

Global Management

Global Management

阿部 剛士 [Tsuyoshi Abe]

単位数：2 単位

学期 [Quarter]：秋学期後半 [Fall]

授業分類：専門講義

Global MBA

【授業の概要と目的 (何を学ぶか)】

This course focuses on developing skill sets of “Management” for upcoming indeed global business environments. In recent, everything

is changing very fast across the world as “A VUCA WORLD”. Therefore, management’s skills must be geared to “How to strive and survive in such a VUCA world”. Students would develop “Strategic Thinking” that is one of critical skills for upcoming indeed global business environment. The key objective

is to be able to come up with and evaluate the business strategy for establishments and/or growth of business by get knowing theories and tools systemically.

【到達目標】

Students are expected to achieve getting knowledge, abilities of

“Strategic Thinking”, “business Acumen”, “How to strengthen management skill” and “How to brain storm effectively”. In terms of strategic thinking, students get to know basics of strategy, and then, how to craft it by using useful tools such as the SWOT, the Five Forces and so on. As for “Strengthen management skill”, students get to know a couple of key elements

such as “Strength basis management”, “Setting clear & mutual expectation”, “Trust”, “Coaching(Option)” and “Leading Innovation(Option)”. In addition, “Leadership”, “Communication”,

“Problem Solving” and “Negotiation Rationally” that are critical abilities for talents in this century.

And then, try to use two useful tools for effective brain storming

that are Six Thinking Hat and Business Model Generation with some excises.

Lastly, students are expected to understand the last market environment in the electronics industry that are the semiconductor

and ICT industries.

【授業の進め方と方法】

This course will be conducted using any one of the methods of lectures, seminars, practical training, or skills practice or a combination thereof.

The teacher hands out the copies of texts each time.

In order to ensure getting programmatic skills, the excise is a key factor in particular.

At the end of this course, students are expected to submit and report out “Strategy for business growth”. Students pick up one company freely, and think about how to grow business by using “Strategic Thinking” methods.

【授業計画】

回	テーマ	内容
1st	Intro. of Global Management & Strategic Thinking	1. Business Acumen 2. Strategic Thinking - Part I
2nd	Strategic Thinking	Strategic Thinking - Part II

3rd	Business Environment - The Electronic Industry	1. Semiconductor Industry 2. ICT (Information & Communication Tech.) Industry 3. (Option) Industry 4.0 4. (Option) Marketing 4.0
4th	Strengthen management skill & Talents in the 21st Century Part-I	1. Strength basis Management 2. Setting Clear & Mutual Expectations 3. Trust 4. (Option) Coaching 5. (Option) Leading Innovation
5th	Strengthen management skill & Talents in the 21st Century Part-II	1. Leadership 2. Communication 3. Problem Solving 4. (Option) Negotiation Rationally
6th	Effective Brain Storming for creativity	1. Six Thinking Hat 2. Business Model Generation
7th	Report out session	Report “Strategy for Growth”

【授業時間外の学習 (準備学習・復習・宿題等)】

Review texts/documents and contents of excises. And then, the most important thing is to create new exercise theme/problem for each excises, and keep to try using tools as much as possible. Learned skills would scale linearly with practices.

【テキスト (教科書)】

1. StrengthsFinder 2.0: By the New York Times Bestselling Author of Wellbeing
2. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers

【参考書】

1. The Leadership Pipeline: How to Build the Leadership Powered Company (J-B US non-Franchise Leadership)
2. The Game-Changer: How You Can Drive Revenue and Profit Growth with Innovation
3. What the CEO Wants You To Know, Expanded and Updated: How Your Company Really Works
4. Winning Global Markets: How Businesses Invest and Prosper in the World’s High-Growth Cities
5. Confronting Capitalism: Real Solutions for a Troubled Economic System
6. Marketing 3.0: From Products to Customers to the Human Spirit
7. The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization
8. Zero to One: Notes on Startups, or How to Build the Future
9. Competitive Strategy Michael E. Porter
10. The Innovator’s Dilemma: The Revolutionary Book That Will Change the Way You Do Business

【成績評価の方法と基準】

1. A mark given for a student’s class participation. 30 pts
2. Reports of each excises 30 pts
3. Final report “Strategy for Growth” 40 pts

【学生の意見等からの気づき】

Nothing special

【学生が準備すべき機器他】

PC (for student) -> BYOP(Bring Your Own PC) is okayed.

【その他の重要事項】

This class is geared to both major enterprise, and medium & small sized enterprises.

【None】

None

【None】

None

【None】
None
【None】
None
【None】
None

MAN770F2

Japanese Management

Japanese Management

長谷川 卓也 [Takuya Hasegawa]

単位数：2 単位

学期 [Quarter]：秋学期前半 [Fall]

授業分類：専門講義

Global MBA

【授業の概要と目的（何を学ぶか）】

Japan has made a significant success since 1868 (the Meiji Restoration) and 1945 (the end of the World War II) and achieved economic prosperity. Some of glory cases are recorded in the text book, some of regretful cases may not be or will not be. This course is aimed at students who want to learn the gap between the ideal and the real to apply for the future business creation through regretful cases in Japanese Management.

Students will;

- 1) learn how to specify the gap between the ideal and the real
- 2) choose a specific case to analyze
- 3) find irrational behavior and countermeasure

【到達目標】

Students will learn how to formulate hypotheses to analyze Japanese Management, not only from the front door but also from the back door. Based on the hypotheses, a counter measure is proposed by each student.

The goal of this course is to develop a basic sense of "Behavioral Economics" and "Social Psychology" to be able to find a back-door, from the industrial not the academic points of view.

【授業の進め方と方法】

In the first class, students will overview business creation and business operation in Japanese Management and learn the framework of this course. Students will then learn some weird cases in business creation and explore the reasons why, for example, from the emerging hydrogen industry in Japan. Additional cases may be supplied by guest speakers.

8 lectures, 2 guest lectures, 4 group presentations. One short essay will be submitted by students.

【授業計画】

回	テーマ	内容
1	Introduction (1)	Self-introduction of the instructor and students
2	Introduction (2)	Business creation and business operation
3	Lecture I (1)	Weird cases
4	Lecture I (2)	Weird cases
5	Guest lecture I (1)	"Japanese way of business management in overseas" (Horigome CEO, PT. MPM Auto, Indonesia)
6	Guest lecture I (2)	"Japanese way of business management in overseas" (Horigome CEO, PT. MPM Auto, Indonesia)
7	Group presentation I (1)	Limitations of Japanese management
8	Group presentation I (2)	Limitations of Japanese management
9	Lecture II (1)	Innovation management and evolutionary economics
10	Lecture II (2)	Innovation management and evolutionary economics
11	Lecture III (1)	Innovation management and technology implementation
12	Lecture III (2)	Innovation management and technology implementation

- 13 Group discussion and presentation II (1) Limitations and counter measures
- 14 Group discussion and presentation II (2) Limitations and counter measures
- 15 Final report Each student

【授業時間外の学習（準備学習・復習・宿題等）】

Students are encouraged to read the book below for group presentation

(1), (2).

HBR's 10 Must Reads The Essentials (Harvard Business School Press)

<https://www.amazon.co.jp/HBRs-10-Must-Reads-Essentials/dp/1422133443/>

【テキスト（教科書）】

No textbook will be used. Handouts will be provided by the instructor.

【参考書】

The Theory of Economic Development: Joseph Schumpeter (1934)

Foundation: Isaac Asimov (1951)

Capitalism and Freedom: Milton Friedman (1962)

Ten Billion Days and One Hundred Billion Nights: Ryu Mitsuse (1967)

Clouds above the Hill: Ryotaro Shiba (1969)

The Innovator's Dilemma: Clayton Christensen (1997)

UBIQUITY: Mark Buchanan (2000)

The Singularity Is Near: Ray Kurzweil (2006)

Predictably Irrational: Dan Ariely (2008)

HBR's 10 Must Reads The Essentials: Harvard Business School Press (2010)

Thinking, Fast and Slow: Daniel Kahneman (2011)

【成績評価の方法と基準】

Class contribution (40%)

Group discussion and presentation (40%)

Final essay (20%)

【学生の意見等からの気づき】

A recommended structure for the final essay has been clarified.

1. Cover page

2. Executive Summary

3. My Unique Findings

- Irrational behavior

- Countermeasure

- Reasons why your countermeasure has not been taken before

4. Conclusion

#Your countermeasure does not have to be new. For example, a well-known counter measure which has not been implicated by irrational reasons may be important.

【学生が準備すべき機器他】

Students should bring their own computer to class

【その他の重要事項】

[Key words] next action, knocking back door, business creation infrastructure, valley of death, temperature control, inertia, ecosystem, product and process, variable and fixed, proportional-integral-differential, formal and informal, a soldier, responsibility-accountability-obligation, responsibility divide, center of brain, sports and business, drag junkie, Johnathan seagull, negative catalyst, ceramic and plastic, smiley hotel man, bottom of pyramid, software-like hardware, employment shift, petroleum industry's volume, power industry's area, storage and power, \$ per kg, bystander effect, pluralistic ignorance

MAN760F2

Accounting

Accounting

鳥飼 裕一 [Torikai Yuichi]

単位数：2 単位

学期 [Quarter]：秋学期後半 [Fall]

授業分類：専門講義

Global MBA

【授業の概要と目的（何を学ぶか）】

This class deals with financial accounting. We start with basic accounting theory, ie what is accounting, who is the user of accounting information etc., and then move forward to the preparation of financial statements and the methodology of its analysis. We also deal with key areas in the financial accounting including business combination, consolidation, and etc. The objective of the class is to understand the basic accounting theory and to utilize the accounting information in practice.

【到達目標】

The students are able to read the financial information, provide the analysis, and achieve a base for discussing the accounting treatment under the complicated area. The students are also able to know the management of accounts by using the accounting information. Through this class, the students are expected to achieve the basic level for the various accounting license examination.

【授業の進め方と方法】

This is lecture type class. However, comments and inquiries are appreciated for further understanding. During this course, training session is provided to confirm the students' understanding.

【授業計画】

回	テーマ	内容
Session 1	Introducing Accounting and Financial Statements	What is accounting? Who are the users of accounting information? Financial statements.
Session 2	Generally Accepted Accounting Principles	Who are the SEC, AICPA, FASB, and IASB? What are Generally Accepted Accounting Principles(GAAP)?
Session 3	Double-Entry Accounting	The general journal. The general ledger. Trial balance. Adjusting journal entries.
Session 4	The Balance Sheet and Its Components	Understanding the balance sheet. Components of the balance sheet.
Session 5	The Income Statement	Understanding the income statement. The income statement illustrated.
Session 6	The Corporation	The definition of corporation. What is capital stock? Capital structure.
Session 7	Preparing and Using a Statement of Cash Flows	Whatis a statement of cash flows? The statement of cash flows illustrated.
Session 8	Case Study for Financial Statements Preparation	Training session for preparing the balance sheet, the income statement, and the statements of cash flows.

Session 9	Using Financial Statements for Short-Term Analysis	Using short-term ratios. Current and quick ratio. Working Capital.
Session 10	Using Financial Statements for Long-Term Analysis	Quality of earnings. Rate of return on investment. Sales-Based Ratios or Percentage. Earning data.
Session 11	Case Study for Financial Analysis	Training session for financial analysis by using the actual financial statements.
Session 12	Accounting for Mergers	What is business combination? Acquisition method.
Session 13	Consolidated Financial Statements(1)	Basis for consolidation. Consolidation procedure.
Session 14	Consolidated Financial Statements(2)	Asset valuation. Non controlling interest.
Session 15	Final Examination	Examination for confirming the students' understanding.

【授業時間外の学習（準備学習・復習・宿題等）】

The students are expected to review the handouts provided after the class and prepare for the final examination.

