course Review; Discussion on Future of Japanese Management and Japanese Companies;	Prep Final Group Paper
17-May	Group Case Study Presentations, Feedback, & Celebration	Final Group Paper Due
Notes	The schedule is tentative and will change to reflect University/Public holidays; the topics covered on each proposed date may change/expand depending on the understanding, background, feedback, and pace of the students	

【Textbooks/Reading Materials】

This class will only use a course pack, which will be provided by the instructor. Other readings and videos will also be provided as needed via BlackBoard.

Section 4

【Learning Assessments/Grading Rubric】

Class Participation	15	%
Individual Paper/Presentation	20	%
Mind-Maps (2)	20	%
Group Presentation	20	%
Group Research Paper	25	%

All grades and assignment details will be posted on Blackboard within one week and students are advised to check regularly.

Section 5

【Additional Information】

Almost 25 years ago, I took my first class on the Japanese Business System which changed my life forever and I would like to invite you to experience the same. I will try and create a very interactive learning environment and a focus on real world experience based on my 20+ years of working in Japan including as the CFO of a major Japanese public company.

The workload in this class is fairly intensive (3-5 hours per week) and it is critical that students be active participants in class, providing critical analyses of key issues, and debating alternative courses of action. This requires careful preparation of the assigned

readings before class. You will inevitably be asked to present/express your opinion on material covered in class.

Students are expected to behave just like they would in a real company and be present at all class sessions, prepare the assigned readings carefully (this will be discussed further during the first few weeks of class), and have all pertinent readings with you on the day of class. You are also required to meet scheduled deadlines for your assignments, in-class presentations, and final project.

The majority of each class will be held in a seminar format and occasional sessions will also have some time dedicated to learning and practicing Japanese cultural business etiquette and terms e.g. learning how to exchange Business Cards; Learning to Bow etc. The readings and concepts build on each other, so preparation for class sessions, attention and good note-taking during class, and participation in-class is very important. **Students will form groups and discuss/solve case studies on Japanese Management.**

I strongly feel this will be a good class for you if you are exploring a career related to Japan and/or want to work for a Japanese or Foreign company in Japan (or a Japanese Company Overseas).