

14 JPN 4930 Japanese Business Culture
Section 08CE Spring 2017
COURSE DESCRIPTION

This course is designed for undergraduate students who wish to acquire a broader understanding of prevailing values, attitudes, behavior patterns, and communication styles in modern Japan in regard to conducting business in the future. A key to being successful in business internationally is to understand the role of culture in international business. In this class we will explore cross-cultural issues and cultural values by reading essays from the perspective of Japan itself as well as from an external view, primarily that of Western society. Mutual assumptions, unconscious strategies, and different mechanics forming barriers to communication between Japanese and non-Japanese will be investigated in order to understand how cultural and communication differences can create misunderstanding and breakdown among individuals as well as during negotiations between companies and countries. Among other topics, business etiquette, business communication, the structure and hierarchy of Japanese companies, gender issues, socializing for success in business, and strategies for creating and maintaining effective working relationships with Japanese counterparts will be discussed. We will read several case studies on Japanese/American negotiations to understand how American managers or public officials negotiated successfully with Japanese counterparts, and what issues or problems were presented during negotiation.

During the semester, students are required to submit (1) current relevant newspaper, magazine, or on-line article taken from news sources such as Japanese newspapers (English version), CNBC, Nikkei Net, JETRO, Reuters, BBC, THE ECONOMIST or TIME magazine, etc. to be pre-approved and posted by the instructor on the E-Learning in Canvas Discussion Board. The student submitting the article will lead discussion in class, with all students required to read the articles in advance of class and participate in discussion. The instructor will also post required reading articles on Canvas for class discussion during the course on various topics related to the assigned readings. A podcast will be assigned to listen to outside of class for in-class discussion. Several videos will be shown in class from the series “Working With Japan: A Practical Guide to Business Success” on varied topics such as “Preparation for a Business Meeting”, “The First Meeting”, “Negotiating”, “Business Entertainment”, “Women in Business”, etc. to further class discussion. We will view the classic 1958 film “Giants & Toys” in class, which was adapted from a well-known short story in the Business Novel genre of Japanese literature, depicting aspects of Japanese business practices. During Week 14 on a date/time outside of class determined by class vote, we will view “Tokyo Sonata”, a 2008 Cannes award-winning film about an executive whose life implodes after being laid off in the current prolonged economic recession. **This course is taught in English, and there are no prerequisites.**

TIME/ROOM/INSTRUCTOR: M W F Section Turlington 1105 S. Kubota
3rd Period 08CE

INSTRUCTOR: Susan Kubota
E-mail: skubota@ufl.edu
Office Hours: T – 7th & R 7th - 8th period or by

Webpage: appointment
www.languages.ufl.edu/faculty/kubota.ht
ml
Dep't PH/Fax: (PH) 352-392-2422 (Fax) 352-392-1443

COURSE MATERIALS

All materials required or recommended for this course are available at Gator Textbooks, 3501 S.W. 2nd Avenue, Suite D (Creekside Mall). Phone: 374-4500.

Required Textbooks:

1. *The Japanese Mind: Understanding Contemporary Japanese Culture*, ed. by Roger J. Davies and Osamu Ikeno. Tuttle Publishing, Rutland, VT, 2002. ISBN 978-0-8048-3295-3.
2. *Japanese Business Culture and Practices: A Guide to Twenty-First Century Japanese Business*, by John P. Alston and Isao Takei. iUniverse, Inc., New York, 2005. ISBN 13-978-0-595-35547-1.
3. *Doing Business with the New Japan: Succeeding in America's Richest International Market*, 2nd Edition, by James Day Hodgson, Yoshihiro Sano, & John L. Graham. Rowman & Littlefield Publishers, Inc., Maryland, 2008. ISBN 13-978-0-7425-5533.

REQUIREMENTS AND POLICIES

1. Preparation for the Class/Individual Class Presentations/ Individual Article Submission for Canvas & Class Discussion Leadership

The weekly schedule shown below is designed for you to prepare the materials indicated for a given date **BEFORE** the class meets. You are expected to come to class having read the assigned materials so that you will be ready to participate in a meaningful discussion with your instructor and classmates.

