

## Global Management

Global Management

山本 晋也、ヤング 吉原 真理子

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 the skill sets for effective "Global Management." In recent years, things are rapidly changing across the world, especially in the science and technology driven industries that compete in the global market. Effective management skills have become the prerequisites for areas including finance, human resource, R&D, regulatory, business and innovation development. The key objective of the course is to acquire theoretical and practical tools so students can evaluate business strategies for start-ups and/or growth of business. Specifically, students will be exposed to the cutting edge skill sets called "System/Design Thinking," which are critical tools to thrive in the global business environment.

## 【到達目標】

Students are expected to attain knowledge on topics such as "Effective Brainstorming", "Leadership", "Teamwork and Communication", "Problem Solving" and "Negotiation Rationally". These are all critical 21st Century skills for competitive labor force. The tools called "System Thinking" and "Design Thinking" are introduced to help the students achieve these goals.

It is important to mention that effective brainstorming skills are necessary component of mathematical modeling tool for simulation.

Lastly, students are expected to understand the cutting edge science and technology driven market environment in the biopharmaceutical industry.

## 【授業の進め方と方法】

This course combines various forms of instruction including lectures, seminars, practical training, and skill practice. The instructors will hand out copies of texts in each class. In order to ensure getting programmatic skills, the exercises are key. At the end of the course, students are expected to submit and report on "Strategy for business growth". Students will pick a company of her/his choice, and propose a way to promote its growth using "System/Design Thinking" methods.

## 【授業計画】

回	テーマ	内容
1st	Introduction of Global Management & Biopharmaceutical Industry	1. Global Business Environment 2. Current Industry Trends 3. Biopharmaceutical Industry
2nd	Talent Development in the Global Management	1. Leadership 2. Communication 3. Issue Solving 4. Negotiation Rationally
3rd	Cutting Edge Trends and Methods in the Silicon Valley: Part I	1. Design Thinking - Part I
4th	Cutting Edge Trends and Methods in the Silicon Valley: Part II	1. Design Thinking - Part II

5th	Cutting Edge Methods for Decision Making in the Global Management: Part I	1. System Thinking & Mathematical Modeling Tool for Simulation - Part I
6th	Cutting Edge Methods for Decision Making in the Global Management: Part II	1. System Thinking & Mathematical Modeling Tool for Simulation - Part II

7th	Report out session	Report "Strategy for Growth"
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## 【授業時間外の学習（準備学習・復習・宿題等）】

Review texts/documents and contents of exercises. And then, the most important thing is to create new exercise theme/problem for each exercise, and keep to try using tools as much as possible.

Learned skills would scale linearly with practices.

## 【テキスト（教科書）】

Will be provided for each lecture.

## 【参考書】

Will be provided for each lecture.

## 【成績評価の方法と基準】

1. A mark given for a student's class participation and its attitude. (30 pts)
2. Reports of each exercise. (30 pts)
3. Final report "Strategy for Growth". (40 pts)

## 【学生の意見等からの気づき】

N/A

## 【学生が準備すべき機器他】

Laptop/Tablet for student should be prepared as BYOD (Bring Your Own Device).

## 【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

## 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 be able to 1) formulate hypotheses to analyze Japanese Management not only from the front door but also from the back door, 2) propose a counter measure based on the hypotheses. Another goal is to develop a basic sense of "Behavioral Economics" and "Social Psychology" from the industrial points of view.

## 【授業の進め方と方法】

7 Discussions, 2 guest lectures, 3 group presentations with many opportunities to share the opinions with the class. Students are obliged to submit a high information density "final essay" in Power Point, 7 pages.

## 【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	Guest Lecture (1)	"Japanese way of business management in overseas" (Horigome CEO, PT. MPM Auto, Indonesia)
4	Guest Lecture (2)	"Japanese way of business management in overseas" (Horigome CEO, PT. MPM Auto, Indonesia)
5	Group presentation (1)	"Drucker's paper: Difference between 1971 and 2018"
6	Discussion (1)	Definitions of business and innovation management
7	Discussion (2)	Innovation management and limitations in the real world
8	Discussion (3)	Innovation management and statistical aspects
9	Discussion (4)	Innovation management and evolutionary economics
10	Discussion (5)	Innovation management and business ecosystem
11	Discussion (6)	Technology implementation in the real world (Ride sharing)
12	Discussion (7)	Technology implementation in the real world (Hydrogen vehicles and energies)
13	Group presentation (2)	"Limitations and counter measures"

- 14 Group presentation "Limitations and counter measures"  
(3)

## 【授業時間外の学習（準備学習・復習・宿題等）】

Please read the paper below before the class starts:

Drucker, P.F. (1971). What we can learn from Japanese management. Harvard Business Review (March/April 1971), pp. 110-22. (<https://hbr.org/1971/03/what-we-can-learn-from-japanese-management>)

## 【テキスト（教科書）】

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

## 【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)

PREDICTIONS: Theodore Modis (1992)

Mastering the Dynamics of Innovation: James Utterback (1994)

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)

Singularity Hypotheses: Amnon Eden (2012)

## 【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】

The final essay structure:

1.Cover page (1 page)

2.Executive Summary (1 page)

3.My Unique Findings (4 pages)

- Irrational behavior

- Countermeasure

- Reasons why your countermeasure has not been taken before

4.Conclusion (1 page)

#Each slide has only 8 lines with 32pt. Times New Roman. Students are required to drastically reduce unnecessary words and increase the information density as much as possible.

#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.

