

**2022年度**  
**Global Business Program (GBP)**  
**講義概要 (シラバス)**



**法政大学**

# 科目一覽

【発行日：2022/5/2】最新版のシラバスは、法政大学 Web シラバス (<https://syllabus.hosei.ac.jp/>) で確認してください。

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MAN100FB-A5501

## Introduction to Organizational Management

Azusa Ebisuya

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：水 4/Wed.4 | Campus：市ヶ谷 / Ichigaya | Grade：1～4  
Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

## 【Outline and objectives】

This course is designed to help undergraduate students in the Global Business Program (GBP) understand basic concepts and ideas of organizational management in the world of business. This course teaches the importance of management and its vital roles, organization structures, and effective management of organizations.

## 【Goal】

The series of lectures in this course will help the students to obtain knowledge of general terms and concepts of organizational management study, and instill further interest and desire to deepen their understanding in this field.

## 【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-1", "DP2-2" and "DP3" diploma policies and fairly related to the "DP4" policy.

## 【Method(s)】

This course will be delivered mostly through lectures so that the students can absorb basic knowledge of the subject. However, students will have opportunities to actively participate in the class by providing their critical thoughts and suggestions during discussions. The students will have two written tests (7th and 14th weeks) which will examine their understanding of this course. Feedback on class assignments will be given through the Hosei University Course Management Support System (Hoppii).

Due to the epidemic of infectious disease, classes may possibly be provided through the online system (Zoom) or hy-flex style. Detailed information will be updated.

## 【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

## 【Fieldwork in class】

なし / No

## 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
Week 1	The roles of organizational management	<ul style="list-style-type: none"> <li>Interpersonal roles</li> <li>Informational roles</li> <li>Decisional roles</li> </ul>
Week 2	The planning function	<ul style="list-style-type: none"> <li>Defining the mission, vision and values</li> <li>Assessing strengths, weaknesses, opportunities and threats</li> <li>Developing forecasts and analyzing competition</li> <li>Developing an action plan</li> </ul>
Week 3	The organizing function	<ul style="list-style-type: none"> <li>Top managers</li> <li>Middle managers</li> <li>First-line managers</li> </ul>
Week 4	The leading function	<ul style="list-style-type: none"> <li>Developing an effective leadership style</li> <li>Coaching and mentoring</li> <li>Managing change</li> <li>Building a positive organizational culture</li> </ul>
Week 5	The controlling function	<ul style="list-style-type: none"> <li>The control cycle</li> <li>Crisis management</li> <li>Maintaining control in extraordinary circumstances</li> </ul>
Week 6	Essential management skills	<ul style="list-style-type: none"> <li>Interpersonal skills</li> <li>Technical skills</li> <li>Conceptual skills</li> <li>Decision-making skills</li> </ul>
Week 7	Mid-course review and Test (1)	<ul style="list-style-type: none"> <li>Mid-semester review</li> <li>Explaining key managerial concepts</li> </ul>
Week 8	Designing an effective organization structure	<ul style="list-style-type: none"> <li>Identifying core competences</li> <li>Identifying job responsibilities</li> <li>Defining the chain of command</li> </ul>
Week 9	Organizing the workforce	<ul style="list-style-type: none"> <li>Functional structures</li> <li>Divisional structures</li> <li>Matrix structures</li> <li>Network structures</li> </ul>

Week 10	Organizing in teams	<ul style="list-style-type: none"> <li>Problem-solving teams</li> <li>Self-managed teams</li> <li>(Cross-)functional teams</li> <li>Virtual teams</li> </ul>
Week 11	Ensuring team productivity	<ul style="list-style-type: none"> <li>Advantages of working in teams</li> <li>Disadvantages of working in teams</li> <li>Characteristics of effective teams</li> </ul>
Week 12	Fostering teamwork	<ul style="list-style-type: none"> <li>Team development</li> <li>Causes of team conflict</li> <li>Solutions to team conflict</li> </ul>
Week 13	Managing an unstructured organization	<ul style="list-style-type: none"> <li>Potential benefits of unstructured organizations</li> <li>Potential challenges of unstructured organizations</li> </ul>
Week 14	Course review and Test (2)	<ul style="list-style-type: none"> <li>Review the entire semester</li> <li>Explaining key managerial concepts</li> </ul>

## 【Work to be done outside of class (preparation, etc.)】

The students are expected to read the uploaded materials for each class beforehand and prepare for discussions during the class. Preparatory study and review time for this class are 2 hours each.

## 【Textbooks】

Slides and additional reading materials will be provided through the web-system.

## 【References】

Supplementary reading materials and/or websites will be shared through the web-system.

## 【Grading criteria】

Participation in discussions: 28%

Assignment during a class: 12%

Test (1): 30%

Test (2): 30%

## 【Changes following student comments】

Not applicable.

## 【Equipment student needs to prepare】

We'll use the Hosei University Course Management Support System for sharing reading materials and handouts.

## 【Others】

Please note that if the number of students attending the first class significantly exceeds expectation, the number of students who are allowed to register for the course will be limited in order to effectively manage the class.

## 【Prerequisites】

None

## 【Upon threat level change】

Please note that the teaching approach may vary due to the threat level we are at: Level 1, this course will be held on campus. Level 2, it will be held online.

MAN100FB-A5502

## Introduction to Strategic Management

Naoki ANDO

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：月 5/Mon.5 | Campus：市ヶ谷 / Ichigaya | Grade：1～4  
Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

## 【Outline and objectives】

Why do some firms succeed and others fail? Competitive strategy of firms explains a substantial part of their success and survival in markets. This course introduces students to key concepts and frameworks of strategic management. At the end of this course, students will be able to understand how firms gain competitive advantages and compete with rivals. The content of this course will become a basis for studying other courses on strategic management.