All students in the class prepare responses to pre-assigned Japanese cultural or cross-cultural questions from the readings, but individual students will be assigned to present the topic material using a Powerpoint and lead class discussion for approximately 10 minutes on the assigned reading questions. The Powerpoint must be submitted to the instructor a **minimum of 24 hours prior to the class presentation**, and the last slide must include the assigned topic questions. The assignments for these individual presentations will be made the first week of class. **This individual presentation will be worth 5% of the course grade.**

Furthermore, each student must submit an article related to Japanese business to the instructor, which will be pre-approved by the instructor and posted on Sakai. All students in the class will read the articles and individual students submitting the articles will lead class discussion for approximately 10 minutes on his/her article in Week 14. **This assignment will also be worth**

5% of the course grade. The article submission deadline for all students is Friday, March 17th.

2. Attendance and participation

Attendance and active participation in class are mandatory and will be recorded at each class session. This is a discussion format class, and it is very important that you contribute to the discussion. **Your participation will be evaluated for each class for a total of 10% of the course grade.** Please see the grading criteria (#3) below.

It is crucial that you attend every class. In the event you must miss class, please contact the instructor **prior to** the class meeting and have your absence pre-approved, except for documented emergency. You may be excused from the class only if you provide official documented evidence (e.g., a letter from a doctor/infirmarary/clinic, accident/police report, receipt for car repair, court order). **You are allowed a maximum of 3 unexcused absences during the semester. If you exceed 3 unexcused absences you will lose 2% of your course grade for each unexcused absence thereafter.**

Please be punctual because you may miss important information or discussion and it is also distracting to your classmates. **If you are more than 5 minutes late two times without your instructor's consent, they will be counted as one absence.** If you are more than 10 minutes late, it will be considered as an absence. **If you are late or miss class for any reason, it is your responsibility to contact your instructor within 24 hours and also communicate with your classmates to know what you have missed.**

3. Grading criteria for class participation

- 10 = Excellent, meaningful contribution to discussion; high degree of engagement in material
- 9 = very good contribution
- 8 = good contribution
- 7 = fair contribution
- 6 = poor contribution
- 5 = completely unprepared, or disengaged from class activities
- 0 = absent

4. Reaction Papers

Three (3) written (typed, double-spaced) reaction papers (maximum of 3 pages) are assigned in the course in Weeks 7, 12, and 15. See the syllabus for exact due dates. These reaction papers are to be written on (1) “Giants and Toys”, a film viewed in class – briefly discuss how the film relates to material studied in this course and write your reaction; (2) a podcast on NUMMI assigned to listen to outside of class – summarize main points and write your reaction, and (3) “Tokyo Sonata”, a film viewed outside of class in Week 14 – briefly

discuss how the film relates to material studied in this course and write your reaction. The (3) Reaction Papers constitute 15% of your course grade.

5. Exam Makeup Policy

If you are absent on a day when there is a scheduled exam **without an official excuse**, you will **not** be allowed to take a make-up. **All make-ups must be scheduled with the instructor and taken within 2 class days following your return to class.**

6. Final presentations

Pairs or small groups of students will prepare a formal presentation together to be given in class in Week 16. **Business attire is required on day of presentation.** Each group is to make a Powerpoint presentation of their material and lead a question-and-answer session following the presentation. The presentations are to be on **Japanese business-related topics** and **must be pre-approved** by the instructor. Submit an outline (typed, double-spaced) of your presentation idea to the instructor **prior to class on Friday, March 24th. Final Powerpoints must be submitted to the instructor on Friday, April 14th.** Each presentation is to be approximately 10 minutes in length with 10 minutes of discussion following. **Attendance for all students during all group presentations is mandatory, as audience participation is required.** This group presentation will be worth 20% of your course grade.

7. Accommodations for students with disabilities

Students requesting classroom accommodation must first register with the Dean of Students Disability Resources office. The Dean's office will provide documentation to the student who must then provide this documentation to the Instructor in advance of the beginning of class.