## 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）】

In this course, we study financial accounting. We start with basic accounting theory, ie what is accounting, who is the user of accounting information etc., and study how to prepare the financial statements and the methodology of analysis on the financial information. We also study key areas in the financial accounting including business combination, consolidation for understanding the consolidated financial statements. 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 structure and 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	The Balance Sheet and Its Components	Understanding the balance sheet. Components of the balance sheet.
Session 4	The Income Statement	Understanding the income statement. The presentation of income statement.
Session 5	The Double-Entry Accounting	The general ledger. Trial balance. Adjusting journal entries.
Session 6	The Corporation	The definition of corporation. What is capital stock? Capital structure.
Session 7	Case Study for preparing Financial Statements	Training session for preparing the journal entry, the general ledger, the trial balance, the balance sheet, and the income statement
Session 8	Using Financial Statements for Short-Term Analysis	Using short-term ratios. Current and quick ratio. Working Capital.

Session 9	Using Financial Statements for Long-Term Analysis	Quality of earnings. Rate of return on investment. Sales-Based Ratios or Percentage. Earning data.
Session 10	Case Study for Financial Analysis	Training session the financial analysis by using the actual financial statements.
Session 11	Preparing and Using a Statement of Cash Flows	What is a statement of cash flows? The presentation of the statement of cash flows.
Session 12	Accounting for Mergers	What is business combination?
Session 13	Consolidated Financial Statements(1)	Acquisition method. Basis for consolidation.
Session 14	Consolidated Financial Statements(2)	Consolidation procedure. Asset valuation. Non controlling interest.

## 【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, 2017, 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.

## Marketing in Japan

Marketing in Japan

大澤 裕 [Yutaka Osawa]

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）】

The objectives of this course are to prepare for practical marketing business and to gain a deeper understanding of its theory.

Specifically, the students will learn how to effectively attract interest in products/services, and how to build win-win relationships with potential sales partners.

(Each student will choose a product or service that he/she would like to market in Japan.)

## 【到達目標】

The goals of this course are as follows;

- 1) To master how to advertise products/services attractively, how to create marketing materials, and how to make presentations.
- 2) To master negotiation skills for creating win-win relationships with sales partners.

## 【授業の進め方と方法】

Lecture / Presentation / Discussion

Each student will create marketing materials and make presentations to market a product of his/her choice in Japan.

Presentations will be made twice: Once to potential end users and once to sales partners. By getting feedback from other students and outside guests, you will come to understand your strengths and weaknesses.

## 【授業計画】

秋学期後半

回	テーマ	内容
1	Lecture	<ul style="list-style-type: none"> <li>・ Difficulties of marketing</li> <li>・ Types of sales partners</li> <li>・ Business practice in Japan</li> </ul>
2	Short Presentation	<ul style="list-style-type: none"> <li>・ Self-introduction and introduction of a friend to another person</li> </ul>
3	Lecture	<ul style="list-style-type: none"> <li>・ Win-win relationships with sales partners</li> <li>・ Catalogs and marketing materials</li> <li>・ Trade shows</li> </ul>
4	Short Presentation / Discussion	<ul style="list-style-type: none"> <li>・ Presentation and discussion of what products/services you want to sell in Japan</li> </ul>
5	Lecture	<ul style="list-style-type: none"> <li>・ Increasing brand recognition by using SNS, etc.</li> <li>・ Trademark/Registered mark</li> </ul>
6	Guest Lecture	<ul style="list-style-type: none"> <li>・ Real-world example of introducing overseas products/services to the Japanese market</li> </ul>
7	Presentation / Discussion	<ul style="list-style-type: none"> <li>・ Explaining products/services to end users</li> <li>・ Discussion of the direction of presentations to sales partners</li> </ul>
8	Presentation / Discussion	<ul style="list-style-type: none"> <li>・ Explaining products/services to end users</li> <li>・ Discussion of the direction of presentations to sales partners</li> </ul>

9	Lecture	<ul style="list-style-type: none"> <li>・ Pricing Strategy</li> <li>・ Regulation / certification issues</li> </ul>
10	Guest Lecture	<ul style="list-style-type: none"> <li>・ Public support for entering the Japanese market</li> </ul>
11	Presentation / Discussion	<ul style="list-style-type: none"> <li>・ Presentation of a product, simulating negotiations with a sales partner.</li> <li>・ Discussion regarding marketing materials and presentations</li> </ul>
12	Presentation / Discussion	<ul style="list-style-type: none"> <li>・ Presentation of a product, simulating negotiations with a sales partner.</li> <li>・ Discussion regarding marketing materials and presentations</li> </ul>
13	Presentation / Discussion	<ul style="list-style-type: none"> <li>・ Presentation of a product, simulating negotiations with a sales partner.</li> <li>・ Discussion regarding marketing materials and presentations</li> </ul>
14	Presentation / Discussion	<ul style="list-style-type: none"> <li>・ Presentation of a product, simulating negotiations with a sales partner.</li> <li>・ Discussion regarding marketing materials and presentations</li> </ul>

## 【授業時間外の学習（準備学習・復習・宿題等）】

Each student will prepare two PowerPoint presentations of 5-10 slides each.

## 【テキスト（教科書）】

None

## 【参考書】

None

## 【成績評価の方法と基準】

Class participation 30%

1st presentation (for end user) 30%

2nd presentation (for sales partner) 40%

## 【学生の意見等からの気づき】

N/A

## 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)】

“Japanese Business Culture and Systems” emphasizes intercultural understanding and strategies for interacting productively as a non-Japanese person in Japanese business environments.

