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In Search of Japan's Global Strategies

『ケンブリッジ・ガゼット：グローバル戦略編』

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ハーバード大学ケネディ行政大学院 シニア・フェロー 栗原 潤

彼れを知りて己れを知れば、百戦して殆(あや)うからず。
彼れを知らずして己れを知れば、一勝一負す。
彼れを知らず己れを知らざれば、戦う毎に必ず殆(あや)うし。
(孫子)

小誌は大量の資料を網羅的かつ詳細に報告するものではない。ハーバードに居る一研究者である筆者が接した情報や文献を①マクロ経済、②資源・エネルギー、環境、③外交・安全保障の分野に関し整理したものである。紙面や時間の制約に加えて筆者の限られた能力という問題は有るが、小誌が少しでも役立つことを心から願っている。

Know the enemy and know yourself; In a hundred battles you will never be in peril.
When you are ignorant of the enemy but know yourself; Your chances of winning or losing are equal.
If ignorant both of your enemy and of yourself; You are certain in every battle to be in peril.
(Sunzi, an ancient Chinese strategist)

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3. 編集後記

1. *Cambridge Gazette*: グローバル戦略編第 16 号

昨年、尊敬するトヨタファイナンスサービスの平野英治氏から 1 冊の本、『危機の日本経済』(福岡正夫・鈴木淑夫編、NTT 出版)を頂いた。その中で同氏は次のように語っている—「日本企業には海外に出て活躍できる潜在的な力があるし、そこに大きなチャンスがあると思います。グローバルな経営管理力が日本企業には不足していることも事実だと思いますが、それは実践を重ねるなかで身につけていけばよいことです。…失礼ながら、日本の金融機関がグローバル化対応の面で遅れているのは、日本国内でもなんとか食っていけるという甘えがあったからだだと思います。グローバルな視野に立ってビジネスチャンスを生かすためにも、グローバル企業への脱皮にチャレンジすべきであると思うし、やればできるという感じを私はもっています」、と。内需を喚起するためにも、我々は海外のチャンスも絶対に取り逃さないという意欲と勇気を持つべきだと筆者は考えている。

2. 情報概観 紙面の制約上、原則、参考になると筆者が判断した最新情報のみを掲載し解説や関連資料は一切省略。

マクロ経済: Macroeconomics—Books, Papers, and Articles

- Bekaert, Geert and Marie Hoerova, 2010, "Risk, Uncertainty and Monetary Policy," *Research Bulletin*, No. 10 (June), pp. 11-18, Frankfurt am Main: European Central Bank (ECB).
- Boivin, Jean, Michael T. Kiley and Frederic S. Mishkin, 2010, "How Has the Monetary Transmission Mechanism Evolved Over Time?" Finance and Economic Discussion Series (FEDS) 2010-26, Washington, D.C.: Federal Reserve Board (FRB), May.
- Coenen, Günther, Juha Kilponen, and Mathias Trabandt, 2010, "When Does Fiscal Stimulus Work?" *Research Bulletin*, No. 10 (June), pp. 6-10, Frankfurt am Main: European Central Bank (ECB).
- Joyce, Michael, Ana Lasaosa, Ibrahim Stevens and Matthew Tong, 2010, "The Financial Market Impact of Quantitative Easing," Working Paper No. 393, London: Bank of England (BoE), July.
- Rajan, Raghuram G., 2010, "Grassroots Economics," *National Interest*, No. 108 (July/August), pp. 26-35.

マクロ経済: Macroeconomics—Conferences, Workshops and Seminars

- June 9: U.S. Congress Hearing (House Cmte on the Budget), Ben S. Bernanke (Chairman, FRB), "Economic and Financial Conditions and the Federal Budget."
- July 1: U.S. Congress Hearing (House Cmte on the Budget), "Perspectives on the U.S. Economy," Witnesses: Martin Baily (Sr. Fellow, Brookings Institution), Mark Zandi (Chief Economist, Moody's Analytics), John Taylor (Sr. Fellow, Hoover Institution).
- July 21~22: U.S. Congress Hearings (Senate Cmte on Banking, Housing, and Urban Affairs (July 21); House Cmte on Financial Services (July 22)), Ben S. Bernanke (Chairman, FRB), "Semiannual Monetary Policy Report to the Congress."

