March 2027

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), 2rd edition, Chokeizai-sha, 2025 (in Japanese).

(2) Bratton, J. and Gold, J., *Human Resource Management: Theory and Practice*, 3rd edition, 2003.

(3) Clark, K.B. & Fujimoto, T. *Product development performance: Strategy, organization, and management in the world auto industry*, Harvard Business School Press, 1991.

(4) Womack, J.P., Jones, D. T., & Roos, D. *The machine that changed the world: The story of lean production*, Rawson Associates, 1991, Chapter 1-3.

(5) Nishiguchi, T. *Strategic industrial sourcing: Japanese advantage*, Oxford University Press, 1994, Chapters 1 and 5-8.

(6) Amatori, F. and Colli, A., *Business History: Complexities and Comparisons*, Routledge, 2011.

(7) Nishimura, Shigehiro. *Global Business History of Japan and the U.S.*, Horitsu Bunka Sha, 2024 (in Japanese).

Decision Sciences

This subject tests basic knowledge of game theory. You are required to understand the basic concepts of game theory and then study its typical applications. Typical references include the following.

(1) Mailath, G.J., *Modeling Strategic Behavior: A Graduate Introduction to Game Theory and Mechanism Design*, World Scientific Publishing, 2019. (A PDF version with some corrections and typos fixed is available at https://web.sas.upenn.edu/gmailath/books/modeling-strategic-behavior/.)

(2) Maschler, M., Solan, E., and Zamir, S., *Game Theory, Second Edition*, Cambridge University Press, 2020.

(3) Kreps, D., *Microeconomic Foundation II*: *Imperfect Competition, Information, and Strategic Interaction*, Princeton University Press, 2023.

To learn the basic concepts, it is recommended to study the corresponding chapters in Mailath (2019).

- Normal and Extensive Form Games, Iterated Deletion of Dominated Strategies
  Ch.1
- Mixed and Behavioral Strategies, Nash Equilibrium, Backward Induction, Subgame Perfection
  Ch.2
- Bayes Nash Equilibrium, Correlated Equilibrium
  Ch.3

- Perfect Bayes Nash Equilibrium, Sequential Equilibrium
  Ch.5

To learn typical applications, it is recommended to study the following topics using references you prefer. For example, the corresponding chapters in the reference books listed above are helpful.

- Auction
  Mailath Ch.3, Maschler, Solan and Zamir Ch.12, Kreps Ch.24
- Signaling
  Mailath Ch.6
- Bargaining
  Mailath Ch.9, Kreps Ch.23.1–23.3
- Mechanism Design
  Mailath Ch.10, Ch.12
- Matching
  Maschler, Solan and Zamir Ch.23, Kreps Ch.25

Financial Accounting Ⅰ

(1) Sakurai, H., *Zaimu-kaikei Kogi 27th edition*, Chuokeizai-sha, 2026 (in Japanese).

(2) Sato, N., Saito, S., Umehara, H., and Tsunogaya, N., *Zaimu-kaikei Ron I 19th edition: Kihon-ronten*, Chuokeizai-sha, 2026 (in Japanese).

(3) Sato, N., Saito, S., Umehara, H., and Tsunogaya, N., *Zaimu-kaikei Ron II 19th edition: Ouyou-ronten*, Chuokeizai-sha, 2026 (in Japanese).

(4) Donald E. Kieso, Jerry J. Weygandt, and Terry D. Warfield, *Intermediate Accounting IFRS, International Adaptation, 5th edition*, Wiley, 2024.

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) Suzuki, K., Okuda, S., Kometani, K., Tamura, T., Murakami, Y., and Yamda, A. *Zeimu-Kaikei-Kenkyu Handobukku,-EBPM no tameno rironn・jissyo-josetsu-* 2024 Dobunkan Shuppan (in Japanese).

(3) 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).

(4) 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.

(5) 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).

(6) Iyoda, T., Matsumoto, Y., and Hayashi, T., *Basic Kansa-ron 10th Edition*, Dobunkan Shuppan, 2026 (in

Japanese).

Management Accounting

(1) Horngren's Cost Accounting: A Managerial Emphasis 18th Edition Global Edition / Srikant M. Datar, Mad hav Rajan : Pearson ,2025 ,ISBN-10: 1292463066

(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 Hassei-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）

Schott, J. R. (2016) Matrix Analysis for Statistics (3rd ed.). Wiley, chapter 1-9

Searle & Khuri (2017) Matrix algebra useful for statistics (2nd ed.), Wiley, chapter 1-9

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), *Social Research Methods: Qualitative and Quantitative Approaches, 2nd ed.*, Sage, Chs. 1-3. (Especially, Chapters 1-2)
◇References	・Todayama, K. (2005), *Kagaku-tetsugaku no Boken*, NHK Books (in Japanese). ・Bryman, A. (2021), *Social Research Methods*, Oxford UP, Ch. 2. ・Flick, U. (2023), An Introduction to Qualitative Research, 7th ed.

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

◇Theme	**Interpretivist Perspective**
◇Required readings	・Weber, M. (1998). *Shakai-kagaku to Shakai-seisaku nikakawaru Ninshiki no "Kyakkan-sei,"* translated by Tominaga, Y., Tatsuno, Y., and Orihara, H., Iwanami Bunko (in Japanese). ・Geertz, C. (1987). *Bunka no Kaishaku-gaku (The Interpretation of Cultures)*, translated by Yoshida, T., Iwanami Gendaizensho, pp.3-56 (in Japanese).
◇References	・Mitoma, T. (2009). ""Kachi-jiyu" Ron no Keihu," *Institute Journal of Social Science and the Humanities*, Vol.63, pp.19-42 (in Japanese).