## 【Goal】

Objectives of this course are:

1. To learn how to analyze firms' external environments and internal resources.
2. To understand business-level strategy.
3. To build skills in analyzing firms' success and failure.

【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-1" diploma policies and fairly related to the "DP2-2", "DP3" and "DP5" policies.

## 【Method(s)】

This course is conducted in a classroom (face to face classes). However, in cases where students cannot enter Japan, the course will take the HyFlex form, which is in-person lectures in parallel with online real-time. Students who cannot enter Japan attend lectures online. Sessions consist of lecture and discussion. Lecture introduces students to basic concepts and frameworks. Discussion and in-class exercises with regard to the concepts and frameworks, as well as case analysis, will be conducted.

In addition, students work on a team project during the semester. A team consists of 3-4 students. The number of team members may vary depending on the number of registered students. Teams are required to conduct a team project. Each team member writes up a term paper based on the team project. In week 14, teams will make a presentation of the project. Details regarding the team project will be announced in class.

Assignments are submitted using Hoppii. Feedback will be given either in-class or on Hoppii.

【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

【Fieldwork in class】

なし / No

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Introduction	Course overview
Week 2	What is strategy?	Definition of strategy and competitive advantage
Week 3	Analysis of external environments(1)	Analysis of general and industry environments
Week 4	Analysis of external environments(2)	Five forces model, the threat of potential entrants
Week 5	Analysis of external environments(3)	The threat of industry competitors, substitutes, suppliers and buyers
Week 6	Analysis of external environments(4)	Application of Five forces model
Week 7	Analysis of internal resources (1)	Definition of resources, capabilities and core competence
Week 8	Analysis of internal resources (2)	Resources and capabilities to gain and sustain competitive advantages
Week 9	Analysis of internal resources (3)	Application of the resource-based view
Week 10	Project proposal	Proposal of team projects
Week 11	Business-level strategy (1)	Whom and what to serve
Week 12	Business-level strategy (2)	Cost leadership strategy
Week 13	Business-level strategy (3)	Differentiation strategy
Week 14	Presentation of projects	Final presentation of team projects

【Work to be done outside of class (preparation, etc.)】

Students are required to read materials, complete assignments, and prepare for presentations and discussions. They also work on the team project with team members.

Time for preparatory study and review for this class will be at least 2 hours each.

## 【Textbooks】

Hitt, A.H., Ireland, R.D., and Hoskisson, R.E. 2017. Strategic Management: Competitiveness & Globalization: Concepts and Cases (12th ed). Cengage Learning: CT.

A newer edition may be available. More information about textbooks will be announced in week 1.

Reading materials are distributed in class or on Hoppii.

## 【References】

Barney, J.B. & Hesterly, W.S. 2019. Strategic Management and Competitive Advantage: Concepts and Cases (6th ed.). Pearson Education: Harlow, UK.

## 【Grading criteria】

Class participation: 50%

Team project: 25%

Individual term paper based on team project: 25%

Class participation is evaluated based on active participation in discussion and in-class exercises and contribution to the class.

More information regarding the team project will be announced in class.

## 【Changes following student comments】

More time will be allocated to discussions and in-class exercises.

## 【Equipment student needs to prepare】

PC or tablet is required to complete assignments and prepare for presentations and term paper.

Students who are not in Japan prepare PC or tablet to attend the class online.

## 【Others】

This course provides a basis for other courses on strategic management.

## 【Prerequisites】

None.

## 【Upon threat level change】

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN100FB-A5503

## Introduction to Accounting

Hirotsugu KITADA

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：水 3/Wed.3 | Campus：市ヶ谷 / Ichigaya | Grade：1～4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

## 【Outline and objectives】

This course is designed to provide a basic understanding of accounting, including introductory accounting concepts, principles, and procedures. Specific attention will be devoted to the four financial statements and frameworks for understanding them, as well as ways in which to prepare financial data. Students will be expected to apply these skills to the analysis of real companies, and to interpret their respective financial statements accordingly. These cases will enable students to grasp the importance of accounting knowledge in the business world, to understand current events in terms of accounting measurements, and to communicate effectively with other professions.

## 【Goal】

Upon successful completion of the course, students should be able to:

- Analyze a company's annual report
- Draw conclusions about profitability, efficiency, liquidity, and solvency
- Record basic debt-credit journal entries
- Prepare simple financial statements

## 【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-2" and "DP2-1" diploma policies and fairly related to the "DP1-1" and "DP2-2" policies.

## 【Method(s)】

- In case it is difficult to hold classes in the classroom due to COVID-19, we plan to hold classes using Zoom. However, some of you may not have internet access, so we will also record the class using Zoom. The recorded lessons will be available until the next class.
- You are required to submit a photo of homework assignments to Google Classroom after checking the answer yourself. The link to Google Classroom will be posted on Hoppii.
- At the beginning of the class, I will give feedback on the homework assignments as well as a review of the previous class.
- After the review, new topics are explained by the instructor, followed by group discussions and/or case analysis. Active participation is strongly recommended especially during discussions and analysis.
- Japanese company financial statements are used in case analysis.
- Questions and comments are welcomed at any time on the Zoom and Google Classroom.

