

March 2026

**Comprehensive Scholastic
Ability Examination**

Standard References

Graduate School of Business Administration
Kobe University

Group 1

Management and Organization

- (1) Burrell, G. and G. Morgan (1979), *Sociological Paradigms and Organisational Analysis*, Heinemann.
- (2) Douma, S. and Schreuder, H. (2002), *Economic Approaches to Organizations*, 3rd Edition, Pearson.
- (3) Latham, G. (2007), *Work Motivation: History, Theory, Research and Practice*, Sage Publication.
- (4) Miner, J. B. (2015), *Organizational Behavior 1: Essential Theories of Motivation and Leadership*, Routledge.
- (5) Perrow, C. (1972), *Complex Organizations: A Critical Essay*, Foresman and Company.
- (6) Schein, E. H. (1980), *Organizational Psychology*, 3rd Edition, Prentice-Hall.
- (7) Scott, R. S. (1995), *Institutions and Organizations*, Sage Publications.

Management Systems

- (1) Kanbayashi, N. and Niwamoto, Y. (ed.) Jinteki-shigen-kanri (Human resource management), 3rd edition, Chokeizai-sha, 2025 (in Japanese).
- (2) Kanbayashi, N., Zushi, N., and Morita, M., Keiken Kara Manabu Jinteki-shigen-kanri (Human resource management: learning from our experiences), 3rd edition, 2025 (in Japanese).
- (3) Kanbayashi, N., Niwamoto, Y. (ed.), Keiei-soshiki Nyumon, Bunshindo, Yuhikaku, 2020 (in Japanese). Chapter 1 and Supplementary chapter.
- (4) Hirano, M., and Enatsu, I., *Jinjikanri: Hito to Kigyo, Tomoni Ikiru Tameni*, Yuhikaku, 2018 (in Japanese).
- (5) Bratton, J. and Gold, J., *Human Resource Management: Theory and Practice*, 3rd edition, 2003.
- (6) Fujimoto, T., *Seisan-manejimento Nyumon I*, Nikkei Publishing, 2001 (in Japanese). Chapter 3.
- (7) Fujimoto, T., Nishiguchi, T., and Ito, H., *Readings supplier system*, Yuhikaku, 1998 (in Japanese).
- (8) Hara, T., and Miyao, M., *Gijutsu-keiei*, Chokeizai-sha, 2017 (in Japanese). Chapters 7, 9, 10, and 11.
- (9) Clark, K.B. & Fujimoto, T. *Product development performance: Strategy, organization, and management in the world auto industry*, Harvard Business School Press, 1991.
- (10) Womack, J.P., Jones, D. T., & Roos, D. *The machine that changed the world: The story of lean production*, Rawson Associates, 1991.
- (11) Amatori, F. and Colli, A., *Business History: Complexities and Comparisons*, Routledge, 2011.
- (12) Abe, E. et al., *Case Book America Keieishi* (New ed.), Yuhikaku, 2020 (in Japanese).

Decision Sciences

This subject tests basic knowledge of game theory. Typical references include the following.

- (1) Kreps, D., *Microeconomic Foundation II: Imperfect Competition, Information, and Strategic Interaction*, Princeton University Press, 2023.
 - Appx.9 Strategic-Form Games
 - Appx.10 Extensive-Form Games
 - Appx.11 Subgame perfection (and Credibility)
 - Appx.12 Beliefs and Sequential Rationality
 - Appx.13 Common Knowledge and Games of Incomplete Information
 - Appx.14 Forward Induction, Strategic Stability and Beliefs-Based Refinements
 - Ch.18 Cournot and Bertrand

- Ch.20 Private Information Part I: One-shot Interactions
 - Ch.21 Private Information Part II: An Introduction to Dynamics
 - Ch.23 Bilateral Bargaining
 - Ch.24 Auctions
 - Ch.25 Matching Markets
 - Ch.26 Mechanism Design
- (2) Maschler, M., Solan, E., and Zamir, S., *Game Theory, 2nd Edition*, Cambridge University Press, 2020.
- Ch.3 Extensive-form games
 - Ch.4 Strategic-form games
 - Ch.5 Mixed strategies
 - Ch.7 Equilibrium refinements
 - Ch.8 Correlated equilibria
 - Ch.9 Games with incomplete information and common priors
 - Ch.10 Games with incomplete information: the general model
 - Ch.12 Auctions
 - Ch.23 Stable matching