資源・エネルギー、環境: Resources, Energy, and Environment—Books, Papers, and Articles

- Brown, Stephen P.A. *et al.*, 2010, "Perspectives on Energy Policy and Economic Research: Results of a Survey," Washington, D.C.: Resources for the Future (RFF), May.
- Chatham House, 2010, "Sustainable Energy Security: Strategic Risks and Opportunities for Business," London, June.
- Cooke, Roger M. and G.N. Kelly, 2010, "Climate Change Uncertainty Quantification: Lessons Learned from the Joint EUUSNRC Project on Uncertainty Analysis of Probabilistic Accident Consequence Codes," Discussion Paper 10-29, Washington, D.C.: Resources for the Future (RFF), May.
- Kopp, Raymond J., 2010, "The Shape of International Agreements: Political Economy Analysis of the Copenhagen Accord," Issue Brief

本物で活発な思考、すなわち夢を夢みるかわりに真理を確かめる思考の試金石は、
実際に適用して成功することである。

(ジョン・スチュアート・ミル)

The test of real and vigorous thinking, the thinking which ascertains truths instead of
dreaming dreams, is successful application to practice.

(John Stuart Mill)

10-09, Washington, D.C.: Resources for the Future (RFF), May.

Yáng, Hóngliàng (杨红亮), 2010, "Carbon Efficiency, Carbon Reduction Potential, and Economic Development in the People's Republic of China: A Total Factor Production Model," Manila: Asian Development Bank (ADB), June.

資源・エネルギー、環境: Resources, Energy, and Environment—Conferences, Workshops and Seminars

July 14: (Washington, D.C.) Brookings Institution: "Smart Grid's Future: Evaluating Policy Opportunities and Challenges After the Recovery Act."

外交・安全保障: Diplomacy and National Security—Books, Papers, and Articles

Beinert, Peter, 2010, *The Icarus Syndrome: A History of American Hubris*, New York, NY: Harper, June.

Denmark, Abraham, M., 2010, "Managing the Global Commons," *Washington Quarterly*, Vol. 33, No. 3 (August), pp. 165-182.

Kennedy, Paul, 2010, "A Time to Appease," *National Interest*, No. 108 (July/August), pp. 7-17.

Krauthammer, Charles, 2010, "Obama's Next Act," *Washington Post*, July 16, A19.

Mead, Walter Russell, 2010, "Honolulu, Harvard, and Hyde Park: The Making of Barack Obama," *Foreign Affairs*, Vol. 89, No. 4 (July/August), pp. 148-152.

Miller, Ken, 2010, "Coping with China's Financial Power," *Foreign Affairs*, Vol. 89, No. 4 (July/August), pp. 96-109.

Nau, Henry R., 2010, "Obama's Foreign Policy: The Swing Away from Bush: How Far to Go?" *Policy Review*, No. 160 (April 1),

Hoover Institution, Stanford University, <http://www.hoover.org/publications/policy-review/article/5287>.

Nye, Joseph, Jr., 2010, "Fiscal Crises Rarely Fell Empires," *Foreign Affairs*, Vol. 89, No. 4 (July/August), p. 177.

Purushottam, Smita, 2010, "A Growing Technological Gap with China?" *Strategic Analysis*, Vol. 34, No. 4 (July), pp. 496-503.

Small, Andrew, 2010, "China's Caution on Afghanistan-Pakistan," *Washington Quarterly*, Vol. 33, No. 3 (August), pp. 81-97.

van Kemenade, Willem, 2010, "China vs. the Western Campaign for Iran Sanctions," *Washington Quarterly*, Vol. 33, No. 3 (August), pp. 99-114.

Wright, Thomas, 2010, "Strategic Engagement's Track Record," *Washington Quarterly*, Vol. 33, No. 3 (August), pp. 35-60.

外交・安全保障: Diplomacy and National Security—Conferences, Workshops and Seminars

June 23: Congress Hearing (Senate Cmte on Foreign Relations): "Finding Common Ground with a Rising China," Witnesses: Zbigniew Brzezinski (former National Security Advisor Counselor and Trustee, Center for Strategic and International Studies (CSIS)), Laura Tyson (former Chairperson of the Council of Economic Advisers (CEA), Prof., Berkeley Haas School of Business, Berkeley), Carla A. Hills (former U.S. Trade Representative Chairperson, National Committee on U.S.-China Relations).

July 1: (Washington, D.C.) Henry L. Stimson Center: "The U.S. National Security Strategy," Peter Feaver (former Special Advisor for Strategic Planning and Institutional Reform on the National Security Council Staff (under the Bush Administration from 2005-2007)) and Rachel Kleinfeld (CEO and President, Truman National Security Project).