## 【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

## 【Fieldwork in class】

なし / No

## 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
Week1	Introduction	- Basic concepts of accounting - The four financial statements
Week2	Basic concepts of financial statement	- Basic financial analysis ratios, - Accounting principles and standards
Week3	Balance sheet 1	- Assets - Liabilities - Shareholders' equity
Week4	Balance sheet 2	- Liquidity and solvency ratio - Trend and common-size analysis for balance sheet
Week5	Income statement 1	- Expenses - Revenue
Week6	Income statement 2	- Profitability ratio - Trend and common-size analysis for income statement
Week7	Intermediate exam	- Balance sheet - Income statement - Liquidity, solvency and profitability ratio
Week8	Statement of stockholders' equity 1	- Common and preferred stock - Par value and additional paid in capital
Week9	Statement of stockholders' equity 2	- Retain earnings - Treasury stock
Week10	Statement of cash flows 1	- Operating, investing and financing activities - Direct and indirect method for computing cash flow

Week11	Statement of cash flows 2	- Interpret cash flow - Trend and common-size analysis for cash flow
Week12	Inventory and property, plant and equipment 1	- Cash and cash equivalents - Account receivable
Week13	Inventory and property, plant and equipment 2	- Inventory - Property, plant, and equipment
Week14	Accounting cycle	- 10 steps of accounting cycle - Debt-Credit journal entries

## 【Work to be done outside of class (preparation, etc.)】

Students are expected to spend an average of four hours preparing for this class, including answering assignments for each class.

- Readings and/or problems are assigned for each class. You should come to class prepared to discuss your analysis of the cases and its underlying problems. Regular class participation is critical to the learning process for both you and your classmates.
- Additional assignments will either be discussed in class or presented as additional cases for your benefit. I will disclose assignments for class discussion prior to their respective lectures.

## 【Textbooks】

The following textbook is planned to be used, but it is subject to change and it will be announced in the first class.

Schoenebeck, K. P., & Holtzman, M. P. (2012). Interpreting and analyzing financial statements. Pearson Higher Ed.(6th Edition)

## 【References】

Nothing in particular however, students are welcome to access topics concerning this course and its objectives in other related texts. The instructor is at liberty to provide further materials during the course of instruction.

## 【Grading criteria】

Grades will be distributed according to the following weights:

Class Participation 20%

Midterm1 20%

Midterm2 20%

Final Exam 40%

## 【Changes following student comments】

I will cover less topics than last year to give more time to each to be covered.

## 【Others】

Please note that if the number of students attending the first class significantly exceeds expectation, the number of students who are allowed to register for the course will be limited in order to effectively manage the class. For this reason, if you are planning to take this course, do not forget to attend the first class.

GBP students will be given priority for this course.

## 【Prerequisites】

None.



ECN100FB-A5504

## Introduction to Finance

Naoki KISHIMOTO

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：月3/Mon.3 | Campus：市ヶ谷 / Ichigaya | Grade：1~4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：○

### 【Outline and objectives】

Students are given an introduction to interest rate computation and investment analysis of stocks and bonds.

### 【Goal】

- (1) Students can compute present values and future values.
- (2) Students can use basic terms of bonds and bond investments.
- (3) Students can compute bond prices based on yields to maturity. Conversely, students can compute yields to maturity based on bond prices.
- (4) Students understand major sources of risk in bond investments.
- (5) Students can use basic terms of stocks and stock investments.
- (6) Students can compute fair values of stocks using the dividend discount model.

【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-1", "DP2-1", "DP2-2" and "DP4" diploma policies and fairly related to the "DP1-3" policy.

### 【Method(s)】

This class consists of a series of lectures. Yet, the instructor intends to make this course as interactive as possible by asking students questions and giving students time to apply formula to exercise problems in class. Also, note that lectures are given in English. Yet, I will proceed with lectures very slowly, so that well-motivated Japanese students can understand them.

I will give you written feedback on the exercises and oral feedback in class.

【Active learning in class (Group discussion, Debate.etc.)】

なし / No

【Fieldwork in class】

なし / No

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Overview of this course, corporations and stock market	I will give an overview of this course. In addition, I will explain basic organizational structures of corporations.
2	Interest rates, future values, and present values	I will explain how to compute future values and present values.
3	Interest rates, future values, and present values	I will explain the annuity computation as well as the perpetuity computation.
4	Interest rates, future values, and present values	I will explain how to compute growing perpetuities, and how to solve loan payments and the internal rate of return.
5	Interest rates	I will explain interest rate quotes and discount rates.
6	Interest rates	I will discuss discount rates and loans.
7	Interest rates	I will discuss discount rates and loans as well as determinants of interest rates.
8	Bonds	I will explain basic terms of bonds and bond investment.
9	Yield to maturity	I will explain how to compute the yield to maturity.
10	Basic terms for stock investments	I will explain basic terms of stocks and stock investments.
11	Stock valuation	I will explain basic valuation methods for stocks. Specifically, I will explain dividend discount model.
12	Financial statements.	I will discuss balance sheets and income statements.
13	Financial statement analysis	I will discuss a number of financial ratios.
14	Final examination	I will give a final examination in class.

【Work to be done outside of class (preparation, etc.)】

Students must complete reading assignments before class. In addition, students are given exercise problems to solve at home, which will prepare them for the in-class quizzes. Incidentally, the correct answers to the exercise problems will be distributed later in class. Preparatory study and review time for this class are 4 hours all together.

### 【Textbooks】

Jonathan Berk, Peter DeMarzo, and Jarrad Harford, Fundamentals of Corporate Finance, latest edition (Global Edition), Pearson Education.

### 【References】

Richard Brealey and Stewart Myers, Principals of Corporate Finance, McGraw Hill (any recent edition).

Richard Brealey, Stewart Myers and Alan Marcus, Fundamentals of Corporate Finance, McGraw Hill (any recent edition).

Stephon Ross, Randolph Westerfield and Jeffrey Jaffee, Corporate Finance, McGraw Hill (any recent edition).