Financial Accounting I

- (1) Sakurai, H., *Zaimu-kaikei Kogi* 26th edition, Chuokeizai-sha, 2025 (in Japanese).
- (2) Sato, N., Kawasaki, T., Saito, S., Shiba, K., and Takasu, N., *Zaimu-kaikei Ron I 18th Edition: Kihon-ronten*, Chuokeizai-sha, 2025 (in Japanese).
- (3) Sato, N., Kawasaki, T., Saito, S., Shiba, K., and Takasu, N., *Zaimu-kaikei Ron II 18th Edition: Ouyou-ronten*, Chuokeizai-sha, 2025 (in Japanese).
- (4) Donald E. Kieso, Jerry J. Weygandt, and Terry D. Warfield, *Intermediate Accounting IFRS 4th edition*, Wiley, 2020.

Or textbooks on financial accounting that include the equivalent of these.

Financial Accounting II

- (1) Suzuki, K. *Zeimu-kaikei Bunseki -Zeimu-keikaku to Zeimu-keisan no Togo*, 2013 Moriyama-Syoten (in Japanese)
- (2) Hashimoto, T., Yamada, Y., *IFRS Kaikeigaku Kihon Text 8th Edition*, Chuokeizai-sha, 2025 (in Japanese). Chapter 2 (Sections 3 to 6), Chapter 3 (Sections 2, 4, 5, 6, 9, 11, 13, 14, And 15).
- (3) Ernst & Young ShinNihon LLC Kono, A., Koshihara, S., Tanabe, T. (ed.), *Kanzen-hikaku Kokusai-kaikei-kijun to Nihon-kijun 3rd Edition*, Seibun-sha, 2016 (in Japanese). Chapters 4, 5, 9, 10, 11, 13, 16, 17, 18, 19, 20, 21, 22, 25, 26, 27, 28, and 39.
- (4) The Business Accounting Council, “*Kansa-kijun* (Revised November 2020),” “*Zaimu-houkoku ni Kakaru Naibu-tosei no Hyoka oyobi Kansa no Kijun* (Revised April 2023),” “*Kichu-review Kijun* (Revised March 2024),” “*Kansa ni Okeru Husei-risk-taio-kijun* (March 2013),” “*Kansa ni Kansuru Hinshitsu-kanri-kijun* (March 2024),” and the preambles of these (in Japanese).
- (5) Iyoda, T., Matsumoto, Y., and Hayashi, T., *Basic Kansa-ron 9th Edition*, Dobunkan Shuppan, 2022 (in Japanese).

Management Accounting

- (1) Horngren's Cost Accounting: A Managerial Emphasis 17th Edition Global Edition / Srikant M. Datar, Madhav Rajan : Pearson ,2020 ,ISBN:129236307X
- (2) Merchant, K and W. Van der Stede, 2017. Management Control Systems 4th Edition (4th Edition), Pearson. (ISBN-10: 1292110554)
- (3) F. G. H. Hartmann, k. Kraus, and G. Nilsson, Anthony, R. N., V. Govindarajan, 2020. Management Control Systems, 2e, McGraw Hill Higher Education, UK 版. (ISBN-10: 1526848317)