◇Theme	**Structuralist Perspective**
◇Required readings	・Hashizume, D., (1988). Hazimete no Kozo-shugi, Kodansha Gendai Shinsho (in Japanese). ・Watanabe, J. *Kozo to Kaishaku*, Chikuma Gakugei Bunko (in Japanese). Chapters 1, 2, 3, and 5. ・Uchida, T., (2002). *Nenagara Manaberu Kozo-shugi*, Bunshun Shinsho (in Japanese).
◇References	・Foucault, M., (1977). *Kangoku no Tanjo*, translated by Tamura, H., Shinchosha (in Japanese). ・Foucault, M., (2000). *Kotoba to Mono*, translated by Watanabe, K., and Sasaki, A, Shinchosha (in Japanese). ・Foucault, M., (2006). *Chi no Kokogaku*, 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. *Academy of Management Review*, 14(4), 532-550. ・Siggelkow, N. (2007). Persuasion with case studies. *Academy of Management Journal*, 50(1), 20-24.
◇References	・Yin R. K. (1995) *Case Study no Houhou (Case Study Research: Design and Methods)*, translated by Kondo, K., Chikura Shobo (in Japanese). ・Takahashi, H., Tokuyama, M., and Yoshida, M. (2015). *Case de Manabu Case Study (Mastering Case Study Research through Cases)*, Dobunkan Shuppan (in Japanese). ・Kuriki, K. (2021). "Jirei ni Manabu Chishiki-kakutoku no Yuyosei," *Pre MBA no Chiteki Buso*, 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. *Academy of Management Journal*, 50(3), 515-543. ・Gilbert, C. G. (2005). Unbundling the structure of inertia: Resource versus routine rigidity. *Academy of Management Journal*, 48(5), 741-763.
◇References	・Inoue, T. (2014). *Black Swan no Keieigaku*, Nikkei BP (in Japanese). Chapters 2 and 3. ・Yin R. K. (1995) *Case Study no Houhou (Case study research: design and methods)*, translated by Kondo, K., Chikura Shobo (in Japanese). ・Allison, G. T., and Zelikow, P. (2016). *Kettei no Honshitsu (Essence of Decision)*, translated by Urushima, M., Nikkei BP Classics (in Japanese). ・Langley, A. (1999). Strategies for theorizing from process data. *Academy of Management Review*, 24(4), pp.691-710.

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

◇Theme	**Historical Methodology 2**
◇Required readings	・Alfred D. Chandler, Jr., *Strategy and Structure*, 1962. Introduction and Chapter 1. ・Alfred D. Chandler, Jr., *Visible Hand: The Managerial Revolution in American Business*, Berknap Pr., 1970. Introduction. ・Hoshiro, H.(2015). *Rekishi kara riron wo sozo suru houhou: Shakai kagaku to rekishigaku wo togo suru*. 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)," *Japan Business History Review*, 53 (2-3), 27-49, 29-45 (in Japanese).

◇Theme	**Grounded Theory Approach**
◇Required readings	・Charmaz, K. (2020). Grounded Theory no Kochiku (Constructing Grounded Theory) 2nd Edition, translated by Okabe, D., Nakanishiya Shuppan (in Japanese). ・Glaser, B. G. & Strauss, A. L. (1996). *Data-taiwagata-riron no Hakken (The Discovery of Grounded Theory: Strategies for Qualitative Research)*, 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," Qualitative Research, 17(4), 359‑376. ・Strauss, A. L., & Corbin, J. M. (2012). *Shitsuteki-kenkyu no Kiso (Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory) 3rd Edition*, translated by Misao, H. & Morioka, T., Igaku-Shoin (in Japanese).

◇Theme	**Survey Research Methodology**
◇Required readings	・Seiyama, K. (2004). *Shakai-chosa-hou Nyumon (Introduction to social research)*, Yuhikaku (in Japanese), ISBN: 978-4641183056. Chapters 4 (pp.61-77), 5 (pp.79-94), and 7 (pp.115-139). ・Tamura, M. (2006). *Research Design*, Hakuto-Shobo (in Japanese), ISBN: 978-4561264576. Chapter 2 (pp.25-48).
◇References	・Ito, K. (2018). *Data Bunseki no Chikara*, 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). Survey Methodology (2nd ed.). Hoboken, NJ: John Wiley & Sons. ISBN:978-0470465462

◇Theme	**Field Research Methodology**
◇Required readings	・Van Maanen, J. (1988) Tales of the Field: On Writing Ethnography, Chicago: The University of Chicago Press ・Kanai, T., Satō, I., Kunda, G., & Van Maanen, J. (2010). *Soshiki Ethnography: Ethnographer no Ethnography*. Yuhikaku.
◇References	・Denzin, N. K. and Lincoln, Y. S. (eds.) (2005) *The SAGE Handbook of Qualitative Research* (2nd edition), Sage Publications.

◇Theme	**Generative AI Research Methodologies 1**
◇Required readings	・Nelson, L. K. (2017). "Computational Grounded Theory: A Methodological Framework," Sociological Methods & Research, 49(1), pp.3-42.
◇References	・Yoshizumi, Ryo, and Yasushi Hara.(2025) *Phython de Hajimeru Open Data Bunseki (Open Data Analysis Starting with Python.)* Kodansha. (in Japanese)

◇Theme	**Generative AI Research Methodologies 2**
◇Required readings	・Garcia Quevedo, D. & Kuri, J. (2026). AI for Qualitative Research: A Hands-On Guide for Management Scholars, Springer. (Chapter 3 "Using LLMs in Qualitative Analysis",).
◇References	・Odden,T.O. et al.(2024). "Using text embeddings for deductive qualitative research at scale", Physical Review Physics Education Research., 20, 020151.

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