Stephon Ross, Randolph Westerfield and Bradford Jordan, Fundamentals of Corporate Finance, McGraw Hill (any recent edition).

Stephen Ross, Randolph Westerfield and Bradford Jordan, Essentials of Corporate Finance, McGraw Hill (any recent edition).

Thomas Copeland, Fred Weston, and Kuldeep Shastri, Financial Theory and Corporate Policy, Addison Wesley (any recent edition).

### 【Grading criteria】

80% on quizzes and final examination and 20% on class participation. Incidentally, the correct answers as well as students' answers will be sent to students electronically right after quizzes or final exam are given. In addition, the errors that many students make in these quizzes will be discussed in class.

【Changes following student comments】

I will cover less topics this year than last year to give more time to each topic to be covered.

### 【Others】

To gain better understanding of finance courses, including this course, you are strongly encouraged to take Introduction to Accounting and Introduction to Statistics in your first year at Global Business Program. In addition, this course uses basic mathematics, which will be explained in class very carefully. So, well-motivated students who are not well prepared in mathematics can understand the contents of this class well. Please note that if the number of students showing up in the first class significantly exceeds the expectation of the instructor, the instructor will limit the number of students who are allowed to enroll in this course in order for the instructor to effectively teach this class.

### 【Prerequisites】

None

### 【Upon threat level change】

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN100FB-A5505

## Introduction to Marketing

Shohei HASEGAWA

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：火 3/Tue.3 | Campus：市ヶ谷 / Ichigaya | Grade：1～4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

## 【Outline and objectives】

This is an introductory marketing course. Students will learn the basis of business and marketing through reading articles which describe actual company cases. The cases include various companies (manufacturer, service, retailing, internet technology etc.) and strategies (new product, branding, promotion, targeting etc.).

## 【Goal】

The goal of this class is to obtain basic marketing knowledge. Students will also learn survey, presentation and discussion skills.

## 【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP5" diploma policy and fairly related to the "DP1-1", "DP2-2", "DP3" and "DP4" policies.

## 【Method(s)】

## (1) Assignment report (homework)

The business case article and report assignments are posted on Google Classroom a week before a class. Students write and submit the assignments report 2 days before a class.

## (2) Zoom or in-person class

Students are divided into small groups to discuss the report assignments. After the discussion within the groups, the feedback is provided by the instructor.

## 【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

## 【Fieldwork in class】

なし / No

## 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction	Guidance and overview of the course
2	Case (1)	Nintendo: Video game company
3	Case (2)	Sony: Electronics company
4	Case (3)	Facebook: Social networking service
5	Case (4)	Smart: Automobile brand
6	Case (5)	IKEA: Furniture company
7	Case (6)	McDonald's: Fast food restaurant
8	Case (7)	Coca Cola: Beverage company
9	Case (8)	LVMH: Luxury goods company
10	Case (9)	Microsoft: Technology company
11	Case (10)	Apple: Technology company
12	Case (11)	Fitbit: Smartwatch company
13	Case (12)	Alibaba: E-commerce company
14	Case (13)	Netflix: Video streaming service

## 【Work to be done outside of class (preparation, etc.)】

All students submit assignment reports before classes.

Preparatory study and review time for this class are 2 hours each.

## 【Textbooks】

No textbook.

Weekly reading materials or articles will be provided by the instructor.

Cases in above spring schedule may change depending on the student interests.

## 【References】

・ Kotler, Philip and Kevin Lane Keller (2015) Marketing Management (15th ed.), Pearson.

・ Kotler, Philip and Gary Armstrong (2017) Principles of Marketing (17th ed.), Prentice Hall.

・ Keegan, Warren J. and Mark C. Green (2017) Global Marketing (9th ed.), Pearson.

and old editions of these books.

## 【Grading criteria】

・ Assignment report: 60%

・ Final paper: 40%

## 【Changes following student comments】

Reading materials will be changed according to students' interests.

Details of the evaluation criteria for the assignment reports will be explained in the first class.

## 【Equipment student needs to prepare】

We will use Google Classroom.

## 【Others】

Related course: Principles of Marketing

Students who wish to register for this course must attend the first class.

If the number of students attending the first class significantly exceeds expectations, in order for the instructor to effectively manage the class, the number of students who are allowed to register for the course may be limited.

## 【Prerequisites】

None

## 【Upon threat level change】

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN100FB-A5506

## Introduction to Operations Management

Dennis TACHIKI

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：金 4/Fri.4 | Campus：市ヶ谷 / Ichigaya | Grade：1~4  
Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

### [Outline and objectives]

Many students are familiar with the Toyota Production System but fewer are aware it is part of the broader business function of operations management (OM). OM is the process of transforming inputs (raw materials, information) into valued-added outputs (goods and services)—in short, the procurement, assembly and distribution of goods as well as services.

In this connection, the main objective of this introductory OM course is for students to develop a functional understanding of the main concepts and methods informing the subject of OM. Furthermore, special attention will be paid to comparing a Japanese monozukuri approach with other countries. This introduction will then form the foundation for the OMI and OMII courses.

### [Goal]

By the end of the course the students should be able to:

- Understand the 3 broad areas of OM: strategic, tactical and operational
- Explain the OM concepts, principles and methods in each of these 3 areas

- Acquire critical thinking skills in analyzing the main issues in OM

The acquisition of these skills will be demonstrated through class/group work participation, assignments and reports/presentations.

[Which item of the diploma policy will be obtained by taking this class?] This course is strongly related to the "DP1-1", "DP2-1", "DP4" and "DP5" diploma policies.