Marketing

- (1) Takashima, K., *Gendai-shogyogaku (Modern Commerce) New Edition*, Yuhikaku, 2012 (in Japanese).
- (2) Takashima, K., and Kuwahara, H., *Gendai-marketing-ron (Modern Marketing)*, Yuhikaku, 2008 (in Japanese).
- (3) Suzuki, Y., and Tamura, M., *Syogyo-ron*, Yuhikaku, 1980 (in Japanese). Chapters 2, 5.
- (4) Maruyama, M., *Nihon-shijo no Kyoso-Kozo*, Sobunsha, 1992 (in Japanese). Chapter 2.
- (5) Furo, T., *Marketing Channel Kodo-ron*, Chikura Shobo, 1968 (in Japanese). Chapter 4.
- (6) Takashima, K., *Marketing Channel Soshiki-ron*, Chikura Shobo, 1994 (in Japanese). Chapter s1, 2.
- (7) Takashima, K., and Minami, C., *Seisan-zai Marketing*. Yuhikaku, 2006 (in Japanese). Chapter 6.
- (8) Tamura, M., *Marketing Kodo Taikei-ron*, Chikura Shobo, 1971 (in Japanese). Chapters 1, 2, 4.
- (9) Ikeo, K., Aoki, Y., Minami. C., and Inoue, A., *Marketing: Consumer Behavior and Strategy*, Yuhikaku New Liberal Arts Selection, 2010 (in Japanese). Chapters 4, 6.
- (10) Kuriki, K., *Reflective Flow*, Hakuto-Shobo, 2003 (in Japanese). Chapter 3.
- (11) Ogawa, S., *Innovation no Hatten-ronri*, Chikura Shobo, 2000 (in Japanese). Chapter 1.
- (12) Ishii, J., *Marketing no Shinwa*, Iwanami Gendai Bunko, 2004 (in Japanese). Chapter 6.
- (13) Minami, C., *Relationship Marketing*, Chikura Shobo, 2005 (in Japanese). Chapters 1, 5.
- (14) Huang, L., *Shinko-shijo Senryaku-ron*, Chikura Shobo, 2003 (in Japanese). Chapter 2.
- (15) Kotler, P., Keller, K., and Chernev, A., *Marketing Management*, Global Edition, 16th edition, 2021. (Note: Students in the KIMAP are encouraged to study this book.)

Finance

- Danthine, J., and Donaldson, J. B., *Intermediate Financial Theory (3rd Edition)*, Academic Press, 2014, Chapters 1 to 14.

Micro Economics

- (1) Varian, H.R., *Microeconomic Analysis (3rd ed.)*, Norton, 1992.
- (2) Okuno, M., Ino, H., Inoue, T., Kato, S., Kawamori, T., Yano, T., and Yamaguchi, K., *Mikuro-keizaigaku Enshu (Exercises in microeconomics) (2nd ed.)*, The University of Tokyo Press, 2018 (in Japanese).

Group 2

Mathematical Method

- (1) Chiang, A. C., and Wainwright, K., *Fundamental methods of mathematical economics 4th ed.*, McGraw-Hill/Irwin, 2005.
Chapters 4, 5, 7, 8, 9, 11, and 12.
- (2) Rangarajan Sundaram, *A First Course in Optimization Theory*, Cambridge University Press, 1996.
Chapters 1, 2, 4, 5, 7, and 8.

Statistical Method

- Kubokawa, T., and Kunitomo, N., (2016), *Statistics*, Tokyo Daigaku Shuppankai (in Japanese) (excluding Chapter 14).
- Diez, D., Cetinkaya-Rundel, M., & Barr, C. (2019). OpenIntro statistics (4th ed.). OpenIntro.
- DeGroot, M. H., & Schervish, M. J. (2012). Probability and statistics (4. ed). Addison-Wesley. (excluding Chapter 12)
- James, G., Witten, D., Hastie, T., & Tibshirani, R. (2021). An introduction to statistical learning: With applications in R. Springer US. (Chapters 1-6)

Qualitative Method

- (1) Saunders, M., Lewis, P., Thornhill, A., (2019), *Research Methods for Business Students*, Pearson Education Limited.
ISBN-10: 1292208783 (Note: Students in the KIMAP are encouraged to study this book.)

(2)

◇Theme	Introduction / Basics of Social Research Methods
◇Required readings	• Bernard, H. R. (2013), <i>Social Research Methods: Qualitative and Quantitative Approaches</i> , 2nd ed., Sage, Chs. 1-3. (Especially, Chapters 1-2)
◇References	• Todayama, K. (2005), <i>Kagaku-tetsugaku no Boken</i> , NHK Books (in Japanese). • Bryman, A. (2021), <i>Social Research Methods</i> , Oxford UP, Ch. 2. • Flick, U. (2023), <i>An Introduction to Qualitative Research</i> , 7th ed.

◇Theme	Positivist Perspective
◇Required readings	• Adorno, T. W., Albrecht, H., Dahrendorf, R., Harbermas, J., Pilot, H., Popper, K. (1979) <i>Shakai-kagaku no Ronri (Der Positivismusstreit in der Deutschen Soziologie)</i> , translated by Shirotaka, N, Hamai, O., Kawade Shobo Shinsha (in Japanese). • Hage, J. (1972) <i>Techniques and Problems of Theory Construction in Sociology</i> , John Wiley & Sons.
◇References	• Tominaga, K. (1993). <i>Gendai no Shakaikagakusha</i> , Kodansha Bunko (in Japanese). • Chalmers, A. F. (2013) <i>What is This Thing Called Science? [third edition]</i> , University of Queensland Press. • Hattori, Y. (2023). <i>Soshikikodo-ron no Kandae-kata/Tsukai-kata 2nd ed.</i> , Yuhikaku (in Japanese). Chapters 3-6.

