Readings: Posted on course Bb and/or distributed at pre-departure meetings

COURSE DESCRIPTION & OBJECTIVES

As described in the Course Schedule

EXPECTATIONS

My expectations are fairly straight-forward: complete the pre-work, come prepared to discuss the assigned readings in class at Rikkyo University, be prepared and on-time for site visits and presentations by outside speakers, and complete and submit assignments on time.

Laptop: As indicated in the packing check-list, please bring your laptop to Japan, if you can.

EVALUATION

There are no exams in this course; instead, we will treat each class meeting or site visit as an “exam.” Your final grade in this course will be based on participation in meetings, and your performance in individual and group assignments. They are explained below:

Individual Assignments

You will be required to submit five individual papers on the following topics:

1. The Japanese Economic Systems (Due on 5/21)
2. CSR in Japan (Due on 5/23)
3. Marketing & Sales in Japan (Due on 6/4)
4. The Japanese Financial Markets (Due on 6/4)
5. The Sustainability Movement in Japan: Role of Government, businesses and NGOs (Due on 6/9)

All five assignments require you to provide a comparative analyses between what you read about, heard, saw and discussed in Japan and the U.S. systems/approaches/practices. These 3-4 page type-
written reports (single-spaced, 12-point font) should be individually prepared (Remember the SOBA honor code).

**Group Assignments**

Working in groups of two or three students (same team as Professor Sroufe’s class), you will be responsible for two presentations: The first presentation will be on May 15<sup>th</sup> at Rikkyo – each group will present the case of a company in the U.S. that can be considered to be a leader in sustainability initiatives. Describe these initiatives and link it to any of the sustainability frameworks including appropriate indicators of success.

The second presentation will be on June 10<sup>th</sup> (time and place will be announced later) to Duquesne faculty – summarizing the key lessons from the visit to Japan.

**Grading**

<table>
<thead>
<tr>
<th>Individual Assignments</th>
<th>50%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Five Papers (@10% each)</td>
<td></td>
</tr>
<tr>
<td>Class Participation</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Group Assignments</strong></td>
<td>30%</td>
</tr>
</tbody>
</table>

**Note:** In accordance with the John F. Donahue Graduate School of Business’ Code of Ethical Behavior, every student should place the following statement on all written work submitted for evaluation: “In accordance with the business school’s Code of Ethical Behavior, I attest that I have not engaged in any acts of plagiarism in completing this assignment.” Students are asked to sign this statement before submitting their work for evaluation (grading).
SMBA 556: GLOBAL ECONOMIC SYSTEMS  
Duquesne – Rikkyo Intensive MBA Program  
May 15 – 23, 2008  
(tentative and subject to change)  

1. **Course Title**:  *Japanese Business and Economy and Challenges of Sustainability*  

2. **Credit**:  1.5 credits  

3. **Course Objectives**: Aiming at introducing MBA students to: (1) the overall social, economic, and political dynamisms of East Asia that are critical to the success of businesses and the sustained economic growth of the region; (2) the similarities and differences of corporate organization, institutions and strategies; (3) comparative perspectives that are necessary for them to review businesses, economies and societies; and (4) insights into issues and challenges of sustainability that Japanese businesses are facing and their strategies to engage with stakeholders in coping with the issues.  

4. **Course Description**: To what extent, and in what way, has the Japanese economy changed? Have the comparative and competitive advantages of the Japanese companies changed? In which areas, are they competitive now? Why so? In what ways are their organizations and strategies similar to and different from their American and Western rivals? What kinds of competitive advantages do American and European companies have against them? Is the Japanese economy converging with that of the U.S., or does it remain distinctly Japanese? What kinds of issues and challenges of sustainability are Japanese businesses facing? What are their strategies to engage with stakeholders in coping with the issues? This interdisciplinary course covering diverse issues, topics, and academic disciplines will be taught by subject experts under a careful coordination to help students explore broad factors that drive companies of Japan and East Asia to global success, and to examine underlying social, economic and political dynamics.  

5. **Course Method**: Lecture, classroom discussion, group project (case analysis), and visits to corporations and organizations.  

6. **Schedule**:  

**Wednesday, May 14**  
Arriving at New Tokyo International Airport at Narita. Bus transfer to Niiza Campus, Rikkyo University & Check-in at Tachikawa International House  

**Thursday, May 15**  
Classroom: Meeting room, 6th floor, Building No.5, Niiza Campus  
*Session 1 (9:30 – 10:30AM)*: Orientation (Prof Ozaki)  
Classroom: Meeting room, 6th floor, Building No.5, Niiza Campus
Session 2 (11:00AM – 12:30PM):
Introduction to Businesses and Economies of Japan and East Asia (Prof. Ozaki)

Session Description: The sessions provide a broad overview of the socio-economic developments of Japan and its neighboring countries. What characterized the rapid and dramatic development of Japan's postwar industrialization? In what ways, Japan pursued its industrialization and development? Do the East Asian economies have common patterns in their economic development? In what ways, are they different from each other? What kinds of political relations among them contribute to, or constrain, the regional economic integration? Did the “lost decade” transform the Japanese economy? Insights into their development may present relevance to today's business.