### [Method(s)]

Active Learning is the main teaching approach for this course. Active learning requires the students to take the lead in the learning process with the instructor acting as a facilitator.

- Some examples of active learning are pair-discussion, group work, case studies, simulations, presentations, reaction paper, experiential learning, etc.

- For written assignments, feedback will be provided via HOPPIL Learning Management system. Exemplary assignments will be introduced in the class and used in deeper discussions.

- Students can use office hours for more individual feedback on assignments, tests, etc.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

[Fieldwork in class]

なし / No

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Course Introduction Chapters 1 and 2	· Syllabus · What is OM? · Historical Development of OM
Week 2	Strategy Chapters 6	· Demand Management · Forecasting · Aggregate Planning · Business Idea
Week 3	Design Information Handless Phone Case Study	· Knowledge Creating Company · Voice of Customer · QCD + S Function
Week 4	Product Architecture Handless Phone Case Study	· Intrinsic Technology · Modular and Integral Approaches · Strategic Fit · Ringi-sho Report
Week 5	Process Design Chapter 4	· Types of Processes · Process Flowcharting and Analysis · Peanut Factory Case Study
Week 6	Demand Management Peanut Factory Case Study	· Material Balance · Root Cause Analysis · Countermeasures and Visual Factory · Forecasting and Aggregate Planning
Week 7	Lean Systems Toyota Production System Handout	· History of TPS · JIT/Kanban Delivery System · Jidoka · Heijunka, Standardization and Kaizen

Week 8	Material Flow Analysis and Facility Layouts Chapter 8	· Material Flow Mapping and Analysis · Theory of Constraints · Layout Design · Kaizen Report
Week 9	Independent Demand Inventory Management Systems Chapter 7	· Types of Inventories · Functions of Inventory · Inventory Costs, Risks and Value · MRP/MRPII
Week 10	Managing Information Flows Chapter 11	· Concept of Information Flows · Dependent Demand Inventory Management · Enterprise Resource Planning Systems · Automating Process Management
Week 11	Managing Projects (1) Chapter 12	· Project Management Defined · Project Planning · Work Breakdown Structure · GANTT Chart
Week 12	Managing Projects (2) PERT and CPM Handout	· PERT Process · Critical Path Analysis · Managing Project Risks
Week 13	Managing Projects (3)	· Project Management Techniques · Project Report
Week 14	Final Examination	· Final Examination

[Work to be done outside of class (preparation, etc.)]

- CLASS PREPARATION: An active learning approach requires students to prepare the readings and assignments BEFORE class. At a minimum students should understand the keywords and main issues in each weeks reading assignment.

- GROUPWORK: Students should expect to allocate time outside of class to meet with their team members to discuss/prepare assignments.

- Preparatory study and review time for this class are 3-5 hours for each session

### [Textbooks]

Joel D. Wisner. 2016 Operations Management: A Supply Chain Process Approach. Sage ISBN 9781483383064

- Please wait to purchase the textbook until after the first class.

### [References]

We will use supplementary materials from time-to-time, which will be made available as hand-outs and/or put on HOPPIL.

### [Grading criteria]

Students will be graded based on the following criterions:

10% Class participation  
15% Group work/Case studies/Simulations  
50% Three Reports (10%+25%+15%)  
25% Final Examination

Late submission of assignments will result in a lowering of a student's grade.

### [Changes following student comments]

Scheduled more time for group work, especially when done on-line in break-out sessions.

### [Equipment student needs to prepare]

Students are expected to bring to class a computer and/or smart phone to access the Internet.

### [Others]

Students (or teams) should try to meet with the teacher at least once during the semester. Office hours will be announced at the first class.

Please note that if the number of students attending the first class significantly exceeds expectations, in order for the instructor to effectively manage the class, the number of students who are allowed to register for the course may be limited.

### [Prerequisites]

Willingness to study hard!

### [Upon threat level change]

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

ECN100FB-A5507

## Introduction to Japanese Economy

Hideaki HIRATA

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：水 3/Wed.3 | Campus：市ヶ谷 / Ichigaya | Grade：1～4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：○

### [Outline and objectives]

This course provides an introduction to (1) the Japan's macroeconomic characteristics, (2) the Japan's current economic issues, and (3) the basic economic principles and methods.

After learning a brief history of the Japanese economy and the basic analytical tools of economics, we focus on Japan's labor markets, financial markets, corporate finance and capital investments, international transactions, and economic policies from the 1980s onward. Comparison with the other economies is frequently done.

By the end of the semester, you are expected to be able to utilize the theoretical and empirical tools practiced in this class to generate practical policy recommendations for Japan's major economic problems.

### [Goal]

This course is designed to provide students with opportunities to gain a basic understanding of the Japanese economy. The particular goals can be summarized as follows:

1. To learn the history of the Japanese economy after WWII
2. To learn the basic features of Japanese households, firms, and the government and to apply conventional economic theory to understand their behaviors
3. To strengthen analytical skills by discussing the strengths and limitations of Japan's corporate system, labor markets, economic policy, and so forth

[Which item of the diploma policy will be obtained by taking this class?]

This course is strongly related to the "DP1-3", "DP2-1", "DP2-2", "DP3" and "DP4" diploma policies and fairly related to the "DP1-1", "DP1-2", "DP1-4" and "DP5" policies.

### [Method(s)]

This course mainly comprises lectures, slideshows, in-class activities, and discussions. All class materials are distributed through the LMS. Note that the order of the lectures might be changed from the below suggested schedule but what we will cover would not change very much. Regarding lecture style (in-person and/or online), I am flexible so that the suggested in-person and/or online style is just tentative and is subject to change.