EVALUATION

Exams (3 x 15% each)	45%
Reaction Papers (3 x 5% each)	15%
Pair/Group Final Presentation	20%
Individual Presentation (5%); Article class discussion leadership (5%)	10%
Attendance/participation (incl. assigned class discussion topics)	10%
Total	100%

If you need any assistance, please do not hesitate to communicate with me and visit during office hours for advice. If my office hours are not convenient for you, we will make an appointment.

8. Grading Scale

Grading Scale:

A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E
93-100	90-92	87-89	83-86	80-82	77-79	73-76	70-72	67-69	63-66	60-62	59 and below

Letter Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E	WF	I	NG	S-U
Grade Points	4.0	3.67	3.33	3.0	2.67	2.33	2.0	1.67	1.33	1.0	.67	0	0	0	0	0

If you elect the S/U option, you must make a composite score of 73% to receive an S in this class. It is the student's responsibility to check the deadline to sign up for the S/U grade option and ask your instructor to sign it well in advance of the deadline.

WEEKLY SCHEDULE

NOTE: Assigned text reading material titles are shown in the weekly schedule in the following manner:

The Japanese Mind: Understanding Contemporary Japanese Culture = **JM**

Japanese Business Culture and Practices: A Guide to Twenty-First Century Japanese Business = **JBCP**

Doing Business with the New Japan: Succeeding in America's Richest International Market = **DBNJ**

WEEK 1	
Date	Assignment Due
W 1/4	Distribution of syllabus, course introduction. Japanese Business Culture Powerpoint – discussion.
F 1/6	General overview on Japan –geography, population, economy, the Emperor, religion, political system, etc. - discussion.

WEEK 2	
Date	Assignment Due
M 1/09	JM: The Japanese <i>Ie</i> System, p. 119-126 [Class Discussion Preparation: “Exploring Japanese Culture” #4, p. 125 & “Exploring Cross-Cultural Issues”] #4, p. 126 JM: <i>Iitoko-Dori</i> Adopting Elements of Foreign Culture, p. 127-133
W 1/11	JM: The <i>Doo</i> spirit of Japan, p. 71-82; <i>Bushidoo</i> : The Way of the Warrior, p. 41-50 <i>Bigaku</i> , The Japanese Sense of Beauty, p. 35-40; <i>Wabi-Sabi</i> : Simplicity & Elegance as Japanese Ideals of Beauty, p. 223-232. JBCP: Introduction, p. xvii-xxi; The Significance of Belonging 1.1, p. 1-8 DBNJ: Chapter 5, “Life Navigating a Cultural Thicket”, p. 57-68
F 1/13	JM: <i>Shuudan Ishiki</i> : Japanese Group Consciousness, p. 195-199 [Class Discussion Preparation: “Exploring Cross-Cultural Issues” #3, #6 p. 199] JM: <i>Hedataru to Najimu</i> : Japanese Personal Space, p. 109-113 [Class Discussion Preparation: “Exploring Cross-Cultural Issues” #3, #4 p. 113] JBCP: The <i>On</i> Society, 1.2, p. 8-9 Article on SAKAI: “The <i>On</i> Concept: Dependency-Acknowledging Speech Acts in Japanese”

WEEK 3	
Date	Assignment Due
M 1/16	Martin Luther King, Jr. Holiday – no class
W 1/18	JM: <i>Giri</i> : Japanese Social Obligations, p. 95-101 [Class Discussion Preparation: “Exploring Japanese Culture” #4 p. 100] and [Class Discussion Preparation: “Exploring Cross-Cultural Issues” #4 p. 100]
F 1/20	JM: <i>Aimai</i> : Ambiguity & the Japanese, p. 9-16 [Class Discussion Preparation: “Exploring Japanese Culture” #5, p. 14 & “Exploring Cross-Cultural Issues” #3 p. 15] JM: <i>Haragei</i> : An Implicit Way of Communicating in Japan, p. 103-108 JM: <i>Chinmoku</i> : Silence in Japanese Communication, p. 51-60 [Class Discussion Preparation: “Exploring Japanese Culture” #4, p. 57 & “Exploring Cross-Cultural Issues #3, p.58] JBCP: Language, 1.5, p. 30-34; The Haiku Society, 1.6, p. 34-35; Apologies, 2.3, pp. 39-41; Polite Restraint, 2.4, p. 42-43; Never Say “No”, 2.5, p. 43-44; Conversational Feedback, 2.6, p. 44-45. Articles on Canvas: (1) “Speech is Silver, Silence is Golden: The Cultural Importance of Silence in Japan” and (2) “Professor Finds Meaning in Silence”

