

シラバス (様式)

授業科目名： 多国籍企業論 Multinational Corporations	選択/必修： 選択 Elective	単位数： 2	semester： 2 後 2Fall	担当教員名： 伊藤 龍史 Ryoji Ito
<p>○授業の到達目標及びテーマ</p> <p>本授業では、グローバリゼーションが生み出す機会や課題について学ぶ。具体的には、国際市場におけるマネジメントを行う際に直面する異文化経営上の課題を扱う。本授業を通じて、多国籍企業が対内的・対外的な活動を国際化したり、本国において国外からの競争相手に応じたりする際に直面する機会や課題について、受講生がより良く分析し理解できるようになることを目指す。</p> <p>This course focuses on opportunities and challenges created by globalization. It introduces cross-cultural business issues related to management in an international marketplace. The aim of this course is to enable students to better analyze and understand the opportunities and challenges that multinational firms face when expanding their internal and external activities internationally and when dealing with international competitors in their home markets.</p>				
<p>○授業の概要</p> <p>本授業は 3 つの部分から構成される。第一部では、国際的な環境が提示する課題についての理解を図る。具体的には、政治、経済、制度、文化といった点での国ごとの違いを知ることに焦点を当てる。第二部では、第一部での理解に基づき、グローバル組織や国際戦略について学ぶ。特に、グローバル経済下で競争する企業にとっての戦略的課題に焦点を当て、国際市場において競争優位を獲得する方法に関する理解を図る。最後に第三部では、国際マネジメントにおけるオペレーションを学ぶ。具体的には、グローバル規模での人的資源管理、動機付け、製品・サービス設計、研究開発、および財務管理・会計などを説明する。</p> <p>The course is comprised of three sections. The first section is devoted to providing a better understanding of the international environment challenges. Focus is placed on the analysis of country differences in terms of politics, economy, institution, and culture. The second section builds on the first section and analyses global organizational forms and international strategies. Its focus is on the strategic challenges confronting multinational firms that compete in the global economy. Students are expected to develop understanding of how to gain competitive advantage in the international marketplace. Finally, the third section deals with international management operations and covers an array of organizational issues such as human resource staffing and motivating a global workforce, design of global products and services, global R&D, and financing and accounting in the global standard.</p>				
<p>○授業の方法</p> <p>(1) 授業は主に英語で行う。補助的に日本語を用いる場合もある。</p> <p>(2) 受講生は、事前配付の資料（教科書のコピー）を読んだ上で、授業での討議に積極的に参加することが求められる。</p> <p>(3) 各授業は、ガイダンス時に（または講義全体のうち早い段階で）配付する資料に基づいて行われる。</p> <p>(1) This course may be offered in mainly English and partly Japanese.</p> <p>(2) Students are expected to read course materials and actively participate in class discussion.</p> <p>(3) Each class will be based on handouts provided in week 1 (class orientation) or the early stages of the course.</p>				

○授業計画

Week1 ガイダンス、グローバル化とは

主に以下のトピックを学ぶ：グローバル化の定義、グローバル化を進行させる主な要因、グローバル経済の性質の変化、グローバル化の影響をめぐる議論の主な論点、グローバル化のプロセスが企業経営者にもたらす機会と課題

Week1 Course orientation / The definition of globalization

Main topics of this week are as follows: Understand what is meant by the term globalization / Recognize the main drivers of globalization / Describe the changing nature of the global economy / Explain the main arguments in the debate over the impact of globalization / Understand how the process of globalization is creating opportunities and challenges for business managers

Week2 国による政治経済上の違い

主に以下のトピックを学ぶ：国による政治制度の違い、国による経済制度の違い、国による法律制度の違い、国の経済発展水準の決定要因、世界各地で起きている政治や経済の変化、移行経済が市場主義体制に移行するプロセス、国による政治経済の違いが経営活動にもたらす示唆