【テキスト（教科書）】

Provide the necessary handouts at each class. However, the students are recommended to use Accounting for Non-Accountants by Wayne A. Label, 2013.

【参考書】

Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant, 2007, Accounting Text & Cases, The McGrawHill Companies.

IASB, 2016, International Financial Reporting Standards.

【成績評価の方法と基準】

Class attendance 30%, Case study 30%, Final examination 40%.

【学生の意見等からの気づき】

Not applicable.

MAN760F2

Marketing in Japan

Marketing in Japan

Cautie Ocada [岡田 浩一]

単位数：2 単位

学期 [Quarter]：秋学期前半 [Fall]

授業分類：専門講義

Global MBA

【授業の概要と目的（何を学ぶか）】

Marketing viewpoints give business the foundation of value creation.

In this course, students are invited to the key concepts and ideas of marketing so that they can look, think and develop business strategy through the marketing window. The course then address to understand Japanese businesses in the marketing, especially value creating context.

【到達目標】

Understand marketing viewpoints, agenda and relevant resources

【授業の進め方と方法】

In this course, lecturer puts greater stress on applying marketing viewpoints to the real business situations rather than just learning basic concepts on textbook. The greatest asset of the course is the participants themselves. The participants are urged to bring in their own observation, experience and thoughts in the day-to-day life in Japan, share, think and discuss them thoroughly with other participants in order to understand them in the marketing context in and outside of the classroom.

The class will be held with mixture of discussion, workshop and summary reporting of the textbook.

【授業計画】

秋学期後半

回	テーマ	内容
1	Introductions Marketing Overlook	Introductions Marketing Overlook
2	Introductions Marketing Overlook	Introductions Marketing Overlook
3	Basic Concepts and Viewpoints of Marketing	SMM Chapter 1-6
4	Basic Concepts and Viewpoints of Marketing	SMM Chapter 1-6
5	Basic Concepts and Viewpoints of Marketing	SMM Chapter 1-6
6	Brand, Value and Service	SMM Chapter 7-10
7	Brand, Value and Service	SMM Chapter 7-10
8	Marketing Intelligence	SMM Chapter 11-12
9	Marketing Intelligence	SMM Chapter 11-12
10	Marketing Communications Megatrend and Japanese Marketing: Globalization, Digitalization and Aging Society	SMM Chapter 14

11	Marketing Communications Megatrend and Japanese Marketing: Globalization, Digitalization and Aging Society	SMM Chapter 14
12	Marketing Communications Megatrend and Japanese Marketing: Globalization, Digitalization and Aging Society	SMM Chapter 14
13	Term Project Presentation Conclusion	Term Project Presentation Conclusion
14	Term Project Presentation Conclusion	Term Project Presentation Conclusion
15	Conclusion	Conclusion

【授業時間外の学習（準備学習・復習・宿題等）】

Participants are asked to prepare for the classes and submit journal of learning after every class day.

Term project by team needs to be performed too.

Also all participants are strongly requested to observe market place consciously from the "eye of marketing" in their day-to-day life in Japan to get insights.

【テキスト（教科書）】

David A. Aaker, Strategic Market Management (Tenth Edition), Wiley, 2014.

ISBN: 978-1118582862

【参考書】

Philip T. Kotler, Principles of Marketing (16th Edition), Pearson, 2015.

Philip T. Kotler, Kotler on Marketing: How to Create, Win, and Dominate Markets, Free Press, 2014.

David A. Aaker, Brand Relevance: Making Competitors Irrelevant, Jossey-Bass, 2011.

Robert F. Lusch & Stephen L. Vargo, Service-Dominant Logic: Premises, Perspectives, Possibilities, Cambridge University Press, 2014.

【成績評価の方法と基準】

There is no examination. Grading will be granted based on the contribution for the learning experience of the class as well as the individual's performance, etc.

Class Participation & Journal (individual)30%

Summary Preparation of the Textbook Reading

and Topical Research (Pair)30%

Term Project (Team)40%

*Extra Contribution points may be granted.

【学生の意見等からの気づき】

Nothing

MAN750F2

Japanese Culture and Business

Japanese Culture and Business

高田朝子, 村上隆

単位数：2 単位

学期 [Quarter]：秋学期前半 [Fall]

授業分類：専門講義

Global MBA

【授業の概要と目的（何を学ぶか）】

It has become commonplace knowledge that globalization is one of the major forces shaping our world. If we look at the spread of information, ideas, capital, media, cultural artifacts - or for that matter, people - we can see the boundaries and borders that have historically separated one country or one group from another are becoming more and more permeable.

【到達目標】

Knowing Japanese culture and Business:

Every culture is confronted with a series of questions it tries to answer in a variety of ways. Since obviously we will not be able to study every culture, we will develop ways of thinking about and identifying cultural variables that appear through communication. The goal is to give you a framework that will enable you to analyze and understand the cultures with which you will have contact.

Familiarize yourself with the communication norms, rituals, and taboos of Japanese Culture

【授業の進め方と方法】

CLASS PREPARATION AND PARTICIPATION

1) Conscientious class preparation in terms of the assignments for each class. In your written assignments, group projects, and class discussions I will expect that you demonstrate that you are familiar with the material.

2) In-Class participation. My basic pedagogical philosophy is that "knowledge" is the fruit of the effervescence of discussion and dialogue between people who are willing to be changed and challenged by what they hear and speak. For the change of heart and mind called "learning" to take place, you must actively participate in class and this involves serious listening as well as serious speaking.

【授業計画】

回	テーマ	内容
1	Japanese management basic concept and case studies	Characteristics of Japanese Management ・ How Japanese Management works in SME's (from Case studies) Prof.Murakami
2	Japanese organization and you	Japanese style leadership Prof.Takada
3	Japanese management under global environment	Building business platform Lecturer Dr.Kanbayashi
4	International business culture and US negotiations and Successful tactics	Prof.Murakami Guest speaker Mr.Mike Depuyt
5	Challenges of Japanese Management” ・ Challenges when working for Japanese company overseas	Lecturer Dr.Kanbayashi
6	Presentation	Prof Takada and Murakami

【授業時間外の学習（準備学習・復習・宿題等）】

You will be asked to choose one of the weekly topics, present the main themes in the readings, and pose questions for class discussion. You are especially encouraged to ask how a particular study was designed, what research methods were used, what questions were posed, and why the study makes a contribution to scholarship and how.

【テキスト（教科書）】

Hand out will be provided.

【参考書】

Cornel Sandvoss, *A Game of Two Halves: Football, Television and Globalization* (Routledge 2003): 177-182 (Read First), 1-100, 137-165, 170-176.

Gercik, Patricia. "Introduction," "Know Me," "Trust Me," "Believe Me," and "Marry Me." *Cases from On Track with the Japanese: A Case-by-Case Approach to Building Successful Relationships*. New York, NY: Kodansha International, 1996. ISBN: 1568361300.

【成績評価の方法と基準】

Presentation30%

Report30%

Class Participation40%

【学生の意見等からの気づき】

初回

MAN760F2

Financial Management

Financial Management

松田 庄平 [Shohei Matsuda]

単位数：2 単位

学期 [Quarter]：秋学期後半 [Fall]

授業分類：専門講義

Global MBA

【授業の概要と目的（何を学ぶか）】

In order to become a successful entrepreneur or a business leader, to understand and to be able to apply key finance theories and concepts in real business life is of paramount importance. This course will provide you with the indispensable theories in finance as well as their application to business with special focus on entrepreneurial finance. Financial management spans from working capital management, capital budgeting, business risk management and corporate valuations. All these essential areas are to be covered in the class. Cases are to be used to practice real life applications. To facilitate your understanding of valuing assets and businesses, Excel financial functions as well as HP 12C calculators will be used.

【到達目標】

Upon completion of the module, you will be able to:

1. Summarise key theories, principles, trends and tools in corporate finance
2. Demonstrate effective approaches to the analysis of corporate finance structure and corporate financial statements, using applicable ratio analysis tools and techniques
3. Assess the practical application of models and theories to decisions on corporate financing
4. Create a business plan to maximize profit with the balance sheet, profit and loss statement, and cash flow statement, all in harmony.
5. Create a reliable cash flow forecast and manage corporate liquidity.
6. Understand how corporate values are evaluated in the capital market, and to be able to maximize the entrepreneur ownership values in the venture company.

【授業の進め方と方法】

Lecturing, reading the textbook, case discussions, and practical financial calculation practices.

【授業計画】

回	テーマ	内容
第1回	Financial Management Overview - Chapter 1 & 2	A general guidance on the method of teaching and evaluation of the study outcome. Understand the difference between corporate finance and entrepreneurial finance. Basic financial calculation would be done by using Excel and financial calculator HP 12C. Understand the overall picture of the relationships amongst financial statements, profitability plan, cash flow plan, investment plan, financing plan, and the corporate valuation.

第 2 回	How to Calculate Present Values - Chapter 2	Understand the basics of net present value calculation. Understand the time value of money and the term structure of interest rate. Understand and practice the HP-12C PV or NPV calculations.	【授業時間外の学習（準備学習・復習・宿題等）】 Those who are not familiar with the basics of finance and accounting would need some self-study to enhance the level of basic understanding. Lecture notes would be provided in the form of power point presentation. Please refer to the content in advance in going through the text to facilitate your understanding. Cases to be used in the module would require some preparation in order for you to contribute to the class.
第 3 回	Valuing Bonds - Chapter 3	Using present value formula and HP-12C to value bonds.	【テキスト（教科書）】 Brealey, R., Meyers, S., & Allen, F., "PRINCIPLES OF CORPORATE FINANCE" 12e., McGraw-Hill, (2017) ISBN-10: 0077151569 ISBN-13: 978-0077151560 ￥6,700.- (including tax - at Co-op)
第 4 回	Valuing Common Stocks - Chapter 4	Understand the valuation method of equities including DCF, IRR, MVA, and EVA	Lecture notes in a form of power point presentation would be provided in advance together with necessary cases.
第 5 回	Capital Budgeting - Chapter 5	Understand meaning, definitions and types of evaluating the project on the basis of payback period, NPV, IRR, etc.	【参考書】 Smith, J.K., Smith, R.L, & Bliss, R.T. "Entrepreneurial Finance: Strategy, Valuation, and Deal Structure" Stanford University Press (2011)
第 6 回	Capital Budgeting - Capital investment decision making - Chapter 6	Understand the investment decision making criteria	【成績評価の方法と基準】 Method of evaluation Final Exam or Assignments 50 % Case report and interim assignments 30% Contribution to the class 20 %
第 7 回	Risk Return and Cost of Capital - Chapter 7	Understand what 'risk' is, and understand the concept of 'cost of capital'.	【学生の意見等からの気づき】 I appreciate active feedbacks from the class.
第 8 回	Portfolio Theory and Capital Asset Pricing Model (CAPM) - Chapter 8	Understand risk as the dispersion of returns. Understand the relationship between risk and return in the market. Understand the implication of beta as the expected return by the investor and the impact on the corporate value calculation.	【学生が準備すべき機器他】 PC is required to use excel and HP 12C. HP12C could be downloaded onto smartphones or PCs. Downloading method would be explained during the first lecture.
第 9 回	Risk and Cost of Capital - Chapter 9	Understand how to measure cost of equity. Able to compare and evaluate projects with different life spans.	【その他の重要事項】 Please go through the lecture notes before the class to identify areas of ambiguity. Cases would need to be prepared to form your own opinions or identify questions. Individual questions will be answered after each lecture.
第 10 回	Project Analysis - Chapter 10	Able to apply sensitivity analysis, scenario analysis, and simulation to projects.	
第 11 回	Dividend Policy Debt Policy and firm valuation - Chapter 16-17	Understand the optimum level of debt and dividend payout.	
第 12 回	Capital Structure and firm valuation - Chapter 18-19	Understand the MM theory and impact of capital structure on the corporate valuation. In the real life environment, consider the implication of capital structure on the value of the shares retained by the entrepreneur.	
第 13 回	Derivatives and Options Chapter 20-21	The ways in managing currency, interest, credit, settlement, market, liquidity and business risks through the active use of derivatives, options and real options.	
第 14 回	Real Options - Chapter 22	Understand how to value the follow on projects, timing option, abandonment option, flexible production and procurement.	
第 15 回	Final Exam or Final Assignment	Final Exam or Final Assignment	

Managing Talent

Managing Talent

廣瀬 紳一 [Shinichi Hirose]

単位数：2 単位

学期 [Quarter]：春学期前半 [Spring-1]

授業分類：専門講義

Global MBA

【授業の概要と目的 (何を学ぶか)】

This course offers learning experience to better understand how you should manage organizational members who are critical in achieving your missions. In this course we call such people "talents". You need to attract, evaluate, develop, and retain the best possible talents in your organization. We will examine and learn necessary practices to achieve these goals.