July 14: (Washington, D.C.) American Enterprise Institute (AEI): "Export Control Reform: Security Enhancement and Economic Boon?" Introduction: Danielle Pletka (Vice President, Foreign and Defense Policy Studies, AEI); Keynote Address: Donald A. Manzullo (R-III., Member, House Subcommittee on Terrorism, Nonproliferation, and Trade); Panelists: Joseph Benkert (Cohen Group, former Asst. Secy of Defense for Global Security Affairs, and worked for Pentagon's involvement before Committee on Foreign Investment in the United States (CFIUS)), Remy Nathan (Aerospace Industries Association), Christopher R. Wall (Pillsbury Winthrop Shaw Pittman LLP, former Asst. Secy of Commerce for Export Administration in charge of Commerce Department's involvement before CFIUS); Moderator: Neena Shenai, (Adjunct Scholar, AEI).

July 16: (Washington, D.C.) Brookings Institution: "The Obama Administration's Approach to U.S.-Israel Security Cooperation": Introduction: Kenneth M. Pollack (Dir., Center for Middle East Policy); Moderator: Martin S. Indyk (Vice President and Dir., Foreign Policy); Keynote Speaker: Andrew J. Shapiro (Asst. Secy of State for Political-Military Affairs, Dept. of State).

July 22: (Washington, D.C.) Henry L. Stimson Center: "Obama's National Space Policy," Peter Marquez (Dir. of Space Policy at the White House National Security Council (NSC)); Panel 1: John Logsdon (Professor Emeritus, George Washington University (GWU)), John Sheldon (Fellow, Marshall Institute), Maj. Gen. Jim Armor (USAF, Ret.); Panel 2: Jim A. Lewis (Dir. and Sr. Fellow, Technology and Public Policy Program, Center for Strategic and International Studies (CSIS)), Bruce W. MacDonald (former Asst. Dir. for National Security at the White House Office of Science and Technology Policy and former Sr. Dir. for Science and Technology on the National Security Council staff), and Daryl Kimball (Executive Dir., Arms Control Association (ACA)); Panel 3: Alexis Morel (French Embassy), Dana Smith (Canada's Dept. of Foreign Affairs and International Trade), Alexander Trofimov (Russian Embassy).

その他—Information in Other Fields

Bruneel, Johan *et al.*, 2010, "Investigating the Factors that Diminish the Barriers to University-Industry Collaboration," *Research Policy*, Vol. 39, No. 7 (September), pp. 858-868.

Cantwell, John *et al.*, 2010, "An Evolutionary Approach to Understanding International Business Activity: The Co-evolution of MNEs and the Institutional Environment," *Journal of International Business Studies*, Vol. 41, No. 4 (May), pp. 567-586.

Chiang, Yun-Hua (江雲驊) and Kuang-Peng Hung (洪廣朋), 2010, "Exploring Open Search Strategies and Perceived Innovation Performance from the Perspective of Inter-organizational Knowledge Flows," *R&D Management*, Vol. 40, No. 3 (June), pp. 292-299.

de Faria, Pedro and Wolfgang Sofka, 2010, "Knowledge Protection Strategies of Multinational Firms—A Cross-country Comparison," *Research Policy*, Vol. 39, No. 7 (September), pp. 956-968.

人生には唯一つだけ確かな幸福がある。
 それは人のために生きることである。

(トルストイ)

The only certain happiness in life is to live for others.

[В жизни есть только одно несомненное счастье - жить для другого.]

(Leo Tolstoy)