◇Theme	Interpretivist Perspective
◇Required	• Weber, M. (1998). <i>Shakai-kagaku to Shakai-seisaku nikakawaru Ninshiki no "Kyakkan-sei,"</i>

readings	translated by Tominaga, Y., Tatsuno, Y., and Orihara, H., Iwanami Bunko (in Japanese). • Geertz, C. (1987). <i>Bunka no Kaishaku-gaku (The Interpretation of Cultures)</i> , translated by Yoshida, T., Iwanami Gendaizensho, pp.3-56 (in Japanese).
◇References	• Mitoma, T. (2009). ““Kachi-jiyu” Ron no Keihu,” <i>Institute Journal of Social Science and the Humanities</i> , Vol.63, pp.19-42 (in Japanese).

◇Theme	Structuralist Perspective
◇Required readings	• Hashizume, D., (1988). <i>Hazimete no Kozo-shugi</i> , Kodansha Gendai Shinsho (in Japanese). • Watanabe, J. <i>Kozo to Kaishaku</i> , Chikuma Gakugei Bunko (in Japanese). Chapters 1, 2, 3, and 5. • Uchida, T., (2002). <i>Nenagara Manaberu Kozo-shugi</i> , Bunshun Shinsho (in Japanese).
◇References	• Foucault, M., (1977). <i>Kangoku no Tanjo</i> , translated by Tamura, H., Shinchosha (in Japanese). • Foucault, M., (2000). <i>Kotoba to Mono</i> , translated by Watanabe, K., and Sasaki, A, Shinchosha (in Japanese). • Foucault, M., (2006). <i>Chi no Kokogaku</i> , translated by Nakamura, Y., Kawade Shobo Shinsha (in Japanese).

◇Theme	Case Study Methodology 1
◇Required readings	• Eisenhardt, K. M. (1989). Building theories from case study research. <i>Academy of Management Review</i> , 14(4), 532-550. • Siggelkow, N. (2007). Persuasion with case studies. <i>Academy of Management Journal</i> , 50(1), 20-24.
◇References	• Yin R. K. (1995) <i>Case Study no Houhou (Case Study Research: Design and Methods)</i> , translated by Kondo, K., Chikura Shobo (in Japanese). • Takahashi, H., Tokuyama, M., and Yoshida, M. (2015). <i>Case de Manabu Case Study (Mastering Case Study Research through Cases)</i> , Dobunkan Shuppan (in Japanese). • Kuriki, K. (2021). “Jirei ni Manabu Chishiki-kakutoku no Yuyosei,” <i>Pre MBA no Chiteki Buso</i> , Chuokeizai-sha (in Japanese). Chapter 3.

◇Theme	Case Study Methodology 2
◇Required readings	• Plowman, D. A., Baker, L. T., Beck, T. E., Kulkarni, M., Solansky, S. T., & Travis, D. V. (2007). Radical change accidentally: The emergence and amplification of small change. <i>Academy of Management Journal</i> , 50(3), 515-543. • Gilbert, C. G. (2005). Unbundling the structure of inertia: Resource versus routine rigidity. <i>Academy of Management Journal</i> , 48(5), 741-763.
◇References	• Inoue, T. (2014). <i>Black Swan no Keieigaku</i> , Nikkei BP (in Japanese). Chapters 2 and 3. • Yin R. K. (1995) <i>Case Study no Houhou (Case study research: design and methods)</i> , translated by Kondo, K., Chikura Shobo (in Japanese). • Allison, G. T., and Zelikow, P. (2016). <i>Kettei no Honshitsu (Essence of Decision)</i> , translated by Urushima, M., Nikkei BP Classics (in Japanese). • Langley, A. (1999). Strategies for theorizing from process data. <i>Academy of Management Review</i> , 24(4), pp.691-710.