You will be equipped with essential managerial knowledge and skills to manage talents from leader's viewpoint, as well as from human resource professionals' viewpoint.

This course is relevant both for startup businesses as well as large organizations.

【到達目標】

After finishing this course, you should be able to:

1. Explain the importance of Talent Management in today's society
2. Elaborate the various talent attraction strategies
3. Demonstrate comprehensive knowledge about personnel evaluation
4. Outline the methods of talent development
5. Discuss practical approaches for talent retention
6. Develop appropriate succession plan scheme

【授業の進め方と方法】

Each week, the class will start with a short lecture by the instructor. After the lecture, we will discuss the case(s) of the week.

You are responsible to prepare yourself for each session. Due work include textbook reading, case reading and analysis, and preparation and submission of one-page case summary.

【授業計画】

回	テーマ	内容
1	Introduction to Talent Management	1. Skim textbook Chapters 1 and 2, esp. pp. 26-27, and watch for charts and tables. 2. Read and Analyze Case: Global Talent Management at Novartis [HBS, 17 pages]
2	Talent Acquisition	1. Skim textbook Chapters 5, 6, and 7. Skip Columns. 2. Read and Analyze Case: The War for Management Talent in China [HBS/Case Centre, 5 very short cases in total]
3	Talent Evaluation	1. Skim textbook Chapter 8. 2. Read and Analyze Case: The Merit of a Points-based Merit System at the Edwards School of Business [IVEY, 16 pages, W11603]
4	Talent Development	1. Skim textbook Chapter 9. 2. Read and Analyze Case: Baker & McKenzie (A) [HBS, 27 pages]
5	Talent Retention	1. Skim textbook Chapter 10. 2. Read and Analyze Case: A.P. Møller - Maersk Group: Evaluating Strategic Talent Management Initiatives [HBS, 20 pages]
6	Succession Planning	1. Reread textbook pp. 438-441. 2. Read and Analyze Case: Succession Planning: Surviving the Next Generation [Ivey, 9p]
7	Final Exam	A short case material will be given. You are expected to identify relevant key issues and write up an essay. Detailed instruction will be given in Session 6.

【授業時間外の学習 (準備学習・復習・宿題等)】

Participants are required to prepare for the forthcoming class by:

- a) Studying the assigned part of textbook
- b) Reading and analyzing the case material(s) for the week

* Students need to purchase case materials individually.

* IT IS REQUIRED THAT YOU SUBMIT MINIMUM 1-PAGE SUMMARY REPORT ON THE GIVEN CASE(S) AT THE BEGINNING OF THE CLASS EVERY WEEK (HARD COPY A4 PAPER).

【テキスト (教科書)】

Noe, R. A., Hollenbeck, et al. (2016). Human resource management: gaining a competitive advantage (10th ed.). New York, NY: McGraw-Hill Education.

* Delivery will take several weeks. Order soon.

* IF 10th edition is not readily available, use of 9th edition is acceptable.

【参考書】

Cappelli, P. (2008). Talent on demand : managing talent in an age of uncertainty. Boston, Mass.: Harvard Business Press.

【成績評価の方法と基準】

- Participation to the class discussion: 50% (Both frequency and impact of your speak up will be evaluated)
- Weekly one-page summary report submission for cases: 10%
- Final exam: 40%

(Appropriateness/Quality of your key issue identification & analysis, practicality and specificity of your recommendation, and your demonstration of the knowledge acquired through this course will be evaluated.)

【学生の意見等からの気づき】

- Some case materials has been replaced with new cases.
- Lecture slides were revised, and/or replaced with new slides.

【Case Material Purchase】

The assigned case materials should be purchased individually (by yourself).

Making copy from other student's case material is infringement of copyright. IF ILLEGAL COPY IS FOUND, THE CREDIT WILL NOT BE AWARDED.

All cases but one can be purchased from the following web site:

<http://cb.hbsp.harvard.edu/cbmp/access/61872639>

One short case for Week 2, "THE WAR FOR MANAGEMENT TALENT IN CHINA: HOW TO APPRAISE MANAGEMENT TALENT?" (IMD-3-1876-E), should be purchased from The Case Centre:

<http://www.thecasecentre.org/students/>

【Case Questions for Week 1】

Please prepare your one-page case summary for Week 1 with the following questions in mind.

【Novartis Case Questions】

1. Is there one universal way for a multinational company to motivate its employees around the world to exert maximum effort and be accountable for their results? Further, is there one universal way to motivate scientists, salespeople, and other professionals? Please develop your reasons behind your answer.
2. Please evaluate the potential effectiveness (pros and/or cons) of Novartis's standardized system for performance measurement around the world. In addition: 1) Would you advise Novartis to require the use of a "normal"/bell-shaped grading distribution around the world? 2) What would your strategy be for managing those who rank consistently at the bottom of Novartis's distribution? Would you choose to act like GE and dismiss them after a certain probation period?
3. Please evaluate Novartis's strategy for dealing with talent management challenges in China. If you were put in charge of the China operation, what changes would you make to deal with the turnover problem?

【Contact】

If you have questions or other needs for communication with the instructor, please send email to: hirose.z@iuj.ac.jp

Opportunity and Entrepreneurship in Japan

Opportunity and Entrepreneurship in Japan

Kenneth Pechter [Kenneth Pechter]

単位数：2 単位

学期 [Quarter]：春学期後半 [Spring-2]

授業分類：専門講義

Global MBA

【授業の概要と目的（何を学ぶか）】

This course provides an introduction to entrepreneurship and related opportunities in Japan. This is done in the context of lessons from the study of the innovation process, which at its core seeks to link the power of emerging ideas to the development of profitable business. Entrepreneurship is a key mode for this linkage. The Japan-specific context for entrepreneurship is also explored, along with other career opportunities related to this context.

【到達目標】

The goal of this course is to develop understanding of the opportunities and challenges related to entrepreneurship in Japan, and the forces driving them. Upon completion of the course, students should be able to answer the question, What is entrepreneurship and why does it matter? Students should understand the specific context for entrepreneurship in Japan, and the major constraints driving change in this context. Students will be able to use concepts from the study of innovation to assess these constraints, and appreciate the opportunities afforded by entrepreneurship – both to the entrepreneurs themselves and to the broader workforce.

【授業の進め方と方法】

The primary approach of this course is in-class discussion – in the form of both lectures and guided discourse – supported by outside readings. Students are expected to actively participate in this discussion based on knowledge gained from the readings, and will be tested from time to time on their knowledge via presentations, assignments and exams.

【授業計画】

回	テーマ	内容
1	Introduction	What is entrepreneurship, and what opportunities does it create?
2	Innovation	What is innovation, and why does it matter
3	Entrepreneurship	The role of entrepreneurship in innovation
4	Entrepreneurship in Japan	Long-term postwar growth, the bubble economy, the lost and still lost decades, 311 and the Olympics
5	Escalators vs Elevators	Models for career advancement
6	Work, Love, Play and The Gig Economy	New opportunities for work in the Gig Economy
7	What's Next?	Outlook for Opportunity & Entrepreneurship

【授業時間外の学習（準備学習・復習・宿題等）】

Readings will be assigned during class, either via handouts or URLs for downloads. These materials are to be read thoroughly, and the student ready for discussion during the next class meeting, and possibly a quiz. Assignments in the form of short reports, presentations and take-home exams will be given as needed. A final exam, report and/or presentation will be required at the end of the course.

【テキスト（教科書）】

No textbook will be used. Handouts and reading material will be provided. Access to the internet will be needed outside of class.

【参考書】

Handouts or URLs to reference materials will be provided. Access to the internet will be needed outside of class.

【成績評価の方法と基準】

Participation and facility with concepts 50%

Mid-term assignments 20%

Final assignment 30%

【学生の意見等からの気づき】

Compared to last year innovation will be introduced a little earlier, to provide a stronger foundation for understanding the role of entrepreneurship.

【学生が準備すべき機器他】

Students should bring their own computer to class, and have access to the internet outside of class.

【その他の重要事項】

Office Hours: Class Days (Friday) 18:00-18:30

Media and Entertainment

Media and Entertainment

Kenneth Pechter [Kenneth Pechter]

単位数：2 単位

学期 [Quarter]：春学期前半 [Spring-1]

授業分類：専門講義

Global MBA

【授業の概要と目的 (何を学ぶか)】

This course provides an introduction to the Media & Entertainment industries. This is done in the context of lessons from the study of the innovation process, which at its core points to a major challenge of such industries: developing profitable business out of emerging ideas. These industries include TV, film, animation, gaming, publishing and other creative industries, with an emphasis on the situation in Japan.

【到達目標】

The goal of this course is to develop understanding of the Media & Entertainment industries, and the forces driving them. Upon completion of the course, students should have a basic knowledge of the main components of these industries in Japan and overseas, of the specific characteristics of these industries in Japan, and of the major constraints driving change in these industries. Students will be able to use concepts from the study of innovation to assess these constraints, and appreciate the strategies for competition and growth suitable to these industries.

【授業の進め方と方法】

The primary approach of this course is in-class discussion – in the form of both lectures and guided discourse – supported by outside readings. Students are expected to actively participate in this discussion based on knowledge gained from the readings, and will be tested from time to time on their knowledge via presentations, assignments and exams.

【授業計画】

回	テーマ	内容
1	Introduction	Innovation management and the Media & Entertainment industries
2	Media & Innovation	Core themes for the Media & Entertainment industries
3	Film & TV	Film industry, TV industry, etc.
4	Entertainment & Other Visual Media	Entertainment, manga, anime, games, etc.
5	Music & Media Business	Music industry, distribution & payment models
6	Other Creative Industries	Fashion & e-Commerce, etc.
7	What's Next?	Outlook for Media & Entertainment

【授業時間外の学習 (準備学習・復習・宿題等)】

Readings will be assigned during class, either via handouts or URLs for downloads. These materials are to be read thoroughly, and the student ready for discussion during the next class meeting, and possibly a quiz. Assignments in the form of short reports, presentations and take-home exams will be given as needed. A final exam, report and/or presentation will be required at the end of the course.

【テキスト (教科書)】

No textbook will be used. Handouts and reading material will be provided. Access to the internet will be needed outside of class.

【参考書】

Handouts or URLs to reference materials will be provided. Access to the internet will be needed outside of class.

【成績評価の方法と基準】

Participation and facility with concepts 50%
Mid-term assignments 20%
Final assignment 30%

【学生の意見等からの気づき】

Not applicable

【学生が準備すべき機器他】

Students should bring their own computer to class, and have access to the internet outside of class.