Lunch on own

Classroom: N335, 3rd floor, Building No.3, Niiza Campus

Session 3 (2PM – 4:30PM): Case in Point: American and Japanese Firms and their Sustainable Businesses

Session Description: This session will provide the current state of sustainable business activities by American and Japanese firms. Duquesne students will present the American cases, while their Japanese counterparts will present the Japanese cases. Q&A session will provide opportunities for the two groups of students to share their respective insights into the issues and challenges surrounding their respective businesses.

Welcome Reception (6PM – 8PM)

Friday, May 16
Leave Tachikawa International House at 8:45 a.m.; School bus leaves the University main gate at 9:00 a.m. for Wakoshi train station. Tobu Semi-Express Train leaving at 9:17 a.m. arriving at Ikebukuro at 9:42 a.m. Walk for 10 minutes to the Ikebukuro Campus.

Classroom: Meeting room 2, Basement floor, Building No.12, Ikebukuro Campus

Session 4 (10:00 – 11:30AM): Introduction to Japanese Market (Prof Larke)

Session Description: This session will introduce Japan from a business and consumer perspective, concentrating on cultural aspects of doing business in Japan. The spatial, hierarchical, and homogeneity issues will be introduced.

Readings: Students should prepare by reading as widely as possible on modern Japanese business developments via the web. Specific articles to look at may include (with hyperlinks):
“Asian clash fails to settle old scores” (BBC News)
“Surge in groping on Japanese trains” (BBC News)
“Understanding Japanese business practices”
“Japan's women wary to wed” (BBC News)
“Women called child machines” (BBC News)
“Not tonight dear” (New York Times)
“Japanese Justice” (Economist, 8 Feb 2007)
“Patriotism Classes” (Economist, 19 Dec 2006)

Also:

Lunch on own

Leave Ikebukuro Campus at 12:20 for JR Ikebukuro Station
Leave JR Ikebukuro Station by Saikyo Line at 12:41 for Kokusai Tenjijo, arriving at 13:15

1:30 – 3:30PM: Visit to Panasonic Center
2-5-18 Ariake, Koto-ku, Tokyo
Tel: 03-3599-2600

Saturday, May 17
Check-out and travel to Hiroshima (own arrangement)

Evening: Okonomiyaki Dinner (Japanese Pizza) with Mr. Karl and Mrs. Michele Plattenberger of Ford Motor Company

Sunday, May 18
Hiroshima (own arrangement)

Monday, May 19
Transfer to JR Mukainada Station (2 stops from Hiroshima Station) and walk to Mazda World Headquarters (across from the Mukainada Station; 5 minute walk).

1PM to 3PM: Visit to Mazda World Headquarters
3-1 Shinchi, Fuchu-cho, Aki-gun, Hiroshima
Tel: 082-252-5050
Tour of Mazda Museum (Located next to the Plant about 10 minutes by bus, arranged by Mazda; 90 minutes tour with the English speaking guide)
Afterward Q&A Session with Mr. Karl Plattenberger and Christopher Keefe of Mazda/Ford
On the history and the working relationship between Mazda and Ford
Evening: Arrive in Tokyo & Check-in at Crowne Plaza Metropolitan

Tuesday, May 20
Classroom: Meeting room 2, Basement floor, Building No.12, Ikebukuro Campus
Session 5 (9:30 – 11:00AM) Corporate Social Responsibility in Japan (Prof Davis)
   Session Description: The organizational structure of Japanese firms presents a number of distinct characteristics. This session will explore these characteristics and underlying social, cultural and economic factors to shed lights on a broader Japanese business culture.
   Readings: to be advised.

Classroom: Meeting room 2, Basement floor, Building No.12, Ikebukuro Campus
Session 6 (11:10 – 12:40PM) Japanese Organization & HR Management (Prof Davis)
   Session Description: The organizational structure of Japanese firms presents a number of distinct characteristics. This session will explore these characteristics and underlying social, cultural and economic factors to shed lights on a broader Japanese business culture.
   Readings: to be advised.

(Afternoon: free)

Wednesday, May 21
Classroom: Meeting room 3 & 4, Basement floor, Building No.12, Ikebukuro Campus
Session 7 (9:30 – 11:00AM) Introduction to Japanese Capital Markets and Corporate Finance (Prof Takezawa)
   Session Description: This session will serve as introduction to capital markets and finance in Japan. We will cover basic trends and history as well as explore issues thought to be unique to Japan such as in cross-share holding and the “main bank” system.