This course examines patterns of institutional organization / structure and dynamics, culture, and communication that characterize the business world of Japan, including:

- Socio-cultural concepts that underlie Japanese business systems (group, harmony, etc.)
- Organizational structures and dynamics of Japanese industries and firms
- New developments and trends in Japanese business: entrepreneurship
- Decision-making processes; patterns and flow of negotiations
- The process of identifying and evaluating market and business opportunities in Japan
- Crisis management in Japanese business
- The presentation of a business idea to potential Japanese partners
- Other issues relevant to business and business practices in present-day Japan.

## 【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
7	Presentation by group	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

## 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.
第3回	Valuing Bonds - Chapter 3	Using present value formula and HP-12C to value bonds.
第4回	Valuing Common Stocks - Chapter 4	Understand the valuation method of equities including DCF, IRR, MVA, and EVA
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.
第6回	Capital Budgeting - Capital investment decision making - Chapter 6	Understand the investment decision making criteria
第7回	Risk Return and Cost of Capital - Chapter 7	Understand what 'risk' is, and understand the concept of 'cost of capital'.
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.
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.
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.

【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.

【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.- (excluding tax – at Co-op)

Lecture notes in a form of power point presentation would be provided in advance together with necessary cases.

【参考書】

Smith, J.K., Smith, R.L., & Bliss, R.T. “Entrepreneurial Finance: Strategy, Valuation, and Deal Structure” Stanford University Press (2011)

【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 %

【学生の意見等からの気づき】

I appreciate active feedbacks from the class.

【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.

【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 or Tuesdays 18:30～.

MAN560F2

## 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 a learning experience to understand better how you should manage organizational members who are critical to achieving your missions. In this class, 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’ perspective.

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 of 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 talk, we will discuss the case(s) of the week.

You are responsible for preparing yourself for each session. Due work includes 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] * Please purchase 4 case materials from HBS, and one from the Case Centre.
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	Course Wrap-up Final Exam	- Course Wrap-up Overall look-back and Q&A - 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 future 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 Global ed.). New York, NY: McGraw-Hill Education.

\* Book delivery will take several weeks. Order soon.

\* Do not purchase US EDITION. We use GLOBAL EDITION.

\* 11th Global edition may be available. It is acceptable that you choose 11th edition instead of 10th.

\* If neither 10th nor 11th Global versions are available, as a last resort, you may use the 9th Global edition.

**【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 in the class discussion: 40%

(Both frequency and impact of your speak up will be evaluated)

- Weekly one-page summary report submission for cases: 20%

- 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 the 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/75098037>

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](mailto:hirose.z@iuj.ac.jp)

MAN560F2

## 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 explored, along with the evolving nature of work and the career opportunities and challenges connected to this evolution.

**【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 – for both large corporations as well as small & medium enterprises.

**【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 on their knowledge via presentations, assignments, quizzes 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 & Organizational Dynamics	The interaction between organizational dynamics and the innovation process
3	Entrepreneurship	The role of entrepreneurship in innovation
4	Entrepreneurship in Japan	Long-term postwar growth, the bubble economy, the 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 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 both during and outside of class, as well as a computer for access and writing.

**【参考書】**

Handouts or URLs to reference materials will be provided. Access to the internet will be needed both during and outside of class, as well as a computer for access and writing.

**【成績評価の方法と基準】**

Participation and ability to use concepts 50%

Mid-term assignments 20%

Final assignments 30%

**【学生の意見等からの気づき】**

It will be useful – though by no means a prerequisite – to have taken Service Management in Japan in order to have a better understanding of the role of innovation management theory, which is covered in greater detail in that course.

**【学生が準備すべき機器他】**

Students should have use of a computer for internet access and writing, should bring the computer to class, and have access to the internet outside of class as well.

**【その他の重要事項】**

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

MAN560F2

## 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 creative activity. 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 for both large corporations as well as small & medium enterprises.

**【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 on their knowledge via presentations, assignments, quizzes and exams.

**【授業計画】**

回	テーマ	内容
1	Introduction	What are the media & entertainment industries, and why do they matter?
2	Media & Economic Development	The role of the media & entertainment industries in economic development
3	Media & Innovation	Creative industries and innovation in Japan
4	Film & TV Industries	Film industry, TV industry, etc. Entertainment, manga, anime, games, etc.
5	Entertainment & Other Visual Media Industries	Visual media entertainment, manga, anime, games, etc.
6	Music & Media Industries	Music industry, distribution & payment models
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 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 both during and outside of class, as well as a computer for access and writing.

**【参考書】**

Handouts or URLs to reference materials will be provided. Access to the internet will be needed both during and outside of class, as well as a computer for access and writing.

**【成績評価の方法と基準】**

Participation and ability to use concepts 50%

Mid-term assignments 20%

Final assignments 30%

**【学生の意見等からの気づき】**

It will be useful – though by no means a prerequisite – to have taken Service Management in Japan in order to have a better understanding of the role of innovation management theory, which is covered in greater detail in that course.

**【学生が準備すべき機器他】**

Students should have use of a computer for internet access and writing, should bring the computer to class, and have access to the internet outside of class as well.

**【その他の重要事項】**

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

MAN560F2

## 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, and which also provides a framework for understanding challenges to service sector growth in Japan. 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 for both large corporations as well as small & medium enterprises.

**【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 on their knowledge via presentations, assignments, quizzes and exams.

