

# 産業・企業研究Ⅳ (Industry and Enterprise ResearchⅣ)

科目ナンバリング MAN-316  
選択 2単位

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## 1. 授業の概要(ねらい)

The biggest challenge for mature companies today is the creation of innovation.

In this course, we will learn the rules for practicing a well-balanced approach by discussing examples of companies that have achieved a good balance between "exploration" and "exploitation" in their corporate activities, as well as examples of companies that have been stuck in the success trap of being biased toward exploitation. We also learn about the basics of corporate finance and the essentials of leadership necessary to run an organization.

In order to encourage students to learn independently, they will be asked to make a presentation based on a corporate case study of their choice. Please make use of this opportunity to pursue your "One's way", which is the educational philosophy of Teikyo University.

## 2. 授業の到達目標

- ・Understand the rules for balancing "exploration" and "exploitation" in corporate activities, and be able to explain them to others.
- ・Understand the basics of corporate finance, and be able to explain them to others.
- ・Understand the essentials of leadership necessary to run an organization, and be able to explain them to others.

## 3. 成績評価の方法および基準

Mid-term report: 30%, Presentation: 30%, Final exam: 40%

## 4. 教科書・参考文献

教科書

Shoko Kuroki Each lecture will follow a PowerPoint presentation. The materials will be uploaded to the LMS prior to the lecture, so please prepare by reading them yourself before class.

参考文献

Charles A. O'Reilly III

Michael L. Tushman "LEAD and DISRUPT" Stanford Business Books

## 5. 準備学習の内容

The PowerPoint presentation will be uploaded to the LMS before the lecture, so please read through the materials and sort out any questions you may have in advance.

## 6. その他履修上の注意事項

The mid-term report will cover the content of the 15th online lecture. The schedule for the 15th online lecture will be announced in the 1st lecture.

## 7. 授業内容

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|--------|---|
| 【第1回】  | Introduction  |
| 【第2回】  | Explore and Exploit   |
| 【第3回】  | Achieving Balance with Innovation Streams   |
| 【第4回】  | Six Innovation Stories  |
| 【第5回】  | Getting It Right Versus Almost Right  |
| 【第6回】  | What It Takes to Become Ambidextrous  |
| 【第7回】  | Leaders (and Their Teams) as Linchpins  |
| 【第8回】  | Leading Change and Strategic Renewal  |
| 【第9回】  | What is Corporate Finance?  |
| 【第10回】 | Measuring Value   |
| 【第11回】 | Risk and Cost of Capital  |
| 【第12回】 | Financing Decisions   |
| 【第13回】 | Presentation  |
| 【第14回】 | Final exam. will be carried out therefore students are encouraged to do review work over all the lectures in this course. |
| 【第15回】 | Leadership Style (LMS)  |