
CLASS SCHEDULE
(subject to change)
TUESDAYS and THURSDAYS, 4:15 – 5:30 pm
Building 200, Room 303 (tentative)

Week 1
Jan. 6, 8  Key socio-cultural bases of business in Japan
Course organization & goals. Survey of students’ interests, knowledge of Japan. Modern Japan: demographics, current state of the economy, etc. The dangers inherent in this kind of course. Group and hierarchy, uchi-soto distinctions in omote-ura settings, sempai-kohai relationships, “harmony.”

Immediate readings this week (for discussion by 1/08)
• Vogel, Japan Remodeled, Chapter 7 “Japan’s new model” (I recommend you read this before reading other chapters of the Vogel book.)
• Ishida, “Conflict and its accommodation: omote-ura and uchi-soto relations,” (Krauss, Rohlen, and Steinhoff, pp. 16-38). Course Reader

Readings this week (to prepare for Week 2)
• Vogel, Chapter 2 “The crisis of Japanese capitalism”
• Vogel, Chapter 3 “Policy reform Japan style”
• Gercik, “Moto” and “Allen” case studies from On Track…. Course Reader

Week 2
Jan. 13, 15  Social group concepts applied to Japanese industry
Group concepts as applied to the structure of Japanese industries and firms: “keiretsu” business groups, “mobile” and “immobile” (lifetime) career patterns, social and corporate hierarchies and job titles within the firm. Practicum on business card exchange.

Readings (to prepare for Week 3):
• Vogel, Chapter 4 “The varieties of reform”
• “To the rescue: Toyota’s fast rebound after fire at supplier shows why it is tough,” The Wall Street Journal Course Reader
• “Briefing: Japan’s technology companies: invisible but indispensable.” The Economist, November 7, 2009, pp. 64 – 66. Course Reader
• “Consumer goods in Japan: fashion victims.” The Economist, September 17, 2009. Course reader
• “Jose,” Course Reader
• “Fred,” Course Reader

Distribute HOMEWORK ASSIGNMENT 1 on 1/13, due in class 1/27
Week 3
Jan. 20

Jan. 22 Impact of reforms; entrepreneurship in Japan

Readings (to prepare for Week 4):
- Vogel, Chapter 5 “Corporate restructuring, Japanese style”
- “Changes in the working world.” Japan Echo. Course Reader
- “End of the road for the seniority system.” Japan Echo. Course Reader
- “Better work for women.” Japan Echo. Course Reader

Review previous readings and prepare Assignment 1

Week 4
Jan. 27, 29

ASSIGNMENT 1 DUE IN CLASS, TUESDAY 1/27

MARKET RESEARCH ASSIGNMENT distributed 1/27 – due 2/05
This assignment is required but will be graded satisfactory / no credit only. This assignment is to prepare a written market research report that evaluates the opportunities in Japan for a specific U.S. company. The report will require extensive use of the Stanford library and online information. Details and instructions will be discussed in class.

Readings (to prepare for Week 5):
- “Alex” Course Reader
- Hit the library / use online sources to gain information about Japanese markets, so as to identify business opportunities for (U.S.) firms

Week 5
Feb. 3, 5 Negotiations with another organization (I); in-class discussion about market research & class project
Flow and pacing of business discussions from initial contact to contract signing. Preparatory work before first meeting. Typical team membership and roles. Business meetings and less formal venues for communication. Negotiation strategies and management of information flow.
In class 2/05, class discussion of business opportunities in Japan; identification / discussion of possible U.S. companies to “take to” Japan. Approaches to doing business in a foreign market.

MARKET RESEARCH ASSIGNMENT DUE IN CLASS THURSDAY (2/05)

Readings (to prepare for Week 6):
- “Jean” Course Reader
- Students will also be busy researching and writing up the Market Research Assignment
Week 6
Feb. 10, 12  Negotiations with another organization (II); the social side of business
Reading signals from the other side. Dealing with an impasse. Finding and using a go-between.
Managing the language barrier and interpreters. Maintaining long-term personal business contacts. Gift-giving, entertainment, and keeping in touch.
Tuesday 2/10:  Decide which companies will be available for class project teams.
Thursday, 2/12:  Distribute company and teammate preference form
(due via email to Dasher by Monday 2/16).

HOMEWORK ASSIGNMENT 2 distributed in class 2/12; due in class Tues 2/24

Readings (for discussion in Week 7)
• Readings on gender & race issues TBD may be distributed

Week 7
Feb. 17  Market research discussion and class project team formation
Announce company teams for in-class projects; class time for team meetings

Feb. 19  Guest Lecture / Panel: Gender and race issues in Japanese business
Details TBA

2/19:  HOMEWORK ASSIGNMENT 2 DUE in class

Readings (for discussion in week 8)

Week 8
Feb. 24, 26  Teams for innovation and problem-solving in Japanese companies
The use of teams to get around organizational barriers. Innovation systems and Japan’s infrastructure and dynamics for high-technology business. Some class time for project team meetings, dry-runs.

Week 9
Mar. 3  Special Class: In-class presentations by project teams
(taking U.S. firms to Japan). Role play with panel of Japanese business people

Mar. 5  Special Class: Exchange session with students from Japanese universities.
CLASS LOCATION TBA, followed by break-out rooms TBA. After a brief plenary session, we divide into small groups for informal discussion of business ideas presented by students at
Japanese universities who are studying entrepreneurship. Discuss your project team ideas with them, too. Followed by pizza and sodas until about 6:30 pm.

Readings (for discussion in Week 10)
- Kopp, “Strategies for coping with the karate-teacher manager,” (Course Reader)
- Work on final book report

Week 10
Mar. 10 JBCS Alumni Panel
Using JBCS; working in Japan

Mar. 12 Culture shock / where to go from here
Review of class content; where to go from here

Readings
Work on final book report

Students complete JBCS Final Report in lieu of final exam.

The Final Report involves discussing how the content of the JBCS course applies to a recent book about some aspect of Japanese business (five pages, double-spaced) What aspects of the class does the book address (and not address)? How does the book agree or disagree with topics that did appear in class? Does the book provide different explanations for the same phenomena? A bibliography of possible books will be distributed. Students are primarily graded on how well they show they have understood and synthesized the content of the Japanese Business Systems class, although they must show that they have understood the book, too. Detailed instructions and a bibliography of possible books will be provided in class.

Final Reports are due by the scheduled exam time of the class (Wednesday, March 18, 2015, 3:15 pm – see Time Schedule). Email to Prof. Dasher <rdasher@stanford.edu> or hard copy submission to his office: Paul G Allen Building, Room 106; 420 Via Palou Mall, Stanford, CA 94305 – 4070

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