Classroom: Meeting room 3 & 4, Basement floor, Building No.12, Ikebukuro Campus
Session 8 (11:10 – 12:40PM): M&A in Japan (Prof Takezawa)
   Session Description: This session will provide an overview of recent trends in Mergers and Acquisitions in Japan triggered by high-technology entrepreneurs and ventures. Is M&A activity in Japan different from that in North America? Will North American based corporations actively participate in this growing market? The session will explore Japanese M&A (restructuring) market via case studies.
   Required Reading: Two cases (to be announced)

(Afternoon: free)
Thursday, May 22
Classroom: Meeting room 2, Basement floor, Building No.12, Ikebukuro Campus
10 am: the Ministry of Environment, Government of Japan
   Ms Eri Nakajima, Deputy Director, Strategic Policy Planning Division
Session Description: This interactive session will cover Japan’s environmental overall policy, with the special focus on business activities. Participants are expected to be familiar with the ISO, the general framework of an annual corporate environmental report, environmental audit and accounting, and national and international policy development.

Web links:

Environmental Policy:  http://www.env.go.jp/en/policy/ - review the suggested Reporting Guidelines and compare it with GRI and other reporting initiatives


UNFCCC: http://unfccc.int/2860.php - review the Kyoto Protocol and read-up on post Kyoto agreements

ISO 14000: http://www.iso.org/iso/iso_14000_essentials - a refresher on ISO 14000

Lunch on own

Classroom: A204, 2nd floor, Building No.11, Ikebukuro Campus
   9B01, 9B02, 9B03, Basement floor, Building No.9, Ikebukuro Campus
3 pm – 6 pm: Rikkyo – Duquesne Undergraduate Student Conference
6 pm – 8 pm: Farewell Reception at Rikkyo University Dining Hall

Friday, May 23
Classroom: Meeting room 3 & 4, Basement floor, Building No.12, Ikebukuro Campus
Session 9 (10:00 – Noon): Japanese Consumer Behavior (Prof Larke)
Session Description: This session will cover the structure and business make up of distribution in Japan, concentrating on retailing. The session will conclude with some basic principles for considering market entry strategy.

Readings: Where available students should read as much as possible of the following books:


Lunch on own
Classroom: Meeting room 3 & 4, Basement floor, Building No.12, Ikebukuro Campus

Session 10 (1:30 – 2:30 pm): Wrap up (Prof. Ozaki)

3 p.m.: Leave the campus for Otemachi by Subway Marunouchi Line.

4 p.m. – 5:30 p.m. Visit to Japan Institute for Social and Economic Affairs
Mr. Hideaki Tanaka, Executive Director
Keidanren Building, 1-9-4 Otemachi, Chiyoda-ku, Tokyo 100-8188
Tel: +81-3-3201-1415

Presentation on the Japanese business environment and Keidanren’s position on Post Kyoto Protocol.

Web Links:

Keidanren (Japan Federation of Economic Organizations): http://www.keidanren.or.jp/
- review the official position on climate change as well as their CSR charter.

Institute web site: http://www.kkc.or.jp/english/index.html

7. Faculty:

Scott Davis, Professor of International Business (Organizations/CSR)
ahm@nn.iij4u.or.jp

Roy Larke, Professor of International Business (Marketing)
roy@royzemi.com

Toshiya Ozaki, Professor and Chair of International Business
ozakit@rikkyo.ac.jp

Nobuya Takezawa, Professor of International Finance
takezawa@icu.ac.jp

8. Remarks:
✓ Courses will be held at Rikkyo University.
✓ Company visits are planned as a part of the program. The roundtrip transfers to the venues are at the expense of the participants.

9. Contact Information:
Toshiya Ozaki, Professor and Chair of International Business (coordinator)
(Contact email: ozakit@rikkyo.ac.jp, Tel : 81-3-3985-4077, Fax: 81-3-3985-4085)
Ikebukuro Campus, Rikkyo University
3-34-1 Nishi Ikebukuro
Toshima-ku, Tokyo 171-8501
TEL: 03-3985-4772

Vicinity(Ikebukuro)
3-34-1 Nishi Ikebukuro, Toshima-ku Tokyo 171-8501

From the West Exit of Ikebukuro station: 7 min. on foot
From the Rikkyo Exit of Kaname-cho Station: 6 min. on foot
From Narita International Airport: 2 hours by Limousine Bus bound for Hotel Metropolitan (Ikebukuro)
From Tokyo Station: 30 min. by Marunouchi Line (to Ikebukuro Station)
    or by Yamanote Line (to Ikebukuro Station)
Vicinity(Niiza)
1-2-26, Kitano, Niiza-shi, Saitama 352-8558

- Tobu Tojo Line (or Subway Yurakucho Line) to Shiki Station, South Exit.
  Use the School Bus (Free Bus service from 12:00 to 21:00 <5min.>)
  Walk 15 minutes or use the Seibu Bus. (5min.)
- JR Musashino Line to Niiza Station, South Exit.
  Take a taxi or the "Shiki Eki Minami Guchi Kitano Iriguch" bus to
  "Rikkyo Mae" bus stop. (3min.)