WEEK 4	
Date	Assignment Due
M 1/23	Student-led presentation/discussions on assigned topics: (#1)JM: <i>Sempai-Koohai</i>: Seniority Rules in Japanese Relations, p. 187-194 [Class Discussion Preparation: “Exploring Japanese Culture” #1, #4 p. 193] JM: <i>Sempai-Koohai</i>: Seniority Rules in Japanese Relations, p. 187-194 [Class Discussion Preparation “Exploring Cross-Cultural Issues: #3, #4, & #5 p. 194]
W 1/25	JM: <i>Kenkyo</i>: The Japanese Virtue of Modesty, p. 143-151 [Class Discussion Preparation: “Exploring Cross-Cultural Issues” #5 & #6 p. 151] Student-led presentation/discussions on assigned topics: (#2)JM: <i>Uchi to Soto</i>: Dual Meanings in Japanese Human Relations, p. 217-222 [Class Discussion Preparation: “Exploring Cross-Cultural Issues”, #1, p. 221 & #3 & #5, p. 222]
F 1/27	EXAM #1

WEEK 5	
Date	Assignment Due
M 1/30	Student-led presentation/discussions on assigned topics: (#3) JM: <i>Amae</i>: The Concept of Japanese Dependence, p. 17-21 [Class Discussion Preparation: “Exploring Japanese Culture” #1, #2, #4, p.20] JM: <i>Amae</i>: The Concept of Japanese Dependence, p. 17-21 [Class Discussion Preparation: “Exploring Cross-Cultural Issues “#1, #2, #3 p. 20-21]
W 2/01	Student-led presentation/discussions on assigned topics: (#4) JM: <i>Honne to Tatemaie</i>: Private vs. Public Stance in Japan, p. 115-118 [Class Discussion Preparation: “Exploring Cross-Cultural Issues” #1, #2, and #3 p. 117-118] JBCP: <i>Honne</i> and <i>Tatemaie</i>, 1.7, p. 19-20; <i>Honne, Tatemaie</i> , and Negotiations, 4.18, p. 118; Trust, Benevolence, & <i>Amae</i> , 1.8, p. 20-22; <i>Amae</i> and Negotiations, 4.17, p. 117-118
F 2/03	Discussion of Aging Issues in Japan; in-class video: (1) Ageing Japan (29:03): https://www.youtube.com/watch?v=R8wdLWUEnzI (2) Japan’s Baby Drain (16:40): https://www.youtube.com/watch?v=L1kFik1BZR0

WEEK 6	
Date	Assignment Due
M 2/06	JBCP: The Japanese View of Time, 1.3, p. 9-13; Friendships, 1.9, and The Hierarchical Society, 1.10, p. 22-25; Ageism in Japanese Society and at Work, 1.11, p. 26-27; Be Patient, 4.25, p. 123; The Importance of Work in Japanese Culture, 1.14, p. 29-30 Student-led presentation/discussion on assigned topics: (#5) JM: <i>Gambari</i> : Japanese Patience & Determination, p. 83-93 [Class Discussion Preparation: “Exploring Cross-Cultural Issues” #4, #5, and #6 p. 93]
W 2/08	View Film in class: “Giants & Toys” (95 min)
F 2/10	View Film in class: “Giants & Toys” (95 min) continued