**【授業計画】**

回	テーマ	内容
1	Introduction	What is service management?
2	Promise of Services in Japan	Economic development and the service sector
3	Services & Innovation 1	Innovation, problem solving and service management
4	Services & Innovation 2	Innovation, organizations and service management
5	Inside the Black Box of Service Businesses	Japanese-style communication and the service business 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 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 both during and outside of class, as well as a computer for access and writing.

#### 【参考書】

Handouts or URLs to reference materials will be provided. Access to the internet will be needed both during and outside of class, as well as a computer for access and writing.

#### 【成績評価の方法と基準】

Participation and ability to use concepts 50%  
Mid-term assignments 20%  
Final assignments 30%

#### 【学生の意見等からの気づき】

As this course will be taken primarily by new GMBA students, an overview of innovation management theory 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 have use of a computer for internet access and writing, should bring the computer to class, and have access to the internet outside of class as well.

#### 【その他の重要事項】

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

MAN550F2

## 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	Understanding the	Welcome
June 9	Foundations of Business Communication	Course overview and policy The Foundations of Business Communication
Class#2	Cultural Differences	Cultures and Organization
June 9		Trust Building
Class#3	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. 16 Collectivist)	<p>Case: "Sense the Atmosphere"</p> <p>Questions</p> <p>Q1 Why did the procurement manager get angry?</p> <p>Q2 If you were Huang Yong, how would you communicate with the procurement manager?</p> <p>Q3 If you were the procurement manager, how would you communicate with Huang Young?</p> <p>Case: "Expensive Signboard"</p> <p>Questions</p> <p>Q1 Why did the marketing manager complete the sign-board setting by himself?</p> <p>Q2 If you were the marketing manager, how would you proceed the task?</p> <p>Q3 If you were president Sugiyama, how would you communicate with the marketing manager?</p>	Class#7 High / Low context June culture 30	<p>Case: "I was delegated ..."</p> <p>Questions</p> <p>Q1.What was Mr. Ichikawa's expectation for Kumar?</p> <p>Q2.How did Kumar think when he got a request from Mr. Ichikawa?</p> <p>Q3. Please give Mr. Ichikawa and Kumar advice about how to avoid miscommunication next time.</p> <p>Case: "Please complete it like what you do with other Japanese company"</p> <p>Questions</p> <p>Q1.Why did Japan team do sightseeing within the city before the meeting?</p> <p>Q2. How do you understand what Mr. Takahashi said at the last time?</p> <p>Q3. Why were Panda's expectations disappointed?</p> <p>Case: "Nominucation 1"</p> <p>Questions</p> <p>Q1. How do you think the president's behavior?</p> <p>Q2. If you were Yumi, how would you behave under the situation?</p> <p>Case: "Nominucation 2"</p> <p>Questions</p> <p>Q1.How does Japanese young business person see a "Nominucation"? Why?</p> <p>Q2.Companies in the case try to encourage "Nominucation" for their employees - why?</p> <p>Q3. How do you think about "Nominucation"?</p> <p>Case "New Japanese president in Korea"</p> <p>Questions</p> <p>Q1. Why did president Tanaka behave like that?</p> <p>Q2. Why Korean employees didn't accept Tanaka's behavior?</p> <p>Q3. If you were president Tanaka, how would you behave?</p> <p>Case: "A capable boss"</p> <p>Questions</p> <p>Q1.Why does Mr. Ueda get a good reputation from his subordinates?</p> <p>Q2.Why does Mr. Ueda get a low evaluation from Peter?</p> <p>Q3.How do you advise for Mr. Ueda if he needs to change his behavior? Why?</p>
Class#5 Uncertainty June Avoidance (Weak vs. 23 Strong)	<p>Case: Still 9:30 am!</p> <p>Questions</p> <p>Q1. How did Maha feel?</p> <p>Q2. Why did Mr. Tanaka check the progress in the (too) early stage?</p> <p>Q3. If you were Mr. Tanaka (Maha), how would you communicate?</p> <p>Case: "Ho-Ren-So"</p> <p>Questions</p> <p>Q1.What is a "Ho-Ren-So" and what are benefits to do so?</p> <p>Q2.Why Alili and Yama didn't report the situation to Hamada-san?</p> <p>Q3. How do you advise Hamada-san to improve the situation?</p>	Class#8 Masculinity June (Feminine vs 30 Masculine)	<p>Case: "Nominucation 1"</p> <p>Questions</p> <p>Q1. How do you think the president's behavior?</p> <p>Q2. If you were Yumi, how would you behave under the situation?</p> <p>Case: "Nominucation 2"</p> <p>Questions</p> <p>Q1.How does Japanese young business person see a "Nominucation"? Why?</p> <p>Q2.Companies in the case try to encourage "Nominucation" for their employees - why?</p> <p>Q3. How do you think about "Nominucation"?</p> <p>Case "New Japanese president in Korea"</p> <p>Questions</p> <p>Q1. Why did president Tanaka behave like that?</p> <p>Q2. Why Korean employees didn't accept Tanaka's behavior?</p> <p>Q3. If you were president Tanaka, how would you behave?</p> <p>Case: "A capable boss"</p> <p>Questions</p> <p>Q1.Why does Mr. Ueda get a good reputation from his subordinates?</p> <p>Q2.Why does Mr. Ueda get a low evaluation from Peter?</p> <p>Q3.How do you advise for Mr. Ueda if he needs to change his behavior? Why?</p>
Class#6 Long-Term June Orientation 23 (Short-term vs. Long-term)	<p>Case: "I can't change it"</p> <p>Questions</p> <p>Q1.Why did Mr. Takagi get angry?</p> <p>Q2.If you were Ann, how would you reply to Mr. Tanaka?</p> <p>Q3 How do you advise for Ann to improve the situation?</p> <p>Case: Sales Incentive Program</p> <p>Questions</p> <p>Q1. Why do Japanese employees think a sales incentive program was not effective for Japan office?</p> <p>Q2. Do you like the program or not? Why?</p> <p>Q3. How do you modify the program for Japan office?</p>	Class#9 Power Distance July 7 (Small vs. Large)	<p>Case "New Japanese president in Korea"</p> <p>Questions</p> <p>Q1. Why did president Tanaka behave like that?</p> <p>Q2. Why Korean employees didn't accept Tanaka's behavior?</p> <p>Q3. If you were president Tanaka, how would you behave?</p> <p>Case: "A capable boss"</p> <p>Questions</p> <p>Q1.Why does Mr. Ueda get a good reputation from his subordinates?</p> <p>Q2.Why does Mr. Ueda get a low evaluation from Peter?</p> <p>Q3.How do you advise for Mr. Ueda if he needs to change his behavior? Why?</p>
		Class#10Business July 7 Communication - Japanese point of view	<p>Lecture 1</p> <p>Reality of business communication in large traditional Japanese company</p> <p>Lecture 2</p> <p>How to work effectively with Non-Japanese colleagues</p>