◇Theme	Historical Methodology 1
◇Required readings	• Cipolla, C. M. (2001). <i>Keizaishi heno Shotai (Introduzione allo studio della storia economica)</i>, translated by Tokuhashi, Y., Kokubunsha, Chapters 1 to 6.
◇References	• Carr, E. H. (1962). <i>Rekishi toha Nanika (What is history?)</i>, translated by Kondo, K., Iwanami Shoten (in Japanese).

◇Theme	Historical Methodology 2
◇Required readings	• Alfred D. Chandler, Jr., <i>Strategy and Structure</i>, 1962. Introduction and Chapter 1. • Alfred D. Chandler, Jr., <i>Visible Hand: The Managerial Revolution in American Business</i>, Berknap Pr., 1970. Introduction. • Hoshiro, H.(2015). <i>Rekishi kara riron wo sozo suru houhou: Shakai kagaku to rekishigaku wo togo suru</i>. Keiso Shobo. (in Japanese)
◇References	• Kurosawa, T., and Kuno, A. (2018). “Methodology and Research Questions in Business History outside Japan (Part 1 and Part 2),” <i>Japan Business History Review</i>, 53 (2-3), 27-49, 29-45 (in Japanese).

◇Theme	Grounded Theory Approach
◇Required readings	• Charmaz, K. (2020). <i>Grounded Theory no Kochiku (Constructing Grounded Theory)</i> 2nd Edition, translated by Okabe, D., Nakanishiya Shuppan (in Japanese). • Glaser, B. G. & Strauss, A. L. (1996). <i>Data-taiwagata-riron no Hakken (The Discovery of Grounded Theory: Strategies for Qualitative Research)</i>, translated by Goto, T., Ohde, H., & Mizuno, S., Shinyosha (in Japanese).
◇References	• Apramian, T., Cristancho, S., Watling, C., & Lingard, L. (2017) “ (Re)Grounding grounded theory: a close reading of theory in four schools,” <i>Qualitative Research</i>, 17(4), 359-376. • Strauss, A. L., & Corbin, J. M. (2012). <i>Shitsuteki-kenkyu no Kiso (Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory)</i> 3rd Edition, translated by Misao, H. & Morioka, T., Igaku-Shoin (in Japanese).

◇Theme	Survey Research Methodology
◇Required readings	• Seiyama, K. (2004). <i>Shakai-chosa-hou Nyumon (Introduction to social research)</i>, Yuhikaku (in Japanese), ISBN: 978-4641183056. Chapters 4 (pp.61-77), 5 (pp.79-94), and 7 (pp.115-139). • Tamura, M. (2006). <i>Research Design</i>, Hakuto-Shobo (in Japanese), ISBN: 978-4561264576. Chapter 2 (pp.25-48).
◇References	• Ito, K. (2018). <i>Data Bunseki no Chikara</i>, Kobunsha Shinsho (in Japanese), ISBN:978-4334039868. • Grove, R.M., Flower, F.J.Jr., Couper, M.P. Lepkowski, J.M., Singer. E., & Tourangeau, R. (2009). <i>Survey Methodology</i> (2nd ed.). Hoboken, NJ: John Wiley & Sons. ISBN:978-0470465462

◇Theme	Field Research Methodology
◇Required readings	• Van Maanen, J. (1988) <i>Tales of the Field: On Writing Ethnography</i>, Chicago: The University of Chicago Press

	• Kanai, T., Satō, I., Kunda, G., & Van Maanen, J. (2010). <i>Soshiki Ethnography: Ethnographer no Ethnography</i>. Yuhikaku.
◇References	• Denzin, N. K. and Lincoln, Y. S. (eds.) (2005) <i>The SAGE Handbook of Qualitative Research</i> (2nd edition), Sage Publications.

◇Theme	Qualitative Research and Research Papers
◇Required readings	• Julie Battilana and Silvia Dorado. (2010), “Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations”, <i>Academy of Management Journal</i>, Vol. 53, No. 6, pp. 1419-1440.
◇References	• Bryman, A. (2016), <i>Social Research Methods</i>, 5th ed., Oxford University Press, Chapter17. • Denzin, N. K., and Lincoln, Y. S. (2006) <i>Shitsuteki Kenkyu Handbook (Handbook of Qualitative Research) Volumes 1 to 3</i>, translated by Hirayama, M., Kitaohji Shobo (in Japanese).