WEEK 7	
Date	Assignment Due
M 2/13	REACTION PAPER #1 (max. 2 pages, double-spaced, typed) due on film beginning of class
W 2/15	JBCP: The Importance of Education, 1.13, p. 27-28; Ch. 3, pp.71-90: Work is Life, 3.1, p. 7; Work is War, 3.3; The Will to Work, 3.4; The Five Ss and the Search for Quality; 3.5, Decision-Making; 3.6, Loyalty; 3.7, Lifetime Employment, 3.8, Networking; 3.9 Open Offices; 3.10, Written Materials; 3.11 & 3.12, Success is Incremental & the <i>Soomu Bu</i> and <i>Kokusai Bu</i> Divisions.
F 2/17	JBCP: The First Meeting, 2.8, p. 48-49; Pointing and Other Gestures, 2.9, p. 49-50; Laughter & Smiles, 2.10, p. 50-51; Titles & Names, 2.11, p. 51-52; General Appearance, 2.12, p. 52-53. Video & Discussion: “A Practical Guide to Business Success” & “Preparation for a Business Meeting”

WEEK 8	
Date	Assignment Due
M 2/20	JBCP: General Gift Giving, 2.13, p. 53-56 JM: <i>Zootoo</i> : The Japanese Custom of Gift-Giving, p. 233-243 JBCP: Ch. 2, The Japanese Introduction, 2.1, p. 37-38; The Japanese Bow & Handshake, 2.2, p. 38-41; Apologies, 2.3, p. 39-41; Expressing Complaints, 2.14, p. 56-57; The Japanese Business Card, 2.7, p. 45-48; Video and Discussion: “The First Meeting” Article on Canvas: “Sorry we Apologize So Much: Linguistic Factors Affecting Japanese & US American Styles of Apology”

W 2/22	JBCP: Japanese Eating Etiquette, 2.15, p. 57-61; Japanese Drinking Etiquette, 2.16, p. 61-66; Your Best “Friends” in Japan, 2.17, p. 66-68; Who to Send to Japan, 2.18, p. 68-69; The Search for Perfection, 1.4, p. 13; The Search for Harmony: <i>Wa</i> , 1.5, p. 13-17 Video & Discussion: “Business Entertainment”
F 2/24	EXAM #2

WEEK 9	
Date	Assignment Due
M 2/27	JBCP: Ch. 3, pp. 90-102 -Giving a Speech, 3.13, Holidays, 3.14, Meetings Japanese Style, 3.15.1, Meetings Etiquette, 3.15.2, Pre-Meetings, 3.15.3, Formal Meetings, 3.15.4, Preliminary Meetings, 3.15.5, “Large Meetings”, 3.15.6, Long Meetings, 3.15.7, p. 79-102; Proper Meetings Behavior, 3.15.8
W 3/01	DBNJ: Cultural Differences: Ch. 1 “The Aisatsu”, p. 9-13; Ch. 2 “A View from the Ambassador’s Chair”, p. 15-25; Ch. 3 “The American Negotiation Style”, p. 27-37; Ch. 4, “The Japanese Negotiation Style”, p. 39-54. JBCP: Using Interpreters & Translators, 3.15.9, Hosting a Business Party, 3.15.10, and Ch. 5, “Working with Japanese”, p. 129-146
F 3/03	Student-led presentation/discussion on assigned topics: (#6) JM: <i>Nemawashi</i> : Laying the Groundwork in Japan, p. 159-164 [Class Discussion Preparation: “Exploring Japanese Culture” #1 & #4, p. 162] JM: <i>Nemawashi</i> : Laying the Groundwork in Japan, p. 159-164 [Class Discussion Preparation: “Exploring Cross-Cultural Issues #1 & #3, p. 163] (#7) JM: <i>Amakudari</i> : Descent from Heaven, p. 23-33 [Class Discussion Preparation: “Exploring Cross-Cultural Issues”, #1 & #3, p. 32]

WEEK 10 - SPRING BREAK (Saturday, March 4 – Sunday, March 12, 2017)