Class#11 Managing conflict  
July 14

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#12 Business  
July 14 Communication -  
Non Japanese point  
of view

Lecture  
How to work effectively with Japanese colleagues as a Non-Japanese

Class#13 Level of Rigidness  
July 21

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#14 Intercultural  
July 21 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 class mates and get insights

- 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.

【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

# 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

【学生の意見等からの気づき】

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

## 【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%

## Organizational Management

Organizational Management

伊東 久美子 [Kumiko Ito]

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.

In this class, students will learn the integration of theories with applications in order to help students better understand how to manage people and organizations in real business.

Students are expected to deeply understand the Japanese businesses by looking at the Japan specific characteristics (such as its organizational management) from the global standard point of view. Students are expected to maximize this opportunity by taking this class for your own promising future career development.

## 【到達目標】

## Course Objectives and Goals

By the end of this course, students are expected to be able to;

- 1) develop to understand the basics of managing people and organizations
- 2) recognize the various challenges faced by today's managers and organizations in Japan

## 【授業の進め方と方法】

To understand real businesses, this class will focus on having experiences by integrating lectures, group-works, field researches, and discussions with members of enterprises.

In this class, in order to deeply understand what the real Japanese organizations are, students will work with two companies, both of which have over 100-year history in Japan, and will be required to deliver a final presentation to those companies.

Students are expected to actively participate in all classes and make their utmost efforts into the presentation delivered to enterprises.

\*Students are required to complete reading assignments and submit answers, in one page in paper, of questions being proposed in each of the previous class.

## 【授業計画】

回	テーマ	内容
Session	Introduction	Lecture:
1	Team building	-Introduction of the concept and the requirement in this course -Essential factors of organizational management -The difference between "Global standard" and "Local standard" in organizational management -Information of the target companies to work with. Group work: -Team building

Session Leadership  
2 Guest speaker 1

Lecture:  
-Leadership  
-Guest speaker 1  
Group work:  
Based on the contents of the lectures and the researches done in advance, students discuss in groups, by comparing the global standards, the values of enterprises which operate more than 100 years, the reasons of the continuations, the leadership styles, the characteristics of the career developments, and the challenges facing now.  
The possible frameworks for discussion will be provided at the class.

Session Individual behavior  
3 Guest speaker 2

Lecture:  
-Individual behavior (motivation, rewarding, trust)  
-Guest speaker 2  
Group work:  
Based on the contents of the lectures and the researches done in advance, students discuss in groups, by comparing the global standards, the values of enterprises which operate more than 100 years, the reasons of the continuations, the leadership styles, the characteristics of the career developments, and the challenges facing now.  
The possible frameworks for discussion will be provided at the class

Session Company visit and  
4 interviews

Field research 1  
-Visit target companies and related facilities  
-Interview session

Session Company visit and  
5 Interviews

Field research 2  
-Visit target companies and related facilities  
-Interview session

Session Preparation  
6

Group work:  
-Deliver pre-presentation  
-Prepare the final presentation

Session Final presentation  
7

Final presentation to target companies

## 【授業時間外の学習（準備学習・復習・宿題等）】

Group works are requested for  
-developing questions for company visits and interviews  
-preparing presentation to be delivered to the companies

## 【テキスト（教科書）】

Textbook (to be purchased): "Fundamentals of Management" Global Edition, 2014 or 2013, by S. Robbins, D. DeCenzo and M. Coulter, published by Prentice Hall.

\*Handouts and reading materials will be provided.

## 【参考書】

TBC. Handouts and/or URLs to reference materials will be provided

## 【成績評価の方法と基準】

- class participation (including writing assignment) (30%)
- group participation (30%)

- presentation (40%)

More detailed information will be provided at a first class

【学生の意見等からの気づき】

No previous class

MAN570F2

## 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, purchase, manufacture, transport and deliver. However, Japan is now faced with serious innovation stagnation. The course starts with the state-of-the-arts in the automotive industry by a guest speaker, and discusses how to confront the innovation stagnation. This course intends to gain the ability for future business rather than memorize the state-of-the-arts for exams.

### 【到達目標】

Students will be able to 1) explain the overview of Japanese Production Management & Supply Chain Management, 2) gain the ability to confront the innovation stagnation.