Week2 National differences in political economy

Main topics of this week are as follows: Understand how the political systems of countries differ / Understand how the economic systems of countries differ / Understand how the legal systems of countries differ / Explain the implications for management practice of national differences in political economy

Week3 文化の違い

主に以下のトピックを学ぶ：社会における文化の意味、社会による文化の違いを生み出す要因、文化の違いがビジネスや経済に及ぼす影響、社会による文化の違いが職場の価値観に与える影響

Week3 Differences in culture

Main topics of this week are as follows: Explain what is meant by the culture of a society / Identify the forces that lead to differences in social culture / Identify the business and economic implications of differences in culture / Recognize how differences in social culture influence values in the workplace / Demonstrate an appreciation for the economic and business implications of cultural change

Week4 国際経営における倫理

主に以下のトピックを学ぶ：多国籍企業が直面する倫理的問題、倫理的ジレンマとは何か、経営者が非倫理的行動に走る原因、様々な哲学における倫理観、経営者の意思決定に倫理的配慮を織り込む方法

Week4 Ethics in international management

Main topics of this week are as follows: Understand the ethical issues faced by multinational enterprises / Recognize an ethical dilemma / Identify the causes of unethical behavior by managers / Describe the different philosophical approaches to ethics / Explain how managers can incorporate ethical considerations into their decision making

Week5 多国籍企業の戦略

主に以下のトピックを学ぶ：戦略という概念、グローバル拡大によって多国籍企業が利益を上げる方法、コストの削減と現地対応への圧力が戦略の選択に及ぼす影響、グローバル競争のための様々な戦略およびそれらの長所と短所

Week5 The strategy of multinational enterprises

Main topics of this week are as follows: Explain the concept of strategy / Recognize how multinational enterprises can profit by expanding globally / Understand how pressures for cost reductions and pressures for local responsiveness influence strategic choice / Identify the different strategies for competing globally and their pros and cons

Week6 多国籍企業の組織

主に以下のトピックを学ぶ：組織設計の意味、多国籍企業の組織に関する選択肢、多国籍企業が業績を上げるための組織と戦略の適合方法、多国籍企業の組織と戦略を調和させるために必要な変革

Week6 The organization of multinational enterprises

Main topics of this week are as follows: Explain what is meant by organizational architecture / Describe the different organizational choices that can be made in an multinational enterprises / Explain how organization can be matched to strategy to improve the performance of a multinational enterprises / Discuss what is required for an international business to change its organization so that it better matches its strategy

Week7 市場参入戦略と戦略的提携

主に以下のトピックを学ぶ：国際進出において決定すべき事項（参入市場・参入時期・参入規模）、国外市場への参入戦略の種類、参入戦略の選択に対して影響を及ぼす諸要因、企業買収とグリーン・フィールド・ベンチャー、戦略的提携

Week7 Entry strategies and strategic alliances

Main topics of this week are as follows: Explain the three basic decisions that firms contemplating foreign expansion must make: which markets to enter, when to enter those markets, and on what scale / Compare and contrast the different modes that firms use to enter foreign markets / Identify the factors that influence a firm's choice of entry mode / Recognize the pros and cons of acquisitions versus greenfield ventures as an entry strategy / Evaluate the pros and cons of entering into strategic alliances

Week8 輸入と輸出

主に以下のトピックを学ぶ：輸出の可能性とリスク、輸出業績を伸ばすための対策、輸出企業を支援する情報源と政府の施策、輸出金融に関わる基本的手順、輸出促進に向けたカウナートレードの利用方法

Week8 Importing and Exporting

Main topics of this week are as follows: Explain the promises and risks associated with exporting / Identify the steps managers can take to improve their firm's export performance / Identify information sources and government programs that exist to help exporters / Recognize the basic steps involved in export financing / Describe how countertrade can be used to facilitate exporting