【その他の重要事項】

Office Hours: Class Days (Friday) 18:00-18:30

Service Management in Japan

Service Management in Japan

Kenneth Pechter [Kenneth Pechter]

単位数：2 単位

学期 [Quarter]：秋学期後半 [Fall]

授業分類：専門講義

Global MBA

【授業の概要と目的（何を学ぶか）】

This course provides an introduction to Service Management in Japan. This is done in the context of lessons from the study of the innovation process, for which the service sector is a key and growing platform. The Japan-specific context for Service Management is explored, with special attention on such cultural artifacts as “omotenashi” – Japanese style hospitality – which is playing a prominent role in the staging of the 2020 Tokyo Olympics.

【到達目標】

The goal of this course is to develop understanding of Service Management in Japan, and the forces driving it. Upon completion of the course, students should have a basic knowledge of the main components of and expectations for the service sector in Japan and overseas, of the specific characteristics of services in Japan, and of the major constraints driving change in them. Students will be able to use concepts from the study of innovation to assess these constraints, and appreciate the word “Omotenashi” (Japanese style hospitality), which has become the focal point for the discussion of services and Service Management in Japan.

【授業の進め方と方法】

The primary approach of this course is in-class discussion – in the form of both lectures and guided discourse – supported by outside readings. Students are expected to actively participate in this discussion based on knowledge gained from the readings, and will be tested from time to time on their knowledge via presentations, assignments and exams.

【授業計画】

回	テーマ	内容
1	Introduction	What is Service Management?
2	Promise of Services in Japan	Post-manufacturing industry or just a declining economy?
3	Services & Innovation	What innovation tells us about new ideas, organizational change and service businesses
4	Services & Communication	Japanese-style communication and the global market
5	Inside the Black Box of Service Businesses	What we know about managing the actual service value chain
6	Tourism and the Olympics of Omotenashi	What is Omotenashi, and does it make an industry?
7	What's Next?	Outlook for Service Management

【授業時間外の学習（準備学習・復習・宿題等）】

Readings will be assigned during class, either via handouts or URLs for downloads. These materials are to be read thoroughly, and the student ready for discussion during the next class meeting, and possibly a quiz. Assignments in the form of short reports, presentations and take-home exams will be given as needed. A final exam, report and/or presentation will be required at the end of the course.

【テキスト（教科書）】

No textbook will be used. Handouts and reading material will be provided. Access to the internet will be needed outside of class.

【参考書】

Handouts or URLs to reference materials will be provided. Access to the internet will be needed outside of class.

【成績評価の方法と基準】

Participation and facility with concepts 50%

Mid-term assignments 20%

Final assignment 30%

【学生の意見等からの気づき】

As this course will be taken primarily by new GMBA students, Innovation Management will be introduced earlier in the course this year. This will provide a stronger foundation for this Service Management course, as well as for other courses in Year 1 second half and Year 2.

【学生が準備すべき機器他】

Students should bring their own computer to class, and have access to the internet outside of class.

【その他の重要事項】

Office Hours: Class Days (Monday) 18:00-18:30

Business Communication in Japanese Organization

Business Communication in Japanese Organization

一守 靖 [Yasushi Ichimori]

単位数：2 単位

学期 [Quarter]：春学期後半 [Spring-2]

授業分類：専門講義

Global MBA

【授業の概要と目的 (何を学ぶか)】

This course presents communication as a critical component for success in the workplace. To develop yourself as a leader who is capable of decision-making from a global perspective that takes consideration of various viewpoints, who possess thoroughgoing knowledge of Japanese small, mid to large corporations, who is capable of creating connections around the world, you have to become more aware of the differences between yourselves and people from other countries.

In this class, you will learn cultural, behavioral and organizational differences between Japan and other countries, including your mother country, to make an effective communication strategy in a workplace.

【到達目標】

Upon successful completion of this class, you will be able to:

- Build an understanding of different organizational cultures, business practices, and social norms to communicate more effectively in Japan and cross-cultural business contexts.
- Employ principles of effective group communication to cultivate trust and understanding, increase open participation, and strengthen decision making in work groups and teams.
- Profile and develop your intercultural competence.

【授業の進め方と方法】

This class is conducted based on a case-method. Some lectures will also be provided to support the class discussion.

I will share my experiences how I communicated effectively/ineffectively in a real working place at a local and a multinational company. I also provide you an opportunity to communicate with Non-Japanese people who have an experience in working with Japanese people so that you understand the real situation from Non-Japanese viewpoint

【授業計画】

回	テーマ	内容
Class#1 June 10	Understanding the Foundations of Business Communication	Welcome Course overview and policy The Foundations of Business Communication
Class#2 June 10	Cultural Differences	Cultures and Organization Trust Building
Class#3 June 17	Human Resource Management in Japanese and Multi-National Company	Case: "I don't want to take a new role" Questions Q1. Why the company changes her role so often? Q2. What are main features of Japan employment system and Human Resource management?

Class#4 Individualism
June (Individualist vs.
17 Collectivist)

Case: "Sense the Atmosphere"
Questions
Q1 Why did the procurement manager get angry?
Q2 If you were Huang Yong, how would you communicate with the procurement manager?
Q3 If you were the procurement manager, how would you communicate with Huang Young?
Case: "Expensive Signboard"
Questions

Q1 Why did the marketing manager complete the sign-board setting by himself?
Q2 If you were the marketing manager, how would you proceed the task?
Q3 If you were president Sugiyama, how would you communicate with the marketing manager?

Class#5 Uncertainty
June Avoidance (Weak vs.
24 Strong)

Case: Still 9:30 am!
Questions
Q1. How did Maha feel?
Q2. Why did Mr. Tanaka check the progress in the (too) early stage?
Q3. If you were Mr. Tanaka (Maha), how would you communicate?

Case: "Ho-Ren-So"
Questions
Q1. What is a "Ho-Ren-So" and what are benefits to do so?
Q2. Why Alili and Yama didn't report the situation to Hamada-san?
Q3. How do you advise Hamada-san to improve the situation?

Class#6 Long-Term
June Orientation
24 (Short-term vs.
Long-term)

Case: "I can't change it"
Questions
Q1. Why did Mr. Takagi get angry?
Q2. If you were Ann, how would you reply to Mr. Tanaka?
Q3 How do you advise for Ann to improve the situation?
Case: Sales Incentive Program
Questions
Q1. Why do Japanese employees think a sales incentive program was not effective for Japan office?
Q2. Do you like the program or not? Why?
Q3. How do you modify the program for Japan office?

Class#7 High / Low context July 1 culture	Case: "I was delegated ..." Questions Q1.What was Mr. Ichikawa's expectation for Kumar? Q2.How did Kumar think when he got a request from Mr. Ichikawa? Q3. Please give Mr. Ichikawa and Kumar advice about how to avoid miscommunication next time. Case: "Please complete it like what you do with other Japanese company" Questions Q1.Why did Japan team do sightseeing within the city before the meeting? Q2. How do you understand what Mr. Takahashi said at the last time? Q3. Why were Panda's expectations disappointed? Case: "Nominucation 1" Questions Q1. How do you think the president's behavior? Q2. If you were Yumi, how would you behave under the situation? Case: "Nominucation 2" Questions Q1.How does Japanese young business person see a "Nominucation"? Why? Q2.Companies in the case try to encourage ""Nominucation" for their employees - why? Q3. How do you think about "Nominucation"?	Class#11Managing conflict July 15	Case: "No submission" Questions Q1. What is the problem from Jack's point of view? Q2.How well do you think Jack understands the reasons for Akash's behavior? Q3. What is Jack's proposal to solve the problem? What other solutions could be there? Case "Same conclusion" Questions Q1.Why did the customer get angry against Kamara's reply? Q2. Why did the customer ask the same question to Nisha? Q3. Why did the customer get satisfaction from the reply by Nisha, although it was the same reply as one Kamara did?
Class#8 Masculinity July 1 (Feminine vs Masculine)	Case: "Nominucation 1" Questions Q1. How do you think the president's behavior? Q2. If you were Yumi, how would you behave under the situation? Case: "Nominucation 2" Questions Q1.How does Japanese young business person see a "Nominucation"? Why? Q2.Companies in the case try to encourage ""Nominucation" for their employees - why? Q3. How do you think about "Nominucation"?	Class#12Business July 15 Communication - Non Japanese point of view	Lecture How to work effectively with Japanese colleagues as a Non-Japanese
Class#9 Power Distance July 8 (Small vs. Large)	Case "New Japanese president in Korea" Questions Q1. Why did president Tanaka behave like that? Q2. Why Korean employees didn't accept Tanaka's behavior? Q3. If you were president Tanaka, how would you behave? Case: "A capable boss" Questions Q1.Why does Mr. Ueda get a good reputation from his subordinates? Q2.Why does Mr. Ueda get a low evaluation from Peter? Q3.How do you advise for Mr. Ueda if he needs to change his behavior? Why?	Class#13Level of Rigidness July 22	Case: "Delivery at an interim stage" Questions Q1.Why did the Japanese company test and point out a defect for incomplete product? Q2. What are problems at this stage? Q3. If you were Dill, how would you do to improve the situation? Case: "Beautiful Format" Questions Q1.Do you agree with the explanation Mr. Yamashita did? Q2. Why is Japanese meticulous about the format? Q3. If you were Sharm, how would you do for the request?
Class#10Business July 8 Communication - Japanese point of view	Lecture 1 Reality of business communication in large traditional Japanese company Lecture 2 How to work effectively with Non-Japanese colleagues	Class#14Intercultural July 22 Competence	Profile and develop an intercultural competence 1.Analyze your intercultural competency. 2.Create three personal development targets. 3.Share your personal development targets with classmates and get insights (1) Create a short-case you would experience cultural gap with foreign people in the working place. A4 format 2 page (at a maximum) (2) Analyze the situation (3) Develop action plan(s) you may take to improve the situation. A4 format 2 page (at a maximum). Due date will be informed by the IM GMBA office
		Class#15Report	
			【授業時間外の学習（準備学習・復習・宿題等）】 You are required to read a case which will be provided in advance of the class, and prepare your thoughts on questions delivered together with the case.

【テキスト (教科書)】

近藤彩ほか著『ビジネスコミュニケーションのためのケース学習
職場のダイバーシティで学び合う【教材編】』ココ出版 ISBN978-4-
904595-37-4 JPY1,728

(Cases in the book will be translated and distributed by
lecturer - Translation was permitted by authors for the
purpose of this class)

【参考書】

- Hofstede, G. et al. (2010) Cultures and Organizations: software of the mind: intercultural cooperation and its importance for survival 3rd edition, McGraw-Hill
- Trompenaars, F. and Hampden-Turner, C. (2012) Riding the waves of culture - Understanding Diversity in Global Business, Clerkenwell, London
- Meyer, E. (2015) The Culture Map - Decoding how people think, lead, and get things done across cultures, International edition, PublicAffairs, New York.

【成績評価の方法と基準】

Assignments Grade Weights

Participation 60%

Contribution to class discussion 30%

Excellent(E)30%

Good(G) 20%

Average(A) 10%

Poor(P) 0%

Final report 10%

Excellent(E)10%

Good(G) 6%

Average(A) 3%

Poor(P) 0%

Total 100%

【学生の意見等からの気づき】

Encourage students to share their opinion so that all of the participants learn from others, learn diversity.

MAN750F2

Management Strategy

Management Strategy

玄場 公規 [Kiminori Gemba]

単位数：2 単位

学期 [Quarter]：秋学期前半 [Fall]

授業分類：専門講義

Global MBA

【授業の概要と目的 (何を学ぶか)】

An effective management strategy is absolutely necessary for companies to create innovation. Student will learn the basic knowledge and essential skills to plan and practice management strategy.

【到達目標】

By planning strategies for specific case companies, students can learn the process of planning a detailed strategy. Based on the basic knowledge and concepts such as the “five forces,” SWOT, and the Balanced Scorecard, students can improve their skill at analyzing companies’ practical innovations. It is very important for them to have a thorough, structured, and consistent understanding of basic concepts and theories of strategic management.