### 【授業の進め方と方法】

8 Discussions, 2 guest lectures, 4 group presentations with many opportunities to share the opinions with the class. Students are obliged to submit a high information density "final essay" in Power Point, 7 pages.

### 【授業計画】

回	テーマ	内容
1	Introduction (1)	The aim of "applied" courses, Business, Innovation-Supply, Marketing-Demand, Efficiency, Optimization
2	Introduction (2)	Basic knowledge, Course discipline, Practical knowledge, Theory of Constraints
3	Guest Lecture (1)	"Spirit of the Alliance Production Way & HR development" (Nissan, Ichikawa AEL)
4	Guest Lecture (2)	"Spirit of the Alliance Production Way & HR development" (Nissan, Ichikawa AEL)
5	Discussion (1)	Another quiz of TOC
6	Discussion (2)	Innovation stagnation, A-U theory, Reasons in process, Screw company and Engine company
7	Group presentation (1)	"Innovation stagnation"
8	Group presentation (2)	"Innovation stagnation"
9	Discussion (3)	Ideas to confront the stagnation, Being-needs, Deficient-needs
10	Discussion (4)	Confusion in "value added", Schumpeter's 5 cases, Hyper expectation, Justification heuristics, Dynamic capability, Costing method for innovation analysis, Price per kg, Training



11	Discussion (5)	Key performance indices, "Prices per Kg" of gasoline engines
12	Discussion (6)	Review for group presentations, Measuring blue ocean, Dimensional analysis in production management
13	Group Presentation (3)	"Limitations and Counter measures"
14	Group Presentation (4)	"Limitations and Counter measures"

#### 【授業時間外の学習（準備学習・復習・宿題等）】

Students who hope to learn Toyota Production System are encouraged to read Book 3.

#### 【テキスト（教科書）】

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

#### 【参考書】

Web:

1. [http://www.toyota.co.jp/jpn/company/vision/production\\_system/](http://www.toyota.co.jp/jpn/company/vision/production_system/)
2. <http://www.nissan-global.com/JP/NISSANCRAFTSMANSHIP/>
3. [http://keio-ocw.sfc.keio.ac.jp/International\\_Center/09B-016\\_e/list.html](http://keio-ocw.sfc.keio.ac.jp/International_Center/09B-016_e/list.html)

Book:

1. <https://www.amazon.co.jp/HBRs-10-Must-Reads-Essentials/dp/1422133443/>
2. <https://www.amazon.co.jp/ザ・ゴール-コミック版-エリヤフ・ゴールドラット-ジェフ・コックス/dp/4478039399/>
3. <https://www.amazon.co.jp/英語でkaizen-トヨタ生産方式-成沢俊子/dp/4526060151>

#### 【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】

The final essay structure:

1. Cover page (1 page)
  2. Executive Summary (1 page)
  3. My Unique Findings (4 pages)
    - Irrational behavior
    - Countermeasure
    - Reasons why your countermeasure has not been taken before
    - 4. Conclusion (1 page)
- #Each slide has only 8 lines with 32pt. Times New Roman. Students are required to drastically reduce unnecessary words and increase the information density as much as possible.  
#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 System, Alliance Production Way, Taiichi Ohno, Henry Ford, Theory of Constraints, Bottleneck, PDCA, Price per kg, 2D revolution, Humor, Nazokake, Blue ocean, Productivity, Depreciation, Investment, Optimization-Innovation, Innovation stagnation, Realistic-Skeptical

MAN560F2

## Innovation in Global business

Innovation in Global business

米倉 誠一郎

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: 9/10	Introduction	Why we need innovation?
2: 9/10	A theoretical framework of innovation	Innovation: Schumpeter's 5 factors and Abernathy's four cell model
3: 9/17	What is global business?	A case of LEGO
4: 9/17	How to globalize?	A case of Uniqlo
5: 10/1	What is Open Innovation? By Professor Hiroshi Shimizu, Hitotsubashi University	Why we need open innovation?
6: 10/1	A theoretical framework of open innovation: By Professor Hiroshi Shimizu, Hitotsubashi University	A changing global business environment and open innovation
7: 10/15	Group Presentation (1)	A prepared presentation contest 1
8: 10/15	Group Presentation (2)	A prepared presentation contest 2
9: 10/22	Dialogue with a global guest business leader (1)	A presentation by the winner of competition in front of the guest business leader (1)
10: 10/22	Dialogue with global guest business leader (1)	A direct discussion with the guest business leader(1)
11: 10/29	Group Presentation (3)	A prepared presentation contest 3
12: 10/29	Group Presentation (4)	A prepared presentation contest 4
13: 11/5	Dialogue with a global business leader (2)	A presentation by the winner of competition in front of the guest business leader (2)
14: 11/5	Dialogue with a global business leader (2)	A direct discussion with the guest business leader(2)

**【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.

MAN560F2

## Innovators and Leaders

Innovators and Leaders

米倉 誠一郎

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 14	Introduction	Why we need innovators and business leaders?
2: Nov 14	Innovation and Innovator	A theoretical relationship between innovation and innovators
3: Nov 21	Five categories of Innovation	To understand natures of innovation through Schumpeter's frame work
4: Nov 21	A theoretical framework for Global Open Channel Innovation by Kazuki Moribe	How to penetrate into a global market
5: Nov 28	Business model and business leaders	What are necessary capabilities to make business from zero to one?
6: Nov 28	A new business model creation	How to do business in Japan
7: Dec 5	A case study on a guest company (1)	Class presentations and team competition
8: Dec 5	A presentation on the next strategic step of the company (1)	Class presentations and team competition
9: Dec 12	Dialogue with a guest executive of company (1)	A Class Presentation by students
10: Dec 12	A Class discussion with a guest executive of company(1)	A class discussion