WEEK 11	
Date	Assignment Due
M 3/13	JBCP: Ch. 4, Negotiations: p. 104-116 - Introduction 4.1, The Negotiating Mindset, 4.2, First Socialize, 4.3, Knowing the Priorities, 4.4, The Uses of Silence, 4.5, Slow Decisions, 4.6, Preparations, 4.7, The Invisible Negotiators, 4.8, Gift Giving 4.9, Who Speaks First, 4.10, Never Interrupt, 4.11, Letters of Understanding 4.12, Ask Questions, 4.13, Affirmative Responses 4.14, Dislike of Certainty, 4.15; Attention to Details, 4.16; Amai & Negotiations, 4.17; Honne, Tatemaie & Negotiation, 4.18.
W 3/15	DBNJ: Ch. 6, “Negotiator Selection & Team Assignment”, p. 69-82; Ch. 7, “Negotiation Preliminaries”, p. 83-99 DBNJ: Ch. 8, “At the Negotiation Table”, pp. 101-124 & Ch. 9, “After Negotiations”, pp.

F 3/17	125-132 DBNJ: Chapter 11 “Best Cases” & Chapter 12 “Food Fights” (Case Studies), p. 151-184 Articles on Canvas: (1) Japanese Global Companies: The Shift from Multinationals to Multiculturals” and (2) “Japan Seeks Edge with Global Talent” Deadline for Individual Article Submission. See syllabus p. 2 (#1).
-----------	---

WEEK 12	
Date	Assignment Due
M 3/20	Video & Discussion: “Negotiating”
W 3/22	[Class Discussion Preparation – Listen to assigned podcast on “NUMMI”] REACTION PAPER #2 on podcast (max. 3 pages, double-spaced, typed) due in class Article on Canvas: “How to Change a Culture: Lessons from NUMMI”
F 3/24	DBNJ: Chapter 10, “Culture and Personality Issues”, p. 135-150 Class discussion of Japanese entrepreneurship– in-class video on Soichiro Honda: “Honda Life” – 46 min - https://www.youtube.com/watch?v=9YArO5uj51k Deadline to submit idea for group final presentations – see syllabus p. 4 (#6)

WEEK 13	
Date	Assignment Due
M 3/27	Student-led presentation/discussion on assigned topics: (#8) JM: <i>Danjo Kankei</i> : Male and Female Relationships in Japan, p. 61-70 [Class Discussion Preparation: “Exploring Cross-Cultural Issues” #1 p. 69; #2, p. 70] JM: <i>Omiiai</i> : Arranged Marriage in Japan, p. 165-169
W 3/29	Student-led presentation/discussion on assigned topics: (#9) JM: <i>Otogibanashi</i> : Folktales of Japan, p. 171-177 [Class Discussion Preparation: “Exploring Japanese Culture” #2, p 176; “Exploring Cross-Cultural Issues”, #2 & #3, p. 176]; <i>Ryoosaikenbo</i> : “Good Wives and Wise Mothers”: The Social Expectations of Women in Japan, p. 179-186 Video & Discussion: “Women in Business”
F 3/31	[Class Discussion Preparation: “Exploring Cross-Cultural Issues”, #4, p. 186]; <i>Ikuji</i> : Childrearing Practices in Japan, p. 135-141; “Exploring Cross-Cultural Issues” #5, p. 186 Final Presentation Groups meet

*Show film “Tokyo Sonata” this week WEEK 14	
Date	Assignment Due
M 4/3	EXAM #3
W 4/5	Individual Student Presentations of Articles – Class Discussion – attendance and participation mandatory
F 4/7	Individual Student Presentations of Articles – Class Discussion – attendance and participation mandatory

WEEK 15	
Date	Assignment Due
M 4/10	REACTION PAPER #3 (typed, double-spaced, 3 pages maximum) due on film Articles on Canvas: (1) “Japanese Women & Work: Holding Back Half the Nation”; (2) “Can Womenomics Save the Japanese Economy?”; (3) “Japan Sees Progress on Sexual Harrassment, but Some Still Don’t Get It”; (4) “On Sexual Harrassment in Japan (Part 1):
W 4/12	Article on Canvas: “Kawaii Culture: The Case of HELLO KITTY” Final Presentation Groups meet
F 4/14	All Group Final Presentation Powerpoints due before class (send to instructor’s email as attachment)

WEEK 16	
Date	Assignment Due
M 4/17	Final Presentations
W 4/19	Final Presentations