【授業の進め方と方法】

Basic concepts and theories for planning strategies are provided briefly in each lecture. Students must apply them to specific companies and plan the detailed strategies in their group work. Students will be expected to formulate an agenda for group work, develop a presentation file, and make a presentation and lead the subsequent discussion in the next lecture.

【授業計画】

回	テーマ	内容
1st	Guidance	What is management strategy? Process of planning a strategy; selection of specific case companies
2nd	Strategy	Definition of strategy Management strategy and innovation
3rd	Domain	Definition of domain Domain setting
4th	Competitive Strategy	Five forces Competitive Advantage
5th	Resource Strategy	Resource-based view VRIO
6th	Business Model	Business model creation Balanced Scorecard
7th	Discussion	Final presentation

【授業時間外の学習 (準備学習・復習・宿題等)】

Each lecture shows a detailed agenda for group work. Students must prepare a presentation file going over the results of group work in each lecture.

【テキスト (教科書)】

Hand out will be provided.

【参考書】

Michael E. Porter, Competitive strategy : techniques for analyzing industries and competitors : with a new introduction, Free Press ,1998

Jay Barney, Gaining and sustaining competitive advantage, Prentice Hall, 2002

【成績評価の方法と基準】

Class Participation:40%

Presentation:30%

Report:30%

【学生の意見等からの気づき】

The process of planning a strategy will be explained in detail.

MAN750F2

Organizational Management

Organizational Management

高木 晴夫 [Haruo Takagi]

単位数：2 単位

学期 [Quarter]：春学期後半 [Spring-2]

授業分類：専門講義

Global MBA

【授業の概要と目的（何を学ぶか）】

Course Description

This is a basic MBA course of Organizational Management, designed to give students basic knowledge and skills of management. It especially emphasizes the integration of theories with applications, in order to help students better understand how to manage others in real organizations. This integration will be made by the two learning methods, lecture on textbook and group research activity in field.

This course begins with a lecture on the basic concept of management (planning, organizing, leading, and controlling). Also, group field research activities go along with. This course consists of 7 sessions.

【到達目標】

Course Objectives and Goals

By the end of the course, students are expected to become able to identify the basics of managing people and organizations. Also, they are expected to recognize the various challenges faced by today's managers.

【授業の進め方と方法】

“Team” as Inter-Weaving Cross Point of Theories and Realities
This course gives you both theoretical learning by lecture and experiences of business realities by field activities. These two are inter-woven in the following manner.

We utilize “teams” as the best places to inter-weave theories and realities of management. In the lecture, the professor talks about theories of team. His lecture focuses on how teams are important in business organizations, and how teams should be developed. He then gives theories of how to manage teams in terms of planning, organizing, leading, and controlling. His lecture then goes from teams to larger organizations such as departments and divisions.

Also, the professor provides you three sets of opportunities of field activities. The first is “team building exercises” done by you with a professional instructor. The second is your group work to prepare and perform company visit (see 5 below). The professor divides students into two groups, and each is assigned a Japanese company. Each group is requested to visit the assigned Japanese company and interview on how teams are used in “omotenashi” customer services. The third is your real knowledge to be acquired through the company interviews. The professor carefully relates lectures and field activities to make inter-weaves of theories and realities.

Company Interviews

The purpose of this company visit is to give you opportunities to learn how Japanese companies make “omotenashi” teamwork when they serve customers. “Omotenashi” is a Japanese term meaning high hospitality customer services. The professor is now in the process of making contacts two Japanese service companies requesting for cooperation. One is a Japanese hotel company and the other is a Japanese airline company. These are highly famous for their sophisticated teamwork to create strong guest satisfaction. The professor will ask you to prepare interview questions to ask about the companies’ “omotenashi” teamwork.

【授業計画】

回 テーマ

Session Management and
1 Team

内容

The First Half Session:
Management
Lecture:
- Introduction of this course
- Essential factors of management
- How teams develop
< Preliminary Assignments >
< Reading Assignment 1 >
Read Chapter 1, sections 1.1 through 1.5. Skip columns, review, your turn, and history module.
< Reading Assignment 2 >
Read section 10.1 of Chapter 10, What is a group and what stages of development do groups go through? (the section number may slightly differ among textbook edition years.)
< Writing Assignment >
Write one page paper answering the question: What are the four management functions? Write a brief definition of each function. Submit the paper at class as proof of attendance.
The Second Half Session:
“Team”
Lecture:
- Let’s get started to organize company visit and interview
- Information of the target companies to be presented by TAs
- Formation of students into two teams
- Steps to prepare company visit
- Team activity evaluation framework

Session Planning

2

The First Half Session:
Management

Lecture:
- Planning
- Formal planning process vs. team activity planning process
< Preliminary Assignments >
< Reading Assignment >
Read chapter 5 (Foundations of Planning), sections 5.1 through 5.4. Skip columns, review, and your turn.
< Writing Assignment >
Write one page paper answering the question: What type of planning do you use in your personal life? Describe your type in terms of (a) strategic or operational, (b) short term or long term, (c) specific or directional, and (d) single-use or standing. Submit the paper at class as proof of attendance.

The Second Half Session:
“Team”

Group Work
- Finalize interview questions
- Evaluate your team development processes

The First Half Session:
Management

Lecture:
-Organizing
-Organizing formal organization vs. organizing team
< Preliminary Assignments >
< Reading Assignment >
Read chapter 6 (Organizational Structure and Design), sections 6.1 through 6.4. Skip columns, review, and your turn.
< Writing Assignment >
Write one page paper answering the question: Remember one of your team work job experiences you had in your country. How do you find the team work job in terms of the following view points: 1. Who formed the team, and why was it formed? 2. Did the team go through a storm in some way? 3. Did the team develop norms? 4. Did the team perform good enough? 5. Did the team end as planned?

The Second Half Session:
“Team”

Group work
- Evaluate your company visit team work
- Evaluate one of your team work job experiences at the previous company

Session Organizing

3

Session 4	Team Building	<p>Team Building Exercises Professional Instructor's Session < No Preliminary Reading or Writing Assignments > Instead, you need to give a paper only with date and your name to the professor at class as a proof of attendance.</p>	Session 7	<p>Controlling</p> <p>The First Half Session: "Team" Mutual presentation between two teams - what did your team learned from the company visit? The Second Half Session: Management Lecture - Controlling < Preliminary Assignments > < Reading Assignment > Read the following three parts of the textbook. Chapter 14 Section 1: WHAT IS CONTROL AND WHY IS IT IMPORTANT? Chapter 14 Section 2: WHAT TAKES PLACE AS MANAGERS CONTROL? Chapter 14 Section 3: WHAT SHOULD MANAGERS CONTROL? < Writing Assignment > Write one page paper to answer the following question: Assume you were the leader of the team that you experienced at your previous company. Then see Exhibit 14-5 "When" Does Control Take Place? As a leader, what amount of effort would you have put on each of three control places (feedforward, concurrent, feedback) to control the team activities? Place amounts of % (100% in total) on each of the three control places. Explain why you distribute control effort in such amount of %s.</p>
Session 5	Individual behavior Motivating Rewarding Trust	<p>The First Half Session: Management Lecture on Leading - Individual behavior - Motivating - Rewarding - Trust < Preliminary Assignments > < Reading Assignment > Read the following four chapter-sections (chapter-section numbers may differ among year versions) Chapter 9 Section 2: WHAT ROLE DO ATTITUDES PLAY IN JOB PERFORMANCE? Chapter 9 Section 3: WHAT DO MANAGERS NEED TO KNOW ABOUT PERSONALITY? Chapter 11 Section 4: WHAT CURRENT MOTIVATION ISSUES DO MANAGERS FACE? Chapter 12 Section 5: WHY IS TRUST THE ESSENCE OF LEADERSHIP? < Writing Assignment > Write one page paper answering the question: Which one of the five factors (attitude, personality, motivation, reward, and trust) was your largest concern when you had a team working job at your previous company? Explain why was it the largest. The Second Half Session: "Team" Mutual presentation between two teams - How your teamwork activities would have been better if you had the team development exercise prior to the formation of your team?</p>	<p>【授業時間外の学習（準備学習・復習・宿題等）】 < Group Work between Sessions 1 and 2 > The professor requests each team to have an informal group work between sessions 1 and 2. Please budget 1.5 hours. The task is to develop questions to ask at company visit. < Group Work requested to have on July 7 > The professor requests each team to have an informal group work on July 7. Please budget 1.5 hours. The task is to discuss what part of your team activities of preparing and performing company visit would have been more efficient and effective if you had had team development exercises on July 9, at the section 1, rather than on July 30, at the section 4. Each team should make PPT presentation slides to be shown on July 14, at the section 5. < Group Work between sessions 6 and 7 > The professor requests each team to have an informal group work between sessions 6 and 7. Please budget 1.5 hours. The task is to make PPT presentation slides to be shown on July 28, at the session 7. The purpose of the presentation is to tell another team what your team learned from the company visit.</p> <p>【テキスト（教科書）】 Three Learning Materials < 1 > Textbook (to be purchased): "Fundamentals of Management" Global Edition, 2014 or 2013, by S. Robbins, D. DeCenzo and M. Coulter, published by Prentice Hall.</p>	
Session 6	Company Visit	<p>Company Visit This day's class will be used for company visit. Each of your two teams will visit either one of the two companies assigned by the professor. Two teaching assistants will travel with you and guide to get to the company.</p>		

**Students are requested to purchase this textbook by themselves at Amazon, or any other stores. Please get your copy enough time before the first day of the course. Amazon shows there are 2014 and 2013 versions. Either one is OK. Either “paper” or “Kindle” version is OK. Used one is also OK. There is not a large difference between the 2014 and 2013 versions. The teacher use the 2013 version because he has power point slides made based on that one.

**The textbook shows in an introductory page a term “MyManagementLab”. MyManagementLab is an online learning resource provided by the American textbook publisher. Because we at Hosei GMBA have much time to focus on Japanese organizations, the teacher will not use MyManagementLab in the course. So, please do not worry about how to use it. Simply do not access it.

< 2 > Power Point handouts: the teacher gives students lecture handouts printed by power point at each class to help them understand easily.

< 3 > Group Field Research Activities: In addition to the lecture on textbook, this course uses “group field research activities” as an important learning method. Experiences of field activities will become real cases to be discussed in the class. (How to form group field activities will be explained in the first day of the course.)

Discussions are expected to become warm and mutual supported periods of time to make your field experiences to be understood both theoretically and practically. The teacher heartily appreciates your active contribution to group works and discussions.

【参考書】

None

【成績評価の方法と基準】

Course Evaluation

Course grades are calculated according to the following method.

< 60%> : class attendance and submission of one-page paper answering a question assigned at each class session. The paper works as a proof of attendance.

< 29%> : active participation to class discussion.

< 11%> : term paper (one page) to submit eight days after the final session (July 29, Saturday, 17:00). You are asked to write on what you learned at this course and how you expect it helpful when you do a job after graduation. Because you have one page to write, you pick 1 or 2 points up from what you learned, and discuss how they could help you do job better.

Term paper due:

July 31, Monday, 17:00, at the administration office.

【学生の意見等からの気づき】

The class size of 2017 has become much larger than 2016. Teaching contents has largely changed to be almost new.

【その他の重要事項】

Office hour is Thursday 12:40-13:30.

MAN770F2

Japanese Production Management & Supply Chain Management

Japanese Production Management & Supply Chain Management

長谷川 卓也 [Takuya Hasegawa]

単位数：2 単位

学期 [Quarter]：春学期前半 [Spring-1]

授業分類：専門講義

Global MBA

【授業の概要と目的 (何を学ぶか)】

After World War II, Japan has been the world leader in production management and supply chain management which includes how to design, manufacture, transport, store, deliver, and manage products. The course starts with the state-of-the-arts in the automotive industry by a guest speaker. Students will;

- 1) learn how to specify the gap between the ideal and the real
- 2) choose a specific case to analyze
- 3) find irrational behavior and countermeasure

【到達目標】

Students will be able to 1) explain the overview of Japanese Production Management & Supply Chain Management, 2) apply the knowledge for the future business creation to make it possible from scratch.