11: Dec 19	A case study on a guest company (2)	Class presentations and team competition
12: Dec 19	A presentation on the next strategic step of the company (2)	Class presentations and team competition
13: Jan 9	Dialogue with a guest executive of the company (2)	Class presentations and class discussion with a guest executive of the company (2)
14: Jan 9	A class discussion with a guest executive of the company (2)	Class presentations and class discussion with a guest executive of the company (2)

#### 【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

MAN570F2

## Business Leader Development I

Business Leader Development I

米倉 誠一郎

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ミクロ・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。

また、現代のビジネスリーダーにもっとも必要なイノベーションについて実例を基に学習します。最後にリーダーシップ論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、成果をあげるリーダーシップ実践力の獲得を目指す。

#### 【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: (4/7)	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: (4/7)	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: (4/14)	経営戦略立案の基礎	ポーターの 5 Forces とリソース・バースト・ビュー
4: (4/14)	海外進出とオープン・チャンネル・イノベーションの実践	アジアにおける海外進出を担う戦略的リーダーシップについて学ぶ
5: (4/21)	イノベーションとは何か	イノベーションとは何かについて概括的に理解する
6: (4/21)	Entrepreneurship 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
7: (4/28)	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: (4/28)	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: (5/12)	ゲスト経営者 (1) へのプレゼンテーション	代表チームの選出 プレゼン選出チームによる経営者へのプレゼン
10: (5/12)	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

- |          |                           |                                     |
|----------|---------------------------|-------------------------------------|
| 1 (5/19) | 1: 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 (3 チーム) |
| 1 (5/19) | 2: 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 (3 チーム) |
| 1 (5/26) | 3: ゲスト経営者 (2) と への戦略提言    | プレゼン選出チームによる経営者 へのプレゼン              |
| 1 (5/26) | 4: ゲスト経営者 (2) と のディスカッション | ゲスト経営者 (2) による講評と 経営論・戦略論の講義        |

#### 【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 α 新書）、『イノベーターたちの日本史』（東洋経済新報社）

#### 【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】

フィードバックが来た段階で前向きに修正していきたいと思います。

#### 【学生が準備すべき機器他】

パワーポイントによるプレゼンテーション

MAN560F2

## MBA Special Lecture

MBA Special Lecture

CHANG WEI-LUN [CHANG WEI-LUN]

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 Information 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 Information 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 21 日	Orientation	Introduce the concept and requirements of the class.

8 月 21 日	Does IT matter?	This article can assist students think carefully with the importance of information technology.
8 月 22 日	IT Changes the Way you Compete	This article can provide comprehensive understanding of importance of IT.
8 月 22 日	Case : Cirque du Soleil	Students need to present how the case used IT to create advantage.
8 月 23 日	Reengineering a Business Process (BPR)	These articles can assist students understand the basic idea of BPR and steps to conduct it.
8 月 23 日	Case: Amsterdam Schiphol Airport	The selected case can also illustrate the importance of BPR in practice.
8 月 28 日	Enterprise Resource Planning (ERP)	These articles can assist students understand what ERP is in enterprises and how important it is.
8 月 28 日	Case: San Diego City Schools	The selected case can also illustrate how school using ERP to solve problems.
8 月 29 日	Diamonds in the Data Mine (CRM)	These articles can assist students understand the concept and key factors of CRM.
8 月 29 日	Case: Harrach's Hotel	The selected case can demonstrate the popular way to conduct CRM in practice.
9 月 4 日	RFID: The next revolution in SCM	These articles can assist students understand the new IT on SCM.
9 月 4 日	Case: RFID at the Metro Group	The selected case can also demonstrate how retailer used IT in SCM.
9 月 5 日	Emergent IT Issues	New and hot issues will be introduced such as Fintech, Big Data, etc.
9 月 5 日	Case Presentation	Each student (or as a group) will select a local case related to IT industry for final presentation.

#### 【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）】

Own material organized from selected cases and articles from Harvard Business School Database.

#### 【参考書】

The supplemental material will be randomly provided in the first class (powerpoint files and cases).

#### 【成績評価の方法と基準】

Attendance: 20%

In-Class Group Discussion(group): 40%

Final Presentation (individual or group): 40%

#### 【学生の意見等からの気づき】

No records.

#### 【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.

MAN570F2

## Multinational Business II

Multinational Business in Asia 2

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）】

This is 5 days intensive class held in Australia in September. This class is a joint-class for IM Japanese MBA students. In this course, students will learn through their own eyes and ears about strategic and organizational challenges encountered by Japanese companies operating in ASEAN. Studying as part of an multinational cohort you will build a deeper understanding of the core disciplines in business and management and how they are linked to make businesses work.

#### 【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

#### 【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）】

"Internship 1 is an internship which generally takes place at a regional government office in Japan (according to the background and experience level of the individual student, alternative placements may be made at the instigation and discretion of the faculty). The internship takes place for at least 200 hours over approximately 5 weeks in the January-February time-frame of at the end of GMBA Year 1.

The objective of the internship is for the student to be exposed to intensive Japanese language and cultural learning while experiencing real world work conditions. This enables the student to acquire working knowledge and develop critical assessment abilities which will lay a more solid foundation for the student's career as a management professional, while at the same time cultivating the global perspective that the GMBA program values.

The internships are arranged and assigned by the GMBA program faculty."