I will give feedback on class assignments during the lecture and/or through Hoppii (i.e., LMS).

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

[Fieldwork in class]

なし / No

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction	Syllabus guidelines; an overview of the Japanese economy's postwar macroeconomic performance.
2	Japanese economy and the World economy	The Japanese economy's postwar macroeconomic performance; basic economic statistics, such as GDP and its components.
3	Principles of Markets 1	Understanding what demand, supply and equilibrium are. Use various cases to theoretically see what happens in the market.
4	Principles of Markets 2	Understanding what would shift (=make changes in) demand and supply. Studying cases of what happened in the actual markets.
5	Labor 1	Characteristics of Japanese labor markets and firms; Understanding Japanese labor market.
6	Labor 2	Characteristics of Japanese labor markets and firms; Understanding the relationship between labor and firms.
7	Labor 3 Money and Finance 1	The relationship economic fluctuations and the labor markets. The role of money circulating in the economy.
8	Money and Finance 2	The role of money & banking in the Japanese economy

9	Money and Finance 3	Fundraising of firms and investors in the financial markets. Financial conditions of economic agents and their roles in the Japanese economy.
10	Bubble and the balance sheet problems International Trade 1	Understanding the bubble economy in the late 80s and the scars of that. Basic characteristics of exports and import between Japan and the rest of the world.
11	International Trade 2 International Finance	The determinants of Japan's exports and imports; the role of cross-border financial transactions with the rest of the world.
12	Firms 1	The characteristics of Japanese firms and their corporate governance.
13	Firms 2	Agency problem and its importance in Japan.
14	Review	Q & A sessions and extra issues to strengthen students' understandings of lectures 1-13.

[Work to be done outside of class (preparation, etc.)]

Students are expected to read the assigned materials and contribute to class discussions. Preparatory study and review time for this class are 2 hours each.

### [Textbooks]

Greg Mankiw (2020) Principles of Economics, Cengage.

Ito and Hoshi (2020) The Japanese Economy, MIT Press.

You SHOULD NOT buy these textbooks before the first class meeting since a special instruction will be provided for the students of this class.

### [References]

1. Papers and newspaper articles will be assigned throughout the semester.
2. Annual Report on the Japanese Economy and Public Finance.
3. David Flath (2014), The Japanese Economy (3rd Edition), Oxford University Press. ISBN: 9780198702405.

### [Grading criteria]

Final exam: 100%. (1) Solving and submitting non-mandatory problem sets and (2) class participation (including non-mandatory problem sets) will give you extra points.

Last year, the fail rate was less than 5%.

### [Changes following student comments]

I tried to design this course to motivate students to be interested in learning economic ideas and to understand why those ideas are powerful.

### [Equipment student needs to prepare]

You need a computer/tablet. Most of the materials would be distributed electrically by using PDF.

### [Others]

This course has no prerequisites. I strongly encourage students to take Principles of Macroeconomics, Principles of Microeconomics, Business Management in Japan, Japanese Innovation Management, Human Resource Management I / II, and Corporate Finance AFTER taking this course.

Please note that if the number of students attending the first class significantly exceeds expectations, in order for the instructor to effectively manage the class, the number of students who are allowed to register for the course may be limited.

### [Prerequisites]

None

### [Upon threat level change]

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

ECN100FB-A5508

## Introduction to Statistics

Makoto TAKAHASHI

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：水 2/Wed.2 | Campus：市ヶ谷 / Ichigaya | Grade：1～4  
Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

### [Outline and objectives]

This course introduces elementary statistics, covering basic knowledge of descriptive statistics, probability and inferential statistics.

### [Goal]

After successfully completing this course, students can do the following among others: understand and explain basic concepts; and summarize and examine data using software such as Excel.

### [Which item of the diploma policy will be obtained by taking this class?]

This course is strongly related to the "DP1-4" and "DP2-1" diploma policies and fairly related to the "DP2-2", "DP4" and "DP5" policies.

### [Method(s)]

The class is a combination of lectures and (computer) exercises. In each class, we quickly review a topic by watching a video and then learn the details with discussion and exercises. Homework will be given almost every week, and will be reviewed at the beginning of the next class.

### [Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

### [Fieldwork in class]

なし / No

### [Schedule] 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction	What is statistics
2	Introduction to data 1	Case study / Data Basics
3	Introduction to data 2	Sampling principles / Experiments
4	Summarizing data 1	Examining numerical data
5	Summarizing data 2	Considering categorical data / Case study
6	Probability 1	Defining probability
7	Probability 2	Conditional probability
8	Probability 3	Sampling from a small population / Random variables / Continuous distributions
9	Distributions 1	Normal distribution
10	Distributions 2	Geometric distribution / Binomial distribution
11	Foundations for inference 1	Point estimates and sampling variability
12	Foundations for inference 2	Confidence intervals for a proportion
13	Foundations for inference 3	Hypothesis testing for a proportion
14	Review / Final Exam	Review of the course / Evaluation of students' understanding

### [Work to be done outside of class (preparation, etc.)]

Complete the reading before a new unit begins, and then review again after the unit is over. Do the problem sets specified in class as a homework. Preparatory study and review time for this class are 2 hours each.

### [Textbooks]

Diez, David, Mine Çetinkaya-Rundel and Christopher D. Barr (2019) OpenIntro Statistics, 4th Edition. (This book may be downloaded as a free PDF at [openintro.org/os](https://openintro.org/os))

### [References]

References will be given in class if any.

### [Grading criteria]

Homework: 50%

Final Exam: 50%

### [Changes following student comments]

We will spend time both on analytical and computer exercises.