【授業の進め方と方法】

In the first class, students will overview Japanese Production Management & Supply Chain Management and learn the framework of this course. Students will then learn some weird cases in business creation and explore the reasons why, for example, from the emerging hydrogen industry in Japan. Finally, students will learn how to design the future business by back-casting based on Supply Chain Management. Additional cases will be supplied by the instructor and guest speakers.

8 lectures, 2 guest lectures, 4 group presentations. One short essay will be submitted by students.

【授業計画】

回	テーマ	内容
1	Introduction (1)	Introduction to the course
2	Introduction (2)	Definitions and structures
3	Guest Lecture (1) the State of the Arts	"Spirit of the Alliance Production Way & HR development" (Nissan, Ichikawa)
4	Guest Lecture (2) the State of the Arts	"Spirit of the Alliance Production Way & HR development" (Nissan, Ichikawa)
5	Lecture (1) Toyota Way and Nissan Way	Taiichi Ohno, Kaizen, Just in Time, Kanban, Elimination of Waste, Utilization Factor, Pull and Push, Nearest Parts Production
6	Lecture (2) Toyota Way and Nissan Way	Taiichi Ohno, Kaizen, Just in Time, Kanban, Elimination of Waste, Utilization Factor, Pull and Push, Nearest Parts Production
7	Group presentation (1)	Choose a topic from Lecture (1)
8	Group presentation (2)	Choose a topic from Lecture (1)
9	Lecture (3) 3D production and 2D production	Investment Reduction, Break-even Point, 2D Related Industries

10	Lecture (4) Innovation management and supply chain management	Why a disruptive innovation heavily depends on the supply chain management
11	Lecture (5) Key performance index for innovation	Price per kg, Fixed cost in Variable cost, Depreciation, Natural energy price and Fossil energy price
12	Lecture (6) How to train yourself	Complexity and Simplicity, Target setting and Budget sealing and Back casting, Nazokake
13	Group Presentation (3)	"Limitations and Counter measures"
14	Group Presentation (4)	"Limitations and Counter measures"
15	Review, final essay preparation	Each student

【授業時間外の学習（準備学習・復習・宿題等）】

Students are encouraged to read the book below for group presentation (1), (2).

TOYOTA: UNDERSTANDING THE KEY TO SUCCESS: Principles and strengths of a business model (English Edition), Part III & IV

HBR's 10 Must Reads The Essentials (Harvard Business School Press)

【テキスト（教科書）】

No textbook will be used. Handouts will be provided by the lecturer.

【参考書】

Web:

http://www.toyota.co.jp/jpn/company/vision/production_system/

<http://www.nissan-global.com/JP/NISSANCRAFTSMANSHIP/>

http://keio-ocw.sfc.keio.ac.jp/International_Center/09B-016_e/list.html

Book:

<https://www.amazon.co.jp/Goal-Process-Ongoing-Improvement/dp/0884271951/>

<https://www.amazon.co.jp/HBRs-10-Must-Reads-Essentials/dp/1422133443/>

<https://www.amazon.co.jp/TOYOTA-UNDERSTANDING-Principles-strengths-business-ebook/dp/B015T56TXW/>

【成績評価の方法と基準】

Evaluation is based on class contribution (40%), group discussion and presentation (40%), final essay (20%). Since this is an applied course, unique aspects are highly evaluated than regular ones.

【学生の意見等からの気づき】

A recommended structure for the final essay has been clarified.

1. Cover page

2. Executive Summary

3. My Unique Findings

- Irrational behavior

- Countermeasure

- Reasons why your countermeasure has not been taken before

4. Conclusion

#Your countermeasure does not have to be new. For example, a well-known counter measure which has not been implicated by irrational reasons may be important.

【その他の重要事項】

[Key words] Toyota Production Way, Nissan Production Way, Push&Pull, Fabless, Business ecosystem, Internet and marginal cost, Industry 4.0, Taiichi Ohno, Henry Ford, Theory of Constraints, Bottle neck, UnDesirable Effects, Desired Effect, PDCA, Assembly lines, Price per kg, 2D parts revolution, Just-in-Time, Kanban, Kaizen

MAN760F2

Innovation in Global business

Innovation in Global business

米倉 誠一郎 [Seiichiro Yonekura]

単位数：2 単位

学期 [Quarter]：秋学期前半 [Fall]

授業分類：専門講義

Global MBA

【授業の概要と目的（何を学ぶか）】

In this course, we will study two very important issues in the 21st Century.

1)What is innovation?

2)What is global business?

【到達目標】

1) To understand the theoretical framework on innovation

2) To understand of a historical development of the global business

3) To create your own innovative business ideas

【授業の進め方と方法】

1) Class discussion

2) Group work and group discussion

3) Group presentation and direct discussion with real global business leaders

【授業計画】

回	テーマ	内容
1: 9/18	Introduction	Why we need innovation?
2: 9/18	A theoretical frame work of innovation	Innovation: Schumpeter's 5 factors and Abernathy's four cell model
3: 9/25	What is global business?	A case of LEGO
4: 9/25	How to globalize?	A case of Uniqlo
5: 10/2	What is Open Innovation? By Professor Hiroshi Shimizu, Hitotsubashi University	Why we need open innovation?
6: 10/2	A theoretical frame work of open innovation: By Professor Hiroshi Shimizu, Hitotsubashi University	A changing global business environment and open innovation
7: 10/9	Group Presentation (1) : A global development of Yoshino-ya	A prepared presentation contest 1
8: 19/9	Group Presentation (2): Samurice: An Onigiri Business in a global context	A prepared presentation contest 2
9: 10/16	Dialogue with global guest business leader 1: Mr. Shuji Abe	A presentation by the winner of competition in front of the guest business leader 1
10: 10/16	Dialogue with global guest business leader 2: Mr. Issei Maeda	A direct discussion with the guest business leader
11: 10/23	Group Presentation 3: Sony-ZMP Drone in Africa	A prepared presentation contest 3

12:	Group Presentation	A prepared presentation
10/23	4: Ricci Everyday: a Bag Production In Uganda	contest 4
13:	Dialogue with a global business leader 3: Dr. Hisashi Tniguchi	A presentation by the winner of competition in front of the guest business leader 2
10/30	Dialogue with a global business leader 4: Ms. CHizu Nakamoto	A direct discussion with the guest business leader
14:	Dialogue with a global business leader 4: Ms. CHizu Nakamoto	A direct discussion with the guest business leader
10/30	Dialogue with a global business leader 4: Ms. CHizu Nakamoto	A direct discussion with the guest business leader
15	Summary	Summary discussion

【授業時間外の学習（準備学習・復習・宿題等）】

In order to prepare a group presentation to invited business leaders, Approximately 4-6 hours group works are required. It will be a little bit hard, but will be worthwhile.

【テキスト（教科書）】

Seiichiro Yonekura "What is essential is invisible to the eye"

【参考書】

J.A.Schumpeter, A Theory of Economic Development
Hirshumire and Yui, Japanese business development

【成績評価の方法と基準】

- 1) Class participation (30%)
- 2) Group work participation and leadership (30%)
- 3) A final term paper (40%)

【学生の意見等からの気づき】

No class before.

MAN760F2

Innovators and Leaders

Innovators and Leaders

米倉 誠一郎 [Seiichiro Yonekura]

単位数：2 単位

学期 [Quarter]：秋学期後半 [Fall]

授業分類：専門講義

Global MBA

【授業の概要と目的（何を学ぶか）】

In order to create a new economic development, it is necessary for any countries and regions to facilitate innovative activities by innovators. Innovation itself, however, cannot have a greater impact on economic development. There must be a business leader who can establish a business model by using innovation and innovative ideas. In this course, we would learn relationships between innovation, innovators and leaders through book readings, case studies and dialogue with real innovators and leaders.

【到達目標】

- 1) To understand a theoretical relationship between innovation and innovators.
- 2) To understand necessary capabilities to carry out innovation.
- 3) To understand a theoretical relationship between innovation and leaders.
- 4) To understand necessary capabilities to create a concrete business model by using innovation.

【授業の進め方と方法】

The class learning method is consisted of reading assignment, class discussion/participation, report writing, group work and dialogue with innovators and business leaders.

【授業計画】

回	テーマ	内容
1: Nov 8	Introduction	Why we need innovators and business leaders?
2: Nov 8	Innovation and Innovator	A theoretical relationship between innovation and innovators
3: Nov 15	Five categories of Innovation	To understand natures of innovation through Schumpeter's frame work
4: Nov 15	A theoretical framework for Global Open Channel Innovation by Kazuki Moribe	How to penetrate into a global market
5: Nov 22	Business model and business leaders	What are necessary capabilities to make business from zero to one?
6: Nov 22	A new business model creation	How to do business in Japan
7: Nov 29	A case study on American Express in Japan	Class presentations and team competition
8: Nov 29	How to increase card scribers in Japan	Class presentations and team competition
9: Dec 6	Dialogue with Ms.Misao Eddy,Vice President of Corporate Communication, American Express in Japan	A Class Presentation by students

10 Dec 6	Class discussion with Ms. Eddy	How to be successful in foreign companies in Japan
11: Dec 13	Case studies on Microsoft Japan	Class presentations and team competition
12: Dec 13	Freee: A new business model	Class presentations and team competition
13: Dec 20	Dialogue with Mr. Takuya Hirano, President of Microsoft Japan	Class presentations and class discussion with Mr.Hirano
14: Dec 20	A class discussion with Mr.Takuya Hirano, President of Microsoft Japan	Class presentations and class discussion with Mr.Hirano
15	Summary	Summary discussion on innovators and leaders

【授業時間外の学習（準備学習・復習・宿題等）】

- 1) Group work for a case analysis
- 2) Group presentation preparation
- 3) Participation to the 2017 Nikkei BP Innovators Award

【テキスト（教科書）】

J.A.Schumpeter, A Theory of Economic Development
Kenichi Ohmae, A creative thought from Zero to one

【参考書】

Innovation
Muhammad Yunus

【成績評価の方法と基準】

- 1) Class participation/discussion (30%)
 - 2) Group work participation and leadership(30%)
 - 3) A quality of presentation by Group work (40%)
- Grade A:80-100%, Grade B:60~80%, Grade C:40-60%, Grade F: under 40%

【学生の意見等からの気づき】

No previous class

MAN770F2

Business Leader Development II

Business Leader Development II

米倉 誠一郎 [Seiichiro Yonekura]

単位数：2 単位

学期 [Quarter]：春学期前半 [Spring-1]

授業分類：専門講義

Global MBA

【授業の概要と目的（何を学ぶか）】

ビジネスリーダーに必要なマイクロ・マクロにわたる社会経済情報を身につけるだけでなく、現象を表層的ではなく歴史的に捉える思考法を学びます。

リーダーシップに関する理論と実践を学びます。

また、イノベーションに対する理論的な理解を深めるとともに、イノベーションを遂行する企業家（entrepreneur）のあり方や実践力を学びます。

【到達目標】

- 1) ビジネスリーダーに必要な組織・戦略に対する基礎知識の獲得
- 2) イノベーションを類型化する能力と、イノベーションに必要とされるアントルプルヌアシップの構造的な理解
- 3) 自分でビジネスモデルを構築する能力を習得
- 4) ビジネスモデルや事業戦略のアイデアを理論的に記述し、短い時間で的確にプレゼンテーションできる能力の習得
- 5) チームで事前課題を分析処理し、成果をあげる実践力の獲得を目指します。