## 【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】

"In order to clarify the procedures and explain the specific objectives and deliverables of the internship, orientation meetings are provided in the months prior to the internship, and this is furthermore supported by individual discussions with the internship coordinators,

Japanese cultural learning classes are also provided to prepare students for the experience of living in the extreme cross-cultural environment of the assigned internship location.

The internship itself is a required 200 hours, during which the student works in the internship organization under the direction of a supervisor in the assigned organization.

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

Periodic internship reports are required based on regular journals to be kept by the student, as will be specified during the orientation and assignment period, followed by a final report and presentation at the end of Year 1."

## 【授業計画】

回	テーマ	内容
1	Orientation	"1 Orientation Period Week 1 General information on Internship 1 "

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

## 【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】

"Student will be judged on their overall professional attitude and completion of assigned tasks.

The assigned tasks include:

- Attendance at orientation and training sessions
- creation and maintenance of a regular journal (detailed instructions to be provided during the orientation period)
- On-time submission of regular reports (detailed instructions to be provided during the orientation period)

- Submission and presentation of final assignment and presentation (detailed instructions to be provided during the orientation period)

Professional attitude will be judge on characteristics including the following:

- Positive and cooperative attitude during the orientation and assignment period
- Active participation in training
- Proper and business-like communications in email and report submissions, etc.
- Critical assessment and decision-making during the internship
- Collegial relationships with colleagues in both the GMBA program and at the internship locations
- Responsible communication with the GMBA program office, GMBA faculty, and adherence to rules and guidelines

#### 【学生の意見等からの気づき】

provide the information about living and accommodation before students go.

MAN650F2

## Project 1-B (Field Research)

Project 1-B (Field Research)

松田 庄平 [Shohei Matsuda]

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 aid 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 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 qualifies for such advancement is solely at the discretion of the universities that the MBA holder is going to apply in the future.

MAN650F2

## 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)】

Internship 2 is an internship which generally takes place at a private sector company in Japan (according to the background and experience level of the individual student, other organizations and countries are possible by the discretion of the faculty). The internship takes place for at least 200 hours sometime in in the summer-fall-winter period at the end of GMBA Year 2.

The objective of the internship is for the student to gain valuable skill both in the process of looking for an appropriate internship, and also by being exposed to practical work conditions in a company. This enables the student to apply the lessons learned in the previous year-and-a-half of the GMBA program, and acquire working knowledge and develop critical assessment abilities which will lay a more solid foundation for the student's career as a management professional.

The internships are generally found by the students themselves, but the GMBA program faculty also help support this process and will make appropriate introductions for students in need.

#### 【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】

In order to clarify the procedures and explain the specific objectives and deliverables of the internship, orientation meetings are provided in the months prior to the internship, and this is furthermore supported by individual discussions with the internship coordinators,

The internship itself is a required 200 hours, during which the student works under the direction of a supervisor in the company.

The work could, for instance, be done full-time as 8 hours a day, 5 days a week, for 5 weeks, or spread out over a longer time period, but must be finished by February at the end of Year 2.

Periodic internship reports are required based on regular journals to be kept by the student, as will be specified during the orientation and assignment period, followed by a final report and presentation at the end of Year 2.

#### 【授業計画】

回	テーマ	内容
1	Orientation Period Week 1	General information on Internship 2
2	Orientation Period Week 2	General information on Internship 2
3	Orientation Period Week 3	General information on Internship 2



4	Internship 2	Search & Negotiation 1	【学生が準備すべき機器他】
5	Internship 2	Search & Negotiation 2	Not applicable
6	Internship 2	Search & Negotiation 3	【その他の重要事項】
7	Internship 2 Week 1	Work at company	Not applicable
8	Internship 2 Week 2	Work at company	
9	Internship 2 Week 3	Work at company	
10	Internship 2 Week 4	Work at company	
11	Internship 2 Week 5	Work at company	
12	Internship 2 Follow-up 1	Finalizing internship matters and preparing final report and presentation	
13	Internship 2 Follow-up 2	Finalizing internship matters and preparing final report and presentation	
14	Internship 2 Final	Presentation	

**【授業時間外の学習（準備学習・復習・宿題等）】**

The student must attend the orientation meeting(s), dates to be announced.

The student must also work independently to locate and secure an internship placement, coordinating with the GMBA faculty during the process.

During the term of the internship, students must create and maintain a journal of their work and experiences. Details of the format will be described during the orientation period prior to the internship, but generally speaking will include:

- a summary of each day's activities
- 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)
- placement of the observations in the perspective of the lessons learned in the GMBA courses

It is important that interns set aside regular time to record these journal entries.

A final report together with a presentation will be due at the Internship Presentation Conference at the end of Year 2.

**【テキスト（教科書）】**

To be announced

**【参考書】**

To be announced

**【成績評価の方法と基準】**

Student will be judged on their overall professional attitude and completion of assigned tasks.

The assigned tasks include:

- Attendance at orientation
- creation and maintenance of a regular journal (detailed instructions to be provided during the orientation period)
- On-time submission of regular reports (detailed instructions to be provided during the orientation period)
- Submission and presentation of final assignment and presentation (detailed instructions to be provided during the orientation period)

Professional attitude will be judged based on characteristics including the following:

- Positive and cooperative attitude during the orientation and assignment period
- Active participation in training
- Proper and business-like communications in email and report submissions, etc.
- Critical assessment and decision-making during the internship
- Collegial relationships with colleagues in both the GMBA program and at the internship locations
- Responsible communication with the GMBA program office, GMBA faculty, and adherence to rules and guidelines

**【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

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.

## 【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.

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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.

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