Week9 グローバル規模での生産、アウトソーシング、ロジスティクス

主に以下のトピックを学ぶ：生産とロジスティクスの重要性、国による違い・生産技術・製品特徴が生産活動の立地選択に及ぼす影響、知識を蓄えた外国子会社が生産において果たす役割、作るか買うかの意思決定、グローバル規模で分散した生産システムの効率的な調整

Week9 Global production, outsourcing, and logistics

Main topics of this week are as follows: Explain why production and logistics decisions are of central importance to many multinational businesses / Explain how country differences, production technology, and product features all affect the choice of where to locate production activities / Recognize how the role of foreign subsidiaries in production can be enhanced over time as they accumulate knowledge / Identify the factors that influence a firm's decision of whether to source supplies from within the company or from foreign suppliers / Describe what is required to efficiently coordinate a globally dispersed production system

Week10 グローバル規模でのマーケティングと研究開発

主に以下のトピックを学ぶ：製品属性を国ごとに变化させる理由、流通戦略を国ごとに变化させる理由、広告戦略や販売促進戦略を国ごとに変える理由、価格戦略を国ごとに変える理由、多国籍企業における製品開発

Week10 Global marketing and R&D

Main topics of this week are as follows: Explain why it might make sense to vary the attributes of a product from country to country / Recognize why and how a firm's distribution strategy might vary among countries / Identify why and how advertising and promotional strategies might vary among countries / Explain why and how a firm's pricing strategy might vary among

countries / Describe how the globalization of the world economy is affecting new-product development within multinational enterprises

Week11 グローバル規模での人的資源管理

多国籍企業における戦略的人的資源管理、多国籍企業における人員配置方針、マネジャーの外国配置、多国籍企業における人的資源の価値向上、業績評価システムの国ごとの違い、報酬体系の国ごとの違い

Week11 Global human resource management

Main topics of this week are as follows: Summarize the strategic role of human resource management in multinational enterprises / Identify the pros and cons of different approaches to staffing policy in multinational enterprises / Explain why managers may fail to thrive in foreign postings / Recognize how management development and training programs can increase the value of human capital in multinational enterprises / Explain how and why performance appraisal systems might vary across nations / Understand how and why compensation systems might vary across nations / Understand how organized labor can influence strategic choices in multinational enterprises

Week12 多国籍企業の会計と財務管理

国ごとに会計基準が異なる理由、国による会計基準の違いがもたらす影響、国際会計基準の意義、外貨換算が会計にもたらす意味、会計システムが多国籍企業のコントロール・システムに及ぼす影響、多国籍企業にとっての投資意思決定、多国籍企業の外国子会社による資金調達の方法、多国籍企業による資金管理

Week12 Accounting and Finance in multinational enterprises

Main topics of this week are as follows: Discuss the national differences in accounting standards / Explain the implications of the rise of international accounting standards / Explain how accounting systems affect control systems within multinational enterprises / Discuss how operating in different nations impacts investment decisions within multinational enterprises / Discuss the different financing options available to the foreign subsidiary of a multinational enterprise / Understand how money management in multinational enterprises can be used to minimize cash balances, transaction costs, and taxation / Understand the basic techniques for global money management

Week13 ケース・スタディ(1)

多国籍企業に関するケース・スタディを行う

Week13 Case study (1)

This week discuss the theories and practices of multinational enterprises based on case study

Week14 ケース・スタディ(2)

多国籍企業に関するケース・スタディを行う

Week14 Case study (2)

This week discuss the theories and practices of multinational enterprises based on case study

Week15 ケース・スタディ(3)

多国籍企業に関するケース・スタディを行う

Week15 Case study (3)

This week discuss the theories and practices of multinational enterprises based on case study

○テキスト

ガイダンスにて（または講義全体のうち早い段階で）教材を配付する

All handouts will be provided in week 1 (class orientation) or the early stages of the course.

○参考書・参考資料等

特になし

○学生に対する評価

授業での討論に対する貢献（40パーセント）

最終レポート (60 パーセント)

Contribution to class discussion (40%)

Final written report (60%)