【授業の進め方と方法】

授業は双方向型の講義あるいはディスカッション形式で構成されますので、失言を恐れずにどんどん発言することが重要です。チームによるグループワークでは、ゲストに迎える企業および経営者の戦略分析をすることが要請されますので、積極的に分析・提言プロセスに関わって下さい。また、チーム内でのリーダーシップやプロフェッショナルリズムの発揮も重要です。さらに、成果物のプレゼンテーションのコンペも行います。

【授業計画】

回	テーマ	内容
1	マクロ・ミクロの社会経済現象について	日本やグローバル経済の現状認識に関する講義
2	日本の経営発展	日本の経営発展に関する歴史的考察を行う
3	イノベーションの具体例	イノベーションの重要性とその類型について学習する
4	企業家精神とは何か	日本で企業家精神あるいは起業家精神と訳されている「アントルプルヌアシップ」について理解する
5	リーダーシップとは何か	リーダーシップとは何かについて概括的に理解する
6	リーダーシップの発展	リーダーシップに必要な要素を分解・抽出し、その実践について考える。
7	グループワーク発表 (1)	グループによるゲスト経営者 (1) への提言内容を発表 (前半 3 チーム)
8	グループワーク発表 (2)	グループによるゲスト経営者 (1) への提言内容を発表 (後半 3 チーム)
9	ゲスト経営者 (1) へのグループプレゼンテーション	プレゼン選出チームによる経営者へのプレゼン
10	ゲスト経営者 (1) とのディスカッション	ゲスト経営者 (1) による講評と経営論・戦略論の講義
11	グループワーク発表 (3)	グループによるゲスト経営者 (2) への提言内容を発表 (前半 3 チーム)

12	グループワーク発表 (4)	グループによるゲスト経営者 (2)への提言内容を発表(後半 3チーム)
13	ゲスト経営者(2)への グループプレゼン テーション	プレゼン選出チームによる経営者 へのプレゼン
14	ゲスト経営者(2)と のディスカッション	ゲスト経営者(1)による講評と 経営論・戦略論の講義
15	まとめ	本講義のまとめとディスカッショ ン

【授業時間外の学習(準備学習・復習・宿題等)】

授業では、事前課題を読んでくる必要があります。
グループ学習では、課題対象となった企業や経営者の戦略分析ある
いはリーダーシップ分析について、グループで集まって自主的に勉
強会およびプレゼンの準備が要請される。現在、日本で活躍する企
業家の招聘を調整しています。楽しみに。

【テキスト(教科書)】

『経営革命の構造』(岩波新書)、『2枚目の名刺』(講談社 a 新書)。

【参考書】

青島矢一・加藤俊彦『経営戦略論』(東洋経済)
チャンドラー『組織は戦略に従う』(ダイヤモンド社)など

【成績評価の方法と基準】

成績評価は、
1) 双方向講義やクラスディスカッションにおける発言回数とその
質によって評価します(30%)
2) グループワークでは、分析・提言への貢献度。プレゼンテーショ
ンの質。リーダーシップの実践を評価します(30%)
3) 最終試験・レポートは①アイデアの斬新性、②論理性、③エビ
デンス、④実行可能性によって評価します(40%)。

【学生の意見等からの気づき】

初めの授業なので、まだフィードバックがありません。

MAN760F2

MBA Special Lecture

MBA Special Lecture

Wei-Lun Chang [Wei-Lun Chang]

単位数: 2 単位

学期 [Quarter]: 夏期集中 [Summer]

授業分類: 専門講義

Global MBA

【授業の概要と目的(何を学ぶか)】

This module aims to offer an entertaining course for Infor-
mation Technology and Management. It provides students a
chance to appreciate what are the essentials of the Information
Technology and Management and how to analyze cases from
practices. This course can help us understand the essentials
of the Information Technology and Management and action in
real-life organizational contexts. Through an appreciation of
existing cases, this module seeks to help students to respond
to some of these questions and to become familiar with the
principles for the Information Technology and Management
and evaluation of a business application.

【到達目標】

This module aims to offer an entertaining course for Infor-
mation Technology and Management. It provides students a
chance to appreciate what are the essentials of the Information
Technology and Management and how to analyze selected
cases. In recent years, innovative types of Information
Technology have emerged as an important indicator for IT
field. This course can help us to understand the essentials
of the Information Technology and Management and action
in real-life organizational contexts; it has the potential to
produce deep insights into organizational phenomena. As the
interest in managing an innovative business has increased
over time, however, many people have raised questions about
what innovative Business Information Systems are and how
their qualities can be assessed. Through an appreciation of
existing cases, this module seeks to help students to respond
to some of these questions and to become familiar with the
principles for the Information Technology and Management
and evaluation of a business application.

1. Understand the concept of information technology and management.
2. Understand the application of information technology and management (e.g., business process reengineering, enterprise resource planning, customer relationship management, and supply chain management).
3. Analyze famous cases of information technology and management (e.g., Metro Group from SCM).
4. Apply and evaluate the cases of information technology and management by case analysis.

【授業の進め方と方法】

This class will be lectured by Case-Based Teaching (Problem-
Solving Approach). Students have to read required materials
and prepare questions/comments in order to facilitate the
discussion. Teacher will use games (bingo and porker) for the
interaction to encourage students.

1. Searching for answers
2. Flexible application
3. Rich contexts
4. Two-way dialoguing
5. Students — active participants

【授業計画】

回	テーマ	内容
8月23日	Orientation	Introduce the concept and requirements of the class.

8月23日	Does IT matter?	This article can assist students think carefully with the importance of information technology.
8月24日	IT Changes the Way you Compete	This article can provide comprehensive understanding of importance of IT.
8月24日	Case : Cirque du Soleil	Students need to present how the case used IT to create advantage.
8月25日	Reengineering a Business Process (BPR)	These articles can assist students understand the basic idea of BPR and steps to conduct it.
8月25日	Case: Amsterdam Schiphol Airport	The selected case can also illustrate the importance of BPR in practice.
8月29日	Enterprise Resource Planning (ERP)	These articles can assist students understand what ERP is in enterprises and how important it is.
8月29日	Case: San Diego City Schools	The selected case can also illustrate how school using ERP to solve problems.
8月30日	Diamonds in the Data Mine (CRM)	These articles can assist students understand the concept and key factors of CRM.
8月30日	Case: MGM Hotel	The selected case can demonstrate the popular way to conduct CRM in practice.
8月31日	RFID: The next revolution in SCM	These articles can assist students understand the new IT on SCM.
8月31日	Case: RFID at the Metro Group	The selected case can also demonstrate how retailer used IT in SCM.
9月1日	Emergent Applications of IT	Certain emergent business models will be introduced such as sharing economy.
9月1日	Case Presentation	Each student (or as a group) will select a local case related to IT industry for presentation.
9月1日	Evaluation	Students are required to write a case analysis (Japanese company) for final evaluation.

【授業時間外の学習（準備学習・復習・宿題等）】

Students need to read the assigned material (e.g., case) before the lecture. Participation and discussion are important in the class.

【テキスト（教科書）】

Selected cases and articles from Harvard Business School Database.

【参考書】

The supplemental material will be randomly provided in the class.

【成績評価の方法と基準】

In-Class Group Discussion(group): 20%
Case Presentation(individual or group): 30%
Final Presentation (individual or group): 30%
Case Analysis: Written Report(individual): 20%

【学生の意見等からの気づき】

No record before.

【学生が準備すべき機器他】

Students may have own laptops in the class in case the needs of Internet access for group work.

MAN770F2

Multinational Business in Asia I

Multinational Business in Asia I

高田 朝子 [Asako Takada]

単位数：2 単位

学期 [Quarter]：夏期集中 [Summer]

授業分類：専門講義

Global MBA

【授業の概要と目的（何を学ぶか）】

In this study tour, students will visit emerging countries in Asia to investigate how Japanese companies are doing there and also new business opportunities there, and to understand the relationships between governments and industries. This class is a joint-class for IM Japanese MBA class.

【到達目標】

Through this class, you will gain the skills to critically examine a challenging global issue by meeting a variety of stakeholders and see the real world by yourself to understand their wide range of perspectives.

You will do your research presentation with your multinational classmates including Japanese.

【授業の進め方と方法】

pre meetings and group discussion before and after the trip is required.

【授業計画】

回	テーマ	内容
1	pre meeting	to know what you will do in this class
2	pre meeting	team building
3	day1	visit Japanese compaies
4	day2	visit government
5	day3	visit international comapnies
6	day4	visit companies
7	presentation	presentation
8	presentation	presentaiton

【授業時間外の学習（準備学習・復習・宿題等）】

need group meeting and discussion

【テキスト（教科書）】

TBA

【参考書】

TBA

【成績評価の方法と基準】

group participation 40%
class participation 20%
presentation 40%

【学生の意見等からの気づき】

not applicable this year

Project 1-A (Internship)

Project 1-A (Internship)

高田 朝子、Kenneth Pechter、松田 庄平

単位数：6 単位

学期 [Quarter]：秋学期 [Fall]

授業分類：専門演習

Global MBA

【授業の概要と目的 (何を学ぶか)】

Purpose of Internship 1:

- To experience real world work conditions, and develop knowledge and judgment to further your career.
- Internship 1 has the primary objective of exposing you to general Japanese society and business customs.

Time Period

- To be completed in the five weeks of January through February.

- 200 hours of work are required to receive the course units.

Internship Organizations:

- Organizations in Japan that are mostly regional government agencies.

Finding the Internship:

The instructor takes role of finding internship organizations.

Carrying out of the Internship:

- As with any job, your organization will assign you work and a supervisor to report to. You are expected to represent yourself and Hosei University well in how you carry out your work.
- Unlike most jobs, your work in the company or organization is also a requirement for graduation from the GMBA program. You are therefore required to stay in regular contact with your academic advisor or other faculty member regarding the status and progress of your internship, and about any problems or issues that may arise.

【到達目標】

The intern is to perform as if he or she were a regular employee of the office, which includes expectations of neatness, punctuality, productivity, and openness to supervision. Although the primary job responsibility is to work on projects assigned to them, the intern may also be expected to do routine tasks and clerical work.

Goals:

- * To learn about the social and cultural and scientific issues of Japan
- * To establish networks with Japanese individuals and Japanese society

【授業の進め方と方法】

Orientation meeting with the internship coordinator and the internship supervisor to learn more about the internship and discuss specific goals and objectives.

The amount of time of internship is 200 hours, in which students have job experiences at each office.

This amount of time is made through 8 hours a day, 5 days a week, for 5 weeks.

【授業計画】

回	テーマ	内容
1	Orientation	To know about internships
2	Pre session 1 Business manner and attitude in Japan	To know general business manners in Japan
3	Pre session 2 Business manner and attitude in Japan	To know general business manners in Japan

4	Internship Work at municipal government	To understand Japanese business and community
5	Internship Work at municipal government	To understand Japanese business and community
6	Work at municipal government	To understand Japanese business and community
7	Internship Work at municipal government	To understand Japanese business and community
8	Work at municipal government	To understand Japanese business and community
9	Internship Work at municipal government	To understand Japanese business and community
10	Internship Work at municipal government	To understand Japanese business and community
11	Internship Work at municipal government	To understand Japanese business and community
12	Internship Work at municipal government	To understand Japanese business and community
13	Internship Work at municipal government	To understand Japanese business and community
14	Internship Work at municipal government	To understand Japanese business and community
15	Presentation	Presentation

【授業時間外の学習 (準備学習・復習・宿題等)】

Students must attend the orientation meeting. Date is to be announced.

After the orientation meeting, students must attend pre internship training sessions, which address business manners in Japan.

During the term of the internship, students must create and maintain a journal.

Journal: The journal is a weekly log that will include a summary of each day's activities, as well as observations and brief reflections about the functioning of the office (e.g. work-supervisor relations; leadership and management practices; interactions with outside agencies, groups and constituents/clients). It is important that interns set aside regular time to record these journal entries.