### [Equipment student needs to prepare]

Laptop or tablet with Excel or Google spreadsheet

### [Others]

Basic knowledge of Statistics will be very useful for your further study in GBP. Probability theory is used not only in Statistics but also in other subjects such as Finance and Economics. Related courses include, but not limited to, Introduction to Finance, Investments I/II, and Elementary Mathematics A/B.

Please note that if the number of students attending the first class significantly exceeds expectations, in order for the instructor to effectively manage the class, the number of students who are allowed to register for the course may be limited.

### [Prerequisites]

This course has no specific prerequisites. However, familiarity of some mathematical concepts and notations at a high-school level, and working skills of Excel are desirable.

PRI100FB-A5509

## Introduction to Informatics

Yasushi KODAMA

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：木 2/Thu.2 | Campus：市ヶ谷 / Ichigaya | Grade：1～4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：○

## 【Outline and objectives】

This course is aimed at students with little or no prior knowledge for operating computers but a desire computational approaches to problem solving. You can learn any basic computational operations using Microsoft Office software but also any theoretical meanings of informatics.

## 【Goal】

One of the goals of this course is to become familiar with basic operations for personal computers. Also you should learn how to solve the problems related to social sciences.

## 【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP2-1" and "DP2-2" diploma policies and fairly related to the "DP1-4", "DP4" and "DP5" policies.

## 【Method(s)】

Mostly you can use the computers in the class room and you can learn any operations of computer software especially for Office software. At first you should learn how to login Windows operating system on the university's computers. After this course has started, the contents of the lesson will be provided on the Web site.

Use Google Classroom to answer questions, explain the assignment in detail, and give feedback to students on Google Classroom.

## 【Active learning in class (Group discussion, Debate.etc.)】

なし / No

## 【Fieldwork in class】

なし / No

## 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1st	Introduction	Introduction to this course. The goal of this course is specified. You can learn how to operate university's computers.
2nd	Word processing practice	Using Word Processing software, you can learn the basic operation of this software.
3rd	Electrical mail practice and networking theory	You can learn the network system and how to write e-mail scripts.
4th	Methodologies for presentation using software	Using the presentation software, you can learn the technical operations of it.
5th	Spreadsheet practice (1)	You can learn the basic operations of spreadsheets.
6th	Spreadsheet practice (2)	It will test your ability of creating spreadsheets for the business documents.
7th	Spreadsheet practice (3)	It will test your ability of creating spreadsheets using business graphs.
8th	VBA practice(1)	You can learn about VBA(Visual Basic for Applications) as spreadsheet macro programs.
9th	VBA practice(2)	You can learn about VBA programming using the variables.
10th	How to build your home pages (1)	You can learn how to start to build a page as your home pages.
11th	How to build your home pages (2)	You can learn how to build your home pages using some tags.
12th	How to build your home pages (3)	You can learn how to build your home pages using the CSS (Cascading Style Sheets).
13th	How to build your home pages (4)	You can learn how to build your home pages using new style files and new pages.
14th	Workshop for solving problem	At the workshop of classroom, you should make a plan to present how to solve the problems.

## 【Work to be done outside of class (preparation, etc.)】

You should autonomously learn the basic operations of personal computers. If you can not understand the contents of the lecture, you should ask us it in the classroom or investigate it by yourself. Preparatory study and review time for this class are 2 hours each.

## 【Textbooks】

Specified in the lecture.

## 【References】

Specified in the lecture.

## 【Grading criteria】

Participation rate (80%) and reports to present in the lecture (20%).

## 【Changes following student comments】

We devise lectures so that students can solve problems autonomously.

## 【Equipment student needs to prepare】

N/A

## 【Others】

Please note that if the number of students attending the first class significantly exceeds expectations, in order for the instructor to effectively manage the class, the number of students who are allowed to register for the course may be limited.

## 【Prerequisites】

We will adopt practical use cases that are useful in the business field and devise to develop problem solving skills.

## 【Upon threat level change】

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

EDU100FB-A5510

## Introduction to University Study

Kaori KIKUCHI

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：金 5/Fri.5 | Campus：市ヶ谷 / Ichigaya | Grade：1～4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

### 【Outline and objectives】

This course is designed to help you improve the academic/study skills you are expected to use whilst at university. Course topics include writing skills, critical reading, logical/analytical thinking, book review and literature review.

### 【Goal】

Throughout this course, you will acquire academic strategies and attitudes that will enhance your ability to function effectively in a university environment.

### 【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP2-1", "DP2-2" and "DP5" diploma policies and fairly related to the "DP4" policy.

### 【Method(s)】

A range of teaching methods will be used including mini-lectures (slideshows), group discussions, and individual exercises. Each lesson will include group and individual exercises to practice the skills discussed, and feedback on assignments will be given individually to students.

### 【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

### 【Fieldwork in class】

なし / No

### 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction	Syllabus guidelines, self-introduction and goal setting
2	Library Research	How to use the library
3	Reading Strategies	How to read effectively and critically
4	Book Review	How to make a book review
5	Preparation for a Book Review Presentation	How to give a book review presentation and how to make an outline
6	Book Review Presentation	Book review presentation
7	Plagiarism	How to avoid a plagiarism
8	Writing a Book/Article Review	How to write a book/article review, following academic writing style learned at "Academic Literacy" and "College Writing" courses.
9	Literature Review	How to make a literature review
10	Preparation for a Literature Review Presentation	How to give a literature review presentation and how to make an outline
11	The 1st Day for Literature Review Presentation	Literature Review Group Presentation
12	The 2nd Day for Literature Review Presentation	Literature Review Group Presentation
13	Writing a Literature Review	How to write a literature review, following academic writing style learned at "Academic Literacy" and "College Writing" courses.
14	Review and Self-Reflection	Reviewing what you have learned in this course and reflecting on your academic performance

### 【Work to be done outside of class (preparation, etc.)】

Students are expected to read and write the assigned materials. Preparatory study and review time for this class are 2 hours each.

