

**DEPARTMENT OF BUSINESS ADMINISTRATION
JAPANESE STUDY PROGRAM
COLLEGE OF COMMERCE
NATIONAL CHENGCHI UNIVERSITY**

**現代日本企業經營
Contemporary Japanese Businesses**

A. Instructor: Professor Wellington K. Kuan, Ph.D.
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Class Hours: Tuesday, 2:10 p.m. - 5:00 p.m.
Office Hours: By appointment

B. Books

Text Book:

This is a field case oriented course. There is no required textbook. Students are expected to look for relevant literature and information about the field cases. Only reference books are recommended here.

Reference Books:

Aoyagi, Kazuhiro, Breakthrough: *Epson's Commitment to Innovation and Excellence*, Nikkan Kogyo Shimbun, Ltd., 2000.

Fuller, Mark B. and John C. Beck, *Japan's Business Renaissance: How the World's Greatest Economy Revived, Renewed, and Reinvented Itself*, McGraw Hill, 2006.

Ghosn, Carlos and Philippe Ries, *Shift: Inside Nissan's Historic Revival*, Currency Doubleday, 2005.

McInerney, Francis, *Panasonic: The Largest Corporate Restructuring in History*, St. Martin's Press, 2007.

All the websites, books, and relevant journal articles about the modern Japan and the corporations to be visited.

C. Course Objectives :

This course attempts to portray a realistic picture of what have happened in the modern Japanese business environment and what have these changes led to the

evolution of 21st century management. Among the objectives which serve as the focal point of the course are the following:

1. To develop an awareness of the Japanese approaches to strategy formulation and organizational management.
2. To understand the characteristics of Japanese economy and its impact on the world business activities.

D. Grading Policy

Normally, there is no formal written exam unless the class performance is below satisfactory level. However, there are frequent oral quizzes during the class. Your final grade will be evaluated by the following items with equal weight.

- Field performance and/or Class Participation
- Case Presentation (prepared by groups)
- Case Paper (written by groups)
- Cases Integration Report (written by individuals)

E. Important Notes and Policies

About the Instructor:

Wellington Kang-yen Kuan is a Professor of Organization and Management in the School of Commerce at National Chengchi University, the first and most renowned business school in Taiwan as reported by Asian Wall Street Journal and Business Week. He received his Ph.D. from the Northwestern University, USA in 1984. His research interests lie in the areas of organizational design, business reengineering, business transformation, corporate renewal, and change management. In 1996, he received the Outstanding Research Achievement Award from the National Science Council for his excellent research in the field of management. During 1998-1999, he was invited to Japan by the Japan Interchange Association to conduct a Japanese government funded research project on "In Search of a New Version of Japanese Management: the Remaking of Japanese Corporations" which is sponsored by the MITI (Tsusansho) and the Ministry of Foreign Affairs (Gaimusho).

Pedagogical Methodology:

This course is composed of three key parts: preparatory lessons before field study, field study in Japan, and real case study in the classroom. Some preparatory lessons will be conducted before the students are led by the instructor to conduct a

field study trip in Japan about the contemporary corporate change and adaptation. Various concepts of organization and management will be clarified before the trip. Every student must make a good preparation about the corporations which are scheduled for field study. Cases of the corporation will be discussed in the class when we return from the field trip.

Class Schedule:

We discuss one case or two at most in each class. Since the corporations list can not be confirmed long before the visit, we can not known in advance which class for which case. There is no way to fill in exact information for class schedule.

Only registered students are eligible for joining the field trip but they may choose not to join the trip by studying other relevant cases through literature.

ASSURANCE OF LEARNING CHECK LIST

- Part I – Before the Semester Begins Part II – After the Semester Ends

<i>Adherence to Mission</i>	
Yes <input type="checkbox"/> Technology	Yes <input type="checkbox"/> Globalization
Yes <input type="checkbox"/> Innovation	Yes <input type="checkbox"/> Humanity
<i>Adherence to Program Learning Goal</i>	
<p>This course enhances the internationalization of our business education by providing students with a chance to better understand the contemporary Japanese business. Internationalization is not Americanization. Since the composition of our faculty is predominantly Ph.D.'s from major U.S. universities, students lack the opportunity to get acquainted with the contemporary Japan, the second largest economy in the world, this course provides students with a chance to explore what have the Japanese companies faced in the past ten years and what have they reacted to come up with a stronger competitiveness after the bubble economy.</p>	
<i>Pedagogical Methodologies</i>	
Yes <input type="checkbox"/> Lecture	Yes <input type="checkbox"/> e-Learning
Yes <input type="checkbox"/> Study Group	Yes <input type="checkbox"/> Seminar
Yes <input type="checkbox"/> Case Study	<input type="checkbox"/> Internship
Yes <input type="checkbox"/> Project	Yes <input type="checkbox"/> Independent Learning
<input type="checkbox"/> Role-Playing	<input type="checkbox"/> Theater Learning
Yes <input type="checkbox"/> Others <u> Field study in Japan </u>	
<i>Student Abilities Enhancement</i>	
<input type="checkbox"/> Quantitative analysis	<input type="checkbox"/> Sympathy

	Yes
<input type="checkbox"/> Theory Development and Conceptual Thinking Yes	<input type="checkbox"/> Teamwork Yes
<input type="checkbox"/> Strategic Thinking Yes	<input type="checkbox"/> Acceptance of Others Yes
<input type="checkbox"/> Critical Thinking Yes	<input type="checkbox"/> Confidence Yes
<input type="checkbox"/> Quick Thinking Yes	<input type="checkbox"/> Self—management Yes
<input type="checkbox"/> Flexibility Yes	<input type="checkbox"/> Professional Knowledge Yes
<input type="checkbox"/> Creativity Yes	<input type="checkbox"/> Communication Yes
<input type="checkbox"/> Persistency Yes	<input type="checkbox"/> Comprehension Ability Yes
<input type="checkbox"/> Others: Japanese Business Thinking	<input type="checkbox"/> Others: Language Adaptability

(Optional)

<i>Class Presentation</i>	
Rules	<i>Be there and be alerted!</i>
Presentation Score Sheet	<p>~~~suggested grading criterion~~~</p> <ul style="list-style-type: none"> ● <i>Presentation skills (PowerPoint aesthetics, complementarities of oral and visual communication)</i> ● <i>Language and clarity</i> ● <i>Handling of Q&A (attitude toward criticism and the way of answering)</i> ● <i>The content (richness in information, the structure, value-added in analysis, relevance to the subject)</i>