【テキスト (教科書)】

TBA

【参考書】

TBA

【成績評価の方法と基準】

Internship Deliverables to Hosei GMBA Program:

1. Midterm Report: Due after 150 hours of your internship
2. Final Report & Presentation: Due early March 2018 by the Internship Presentation Event

Include in Your Reports the Following Information

1. Your general weekly schedule
2. Your ongoing projects to date
3. Your specific accomplishments to date
4. Any problems or happenings of note
5. Who you reported to in your internship.

Report Guidelines:

- Since the report is a requirement of the course and will affect your grade, please take it seriously.
- However, please think of it not just as an assignment, but as a tool for you to use as you track and manage your own work effort.
- Please write your report as an MS Word document file.

- Send to the following address, which forwards your email to all GMBA professors: gmba@ml.hosei.ac.jp

【学生の意見等からの気づき】

provide the information about living and accommodation before students go.

MAN770F2

Project 1-B (Field Research)

Project 1-B (Field Research)

高木 晴夫 [Haruo Takagi]

単位数：6 単位

学期 [Quarter]：秋学期 [Fall]

授業分類：専門演習

Global MBA

【授業の概要と目的（何を学ぶか）】

Project 1-B and 2-B (Field Research 1 and 2) are specially offered to those students who already have developed research plans when they applied to GMBA, because these plans are required by their financially supporting organizations when the student applied for the financial aide before they came to Japan and wrote the research plan as a part of the application. As a rule, GMBA Program requests students to take Internship Courses (Project 1-A and 2-A) as compulsory. But the students who are in the above kind, they may take Field Research courses as substitutes. If the financial organization permits the student to take Internship Courses rather than Field Researches, GMBA certainly accepts the permission.

【到達目標】

Field Research courses have the same objectives as Internship courses have. Through Internship Courses students are expected to gain real work knowledge and experiences by physically placing themselves as a member of Japanese corporate or other Japanese organizations. The same principle is held in Field Research courses by letting the student conduct more realistic and practical research in the field. Simply academic research is not expected at all.

【授業の進め方と方法】

Once he or she is permitted to take Field Research courses, the course participant has to submit a research plan to the course adviser, a faculty in charge specialized in a certain, appropriate field.

The field research is to be conducted through the literature search inside and outside of the library, and consultation with the course adviser or other faculties in charge, to identify and select the targeted companies for the research. Appropriate method of enquiry either qualitative or quantitative would be deployed including but not limited to interviews and questionnaires. The result of the field research need to be analyzed and summarized in a field research report. Upon approval by the course adviser, the report would be submitted to the administrative office.

【授業計画】

回	テーマ	内容
Sessions	Research theme will	Research contents will be
are in	be elaborated	sbustantialized when the
Jan-	through	students goes beyond the first
uary	consultation with	research plan.
through	the advisor.	
March		

【授業時間外の学習（準備学習・復習・宿題等）】

The field research is to be conducted through the literature search inside and outside of the library, and consultation with the course adviser or other faculties in charge, to identify and select the targeted companies for the research.

【テキスト（教科書）】

The course advisor can provide you textbooks as needed.

【参考書】

The course advisor can provide you reference books as needed.

【成績評価の方法と基準】

Grades will be placed according to the performance of research and the quality of the final report.

【学生の意見等からの気づき】

Not account this year because that the on-going field courses are the first run.

【その他の重要事項】

Since GMBA is designed to create future business specialists and executives, the purpose of Field Research courses is to facilitate students to understand the business activities of Japanese corporations and help them carry out business endeavors successfully in the future. Given this objective in mind, the field research report is not following the style of usual academic papers.

Furthermore, students need to be reminded that the completion of the GMBA course itself, even with Field Research, does not automatically guarantee the advancement to further academic studies such as PhD. The decision as to whether the research paper qualifies for such advancement is solely at the discretion of the universities that the MBA holder is going to apply in the future.

MAN770F2

Project 2-A (Internship)

Project 2-A (Internship)

松田庄平, 米倉誠一郎, Kenneth Pechter

単位数：6 単位

学期 [Quarter]：年間授業 □

授業分類：専門演習

Global MBA

【授業の概要と目的（何を学ぶか）】

Purpose of Internship 2:

- To experience real world business conditions, and develop knowledge and judgment to further your career.
- While Internship 1 had the primary objective of exposing you to general Japanese society and business customs, the primary objective of Internship 2 is business experience and the knowledge that comes from it. For that reason, Internship 2 is structured more flexibly than Internship 1, so that each of you can develop the experience most suited to your goals and needs.

Time Period

- To be completed by the end of February 2018.
- While 200 hours of work are required to receive the course units, the specific schedule and style of work is to be decided on a case-by-case basis by your host and you, in consultation with your academic advisor or other faculty member.

Internship Organizations:

- Companies or Organizations in Japan that fit with your individual career plan.

Finding the Internship:

- Students themselves are to identify potential enterprises and approach them yourselves about accepting you as an intern.
- If you have trouble finding an internship or need help in explaining the purpose to a potential host, please discuss with your academic advisor or other faculty member.
- Those of you wishing to again do a regional agency internship, please discuss with your academic advisor or other faculty member.

Regarding Internship Period and Schedule:

- You will decide with your host company or organization whether to structure your internship work as a few hours a week for many months, or on a full-time or near full-time basis for a few months.
- Note that for many companies and organizations, summer is often the best season for doing an internship.

Carrying out of the Internship:

- As with any job, your company or organization will assign you work and a supervisor to report to. You are expected to represent yourself and Hosei University well in how you carry out your work.
- Unlike most jobs, your work in the company or organization is also a requirement for graduation from the GMBA program. You are therefore required to stay in regular contact with your academic advisor or other faculty member regarding the status and progress of your internship, and about any problems or issues that may arise.

【到達目標】

The intern is to perform as if he or she were a regular employee of the office, which includes expectations of neatness, punctuality, productivity, and openness to supervision. Although the primary job responsibility is to work on projects assigned to them, the intern may also be expected to do routine tasks and clerical work.

Goals:

- * To learn about the social and cultural and scientific issues in Japan or other countries.

* To establish networks with individuals and society in Japan or other countries.

【授業の進め方と方法】

Orientation meeting with the internship coordinator and the internship supervisor to learn more about the internship and discuss specific goals and objectives.

The amount of time of internship is 200 hours, in which students have job experiences at each office.

This amount of time is made through a proper combination of how many hours a day, how many days a week, and how many weeks, that you agree with your selected company / organization.

【授業計画】

回	テーマ	内容
1	Orientation	To know about internships
2	Pre session 1 Business manner and attitude in Japan or other countries.	To know general business manners in Japan or other countries.
3	Pre session 2 Business manner and attitude in Japan or other countries.	To know general business manners in Japan or other countries.
4	Internship work at company in Japan or other countries.	To understand business and community in Japan or other countries.
5	Internship work at company in Japan or other countries.	To understand business and community in Japan or other countries.
6	Internship work at company in Japan or other countries.	To understand business and community in Japan or other countries.
7	Internship work at company in Japan or other countries.	To understand business and community in Japan or other countries.
8	Internship work at company in Japan or other countries.	To understand business and community in Japan or other countries.
9	Internship work at company in Japan or other countries.	To understand business and community in Japan or other countries.
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12	Internship work at company in Japan or other countries.	To understand business and community in Japan or other countries.
13	Internship work at company in Japan or other countries.	To understand business and community in Japan or other countries.
14	Internship work at company in Japan or other countries.	To understand business and community in Japan or other countries.

15 Internship Presentation
work at company in Japan or other countries.

【授業時間外の学習（準備学習・復習・宿題等）】

Students must attend the orientation meeting. Date is to be announced.

After the orientation meeting, students must attend pre internship training sessions, which address business manners in Japan or other countries.

During the term of the internship, students must create and maintain a journal.

Journal: The journal is a weekly log that will include a summary of each day's activities, as well as observations and brief reflections about the functioning of the office (e.g. work-supervisor relations; leadership and management practices; interactions with outside agencies, groups and constituents/clients). It is important that interns set aside regular time to record these journal entries.

【テキスト（教科書）】

TBA

【参考書】

TBA

【成績評価の方法と基準】

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- Please write your report as an MS Word document file.
- Send to the following address, which forwards your email to all GMBA professors: gmba@ml.hosei.ac.jp

【学生の意見等からの気づき】

Not applicable

Project 2-B (Field Research)

Project 2-B (Field Research)

米倉 誠一郎 [Seiichiro Yonekura]

単位数：6 単位

学期 [Quarter]：年間授業 □

授業分類：専門演習

Global MBA

【授業の概要と目的 (何を学ぶか)】

Project 1-B and 2-B (Field Research 1 and 2) are specially offered to those students who already have developed research plans when they applied to GMBA, because these plans are required by their financially supporting organizations when the student applied for the financial aide before they came to Japan and wrote the research plan as a part of the application. As a rule, GMBA Program requests students to take Internship Courses (Project 1-A and 2-A) as compulsory. But the students who are in the above kind, they may take Field Research courses as substitutes. If the financial organization permits the student to take Internship Courses rather than Field Researches, GMBA certainly accepts the permission.

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【授業の進め方と方法】

Once he or she is permitted to take Field Research courses, the course participant has to submit a research plan to the course adviser, a faculty in charge specialized in a certain, appropriate field.

The field research is to be conducted through the literature search inside and outside of the library, and consultation with the course adviser or other faculties in charge, to identify and select the targeted companies for the research. Appropriate method of enquiry either qualitative or quantitative would be deployed including but not limited to interviews and questionnaires. The result of the field research need to be analyzed and summarized in a field research report. Upon approval by the course adviser, the report would be submitted to the administrative office.

【授業計画】

回	テーマ	内容
Sessions	Research theme will	Research contents will be
are in	be elaborated	substantiated when the
Jan-	through	students goes beyond the first
uary	consultation with	research plan.
through	the advisor.	
March		

【授業時間外の学習 (準備学習・復習・宿題等)】

The field research is to be conducted through the literature search inside and outside of the library, and consultation with the course adviser or other faculties in charge, to identify and select the targeted companies for the research.

【テキスト (教科書)】

The course advisor can provide you textbooks as needed.

【参考書】

The course advisor can provide you reference books as needed.

【成績評価の方法と基準】

Grades will be placed according to the perforce of research and the quality of the final report.

【学生の意見等からの気づき】

Not account this year because that the on-going field courses are the first run.

【その他の重要事項】

Since GMBA is designed to create future business specialists and executives, the purpose of Field Research courses is to facilitate students to understand the business activities of Japanese corporates and help them carry out business endeavors successfully in the future. Given this objective in mind, the field research report is not following the style of usual academic papers.

Furthermore, students need to be reminded that the completion of the GMBA course itself, even with Field Research, does not automatically guarantee the advancement to further academic studies such as PhD. The decision as to whether the research paper qualities for such advancement is solely at the discretion of the universities that the MBA holder is going to apply in the future.

出力一覧

W7001Global Management	1
W7002Japanese Management	2
W7003Accounting	3
W7004Marketing in Japan	4
W7005Japanese Culture and Business	5
W7008Financial Management	6
W7009Managing Talent	8
W7010Opportunity and Entrepreneurship in Japan ...	9
W7011Media and Entertainment	10
W7012Service Management in Japan	11
W7013Business Communication in Japanese Organi- zation	12
W7014Management Strategy	14
W7015Organizational Management	15
W7016Japanese Production Management & Supply Chain Management	18
W7017Innovation in Global business	19
W7018Innovators and Leaders	20
W7019Business Leader Development II	21
W7020MBA Special Lecture	22
W7021Multinational Business in Asia I	23
W7103Project 1-A (Internship)	24
W7104Project 1-B (Field Research)	25
W7105Project 2-A (Internship)	26
W7106Project 2-B (Field Research)	28