- du Chatenier, Elise *et al.*, 2010, "Identification of Competencies for Professionals in Open Innovation Teams," *R&D Management*, Vol. 40, No. 3 (June), pp. 271-280.
- Enkel, Ellen and Oliver Gassman, 2010, "Creative Imitation: Exploring the Case of Cross-Industry Innovation," *R&D Management*, Vol. 40, No. 3 (June), pp. 256-270.
- Fang, Christina *et al.*, 2010, "Balancing Exploration and Exploitation through Structural Design: The Isolation of Subgroups and Organizational Learning," *Organization Science*, Vol. 21, No. 3 (May/June), pp. 625-642.
- Farjoun, Moshe, 2010, "Beyond Dualism: Stability and Change as a Duality," *Academy of Management Review*, Vol. 35, No. 2 (March), pp. 202-225.
- Gächter, Simon, 2010, "Initiating Private-collective Innovation: The Fragility of Knowledge Sharing," *Research Policy*, Vol. 39, No. 7 (September), pp. 893-906.
- Gassman, Oliver *et al.*, 2010, "The Future of Open Innovation," *R&D Management*, Vol. 40, No. 3 (June), pp. 213-221.
- Guler, Isin and Mauro F. Guillén, 2010, "Home Country Networks and Foreign Expansion: Evidence from the Venture Capital Industry," *Academy of Management Journal*, Vol. 53, No. 2 (April), pp. 390-410.
- Lerner, Josh and Antoinette Schoar, 2010, *International Differences in Entrepreneurship*, Chicago, IL: University of Chicago Press, June.
- Lerner, Josh and Mark Schankerman, (forthcoming (October 2010)), *The Comingled Code: Open Source and Economic Development*, Cambridge, MA: MIT Press.
- Martin, Jeffrey A. and Kathleen M. Eisenhardt, 2010, "Rewiring: Cross-business-unit Collaborations in Multibusiness Organization," *Academy of Management Journal*, Vol. 53, No. 2 (April), pp. 265-301.
- Mohanty, Madhusudan and Philip Turner, 2010, "Banks and Financial Intermediation in Emerging Asia: Reforms and New Risks," Working Papers No 313, Basel: Bank for International Settlements (BIS), June.
- Qian, Gongqing (錢共鳴) *et al.*, 2010, "The Performance Implications of Intra- and Inter-Regional Geographic Diversification," *Strategic Management Journal*, Vol. 31, No. 9 (September), pp. 1018-1030.
- Rank, Olaf N. *et al.*, 2010, "Structural Logic of Intraorganizational Networks," *Organization Science*, Vol. 21 No. 3 (May/June), pp. 745-764.
- Sawant, Rajeev J. 2010, "The Economics of Large-scale Infrastructure FDI: The Case of Project Finance," *Journal of International Business Studies*, Vol. 41, No. 6 (August), pp. 1036-1055.
- Zhāng, Yān (張燕) *et al.*, 2010, "FDI Spillovers in an Emerging Market: The Role of Foreign Firms' Country Origin Diversity and Domestic Firms' Absorptive Capacity," *Strategic Management Journal*, Vol. 31, No. 9 (September), pp. 969-989.
- Event: July 15: U.S. Congress Hearing (House Cmte on Science and Technology, Subcmte on Technology & Innovation): "Planning for the Future of Cyber Attack Attribution," Witnesses including David A. Wheeler (Research Staff Member, Information Technology and Systems Division, Institute for Defense Analyses (IDA)) and Robert Knake (Fellow, Council on Foreign Relations (CFR)).
- Event: July 21: (Washington, D.C.) Brookings Institution: "Moving to the Cloud: How the Public Sector Can Leverage the Power of Cloud Computing": Featured Speaker and Moderator: Darrell M. West (Vice President and Dir., Governance Studies); Panelists: David McClure (Assoc. Administrator of the Office of Citizen Services and Communications, General Services Administration), Dawn Leaf (Sr. Executive for Cloud Computing, National Institute for Standards and Technology), Katie Ratte (Attorney, Division of Privacy and Identity Protection, Federal Trade Commission (FTC)).

3. 編集後記

上述した平野氏は次のようにも述べている—「もう一つ重要なことは、将来の成長戦略を打ち出すことです」、と。成長戦略にはシュンペーター先生が唱えた「新結合(neuer Kombinationen)」が何ととっても重要だ。彼は、『経済発展の理論(Theorie der wirtschaftlichen Entwicklung)』の中で、企業家、すなわち「高度の利己主義(gesteigertem Egoismus)」を抱き、「ビフテキと理想とを共通の尺度で並べる能力と機縁とを最初に持った頭脳の持主(das Gehirn, das zuerst in der Lage war und Anlaß hatte, Beefsteak und Ideal auf gemeinsame Nenner zu bringen)」が不可欠であることを述べている。草食系の男性が主流となった現在の日本は、ビフテキを食べながら新成長戦略を考える新しいタイプの企業家—すなわち女性や高齢者、更には日本に定住する外国人—を必要としているのであろうか。

以上

(編集責任者) 栗原 潤 キヤノングローバル戦略研究所 研究主幹 ハーバード大学ケネディ行政大学院 シニア・フェロー (Tokyo Office) 〒100-6511 東京都千代田区丸の内1-5-1 新丸の内ビルディング11階 Tel: +81-(0)3-6213-0550 (代); Kurihara.Jun@canon-igs.org	Jun KURIHARA Research Director, Canon Institute for Global Studies Senior Fellow, Harvard Kennedy School Mailing address: 79 JFK St., Ash Center, Cambridge, MA 02138 Office address: 124 Mt. Auburn, Cambridge, MA 02138 Tel: +1-617-384-7430; Fax: +1-617-496-4602; Jun_Kurihara@hks.harvard.edu; Kurihara-Jun@rieti.go.jp
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