### 【Textbooks】

Handouts

### 【References】

To be advised during the course

### 【Grading criteria】

Class participation/contribution: 20%

Writings: 50%

Presentations: 30%

### 【Changes following student comments】

I tried to design classroom environments in which every student is welcome to fully participate in learning.

### 【Others】

You are expected to participate in this class actively. Good manners and collaborative learning are important in this class.

### 【Prerequisite】

None

### 【Career background of the lecturer】

None

MAN300FB-A5511

**Organizational Management I**

TBA

Term : | Credit(s) : 2 | Day/Period : TBA | Campus : 市ヶ谷 / Ichigaya | Grade : 2~4

Notes :

他学部公開： グローバル： 成績優秀： 実務教員：

【Outline and objectives】

【Goal】

【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP4", "DP5" diploma policies and fairly related to the "DP3" policies.

【Method(s)】

【Active learning in class (Group discussion, Debate.etc.)】

【Fieldwork in class】

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
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【Work to be done outside of class (preparation, etc.)】

Preparatory study and review time for this class are 2 hours each.

【Textbooks】

【References】

【Grading criteria】

【Changes following student comments】



MAN300FB-A5512

## Organizational Management II

Susumu NAGAYAMA

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：火 3/Tue.3 | Campus：市ヶ谷 / Ichigaya | Grade：2～4  
Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

### 【Outline and objectives】

This course provides knowledge regarding theories and practices of creativity in individuals, teams, and organizations. Creativity is one of the most essential elements to generate innovations and promote our well-being. However, we don't really know how to manage our creativity in the workplace or in our daily lives. Management of creativity consists of three parts: expansion of knowledge, integration of knowledge, evaluation of output. In this class, in addition to the basics of creativity, I will provide the corresponding topics along with the above three parts of creativity management.

### 【Goal】

- (1) Be able to explain the basic theories about creativity that are unfamiliar to this topic.
- (2) Be able to theoretically analyze everyday problems and practices in workplaces and organizations.

### 【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP4", "DP5" diploma policies and fairly related to the "DP3" policies.

### 【Method(s)】

- Each class proceeds following order: learning topics, discussing (or doing short exercises), giving feedback, summarizing.
- To realize active discussion, making good points, or asking questions during class is appreciated (and counts toward your grade).

### 【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

### 【Fieldwork in class】

なし / No

### 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction	General discussion of creativity
2	What is creativity?	Definition of creativity
3	Recombinations 1	Idea generation exercises
4	Recombinations 2	Theoretical argument of the idea recombinations
5	Creative person	Personality, behaviours, and thinking styles
6	Search	Antecedents of search behaviours
7	Rewards and competition	Desirable reward systems and competitive structures for creativity
8	Teams	Team composition regarding skills, diversity, team size, and relationships among members
9	Social networks	The effects of bridging and bonding social structures
10	Organizational environment	Boundaries among organizational members and meta-knowledge.
11	Social environment	Technology, talent, and tolerance. Nature vs. Nurture.
12	Success	Nature of success and optimal distinctiveness
13	Wrap-up	Wrap-up
14	Final Exam	Final exam

### 【Work to be done outside of class (preparation, etc.)】

- Read assigned materials prior to each class.
- Prepare a team presentation and a term paper in your designated team.
- Preparatory study and review time for this class are 2 hours each.

### 【Textbooks】

None

### 【References】

Barabási, Albert-László. 2018. *The Formula: The Universal Laws of Success*. Little, Brown and Company.  
 Burkus, David. 2013. *The Myths of Creativity: The Truth About How Innovative Companies and People Generate Great Ideas*. Jossey-Bass.  
 Grant, Adam. 2016. *Originals: How Non-Conformists Move the World*. Penguin Books.  
 Kaufman, Scott Barry, and Gregoire, Carolyn. 2015. *Wired to Create: Unraveling the Mysteries of the Creative Mind*. TarcherPerigee.  
 Pentland, Alex. 2014. *Social Physics: How Social Networks Can Make Us Smarter*. Penguin Books.

### 【Grading criteria】

- (1) Class Contribution: 10%
- (2) Assignments: 50%
- (2) Final examination: 40%

### 【Changes following student comments】

Interaction among students is unlikely to happen during the zoom session. Therefore, I will assign one student per session to be in charge of responding to other students' talks.

### 【Equipment student needs to prepare】

For online classes, it is preferable to use your PC.

### 【Others】

Note that learning topics might slightly change depending on class progress or interests.

I embrace interactions — when discussing cases, engaging in exercises, and learning from the instructor.

Relevant courses: Introduction to Organizational Management, Introduction to Strategic Management, Strategic Management, Human Resource Management, and Japanese Innovation Management.

### 【Prerequisite】

None.

### 【Upon threat level c】

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN300FB-A5513

## Organizational Behavior I

Makiko NISHIKAWA

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：水 3/Wed.3 | Campus：市ヶ谷 / Ichigaya | Grade：2～4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

## 【Outline and objectives】

Organizational behaviour (OB) seeks to understand human behaviour in organizational contexts. This course (OBI) will focus on basic attitudes and behaviour of people in organizations. Topics covered in OBI are; work attitudes and behaviour, perception and attribution, individual and collective learning, emotions, and motivation. As students' cultural backgrounds vary, comparative aspects will be emphasised.

## 【Goal】

Students will learn various concepts and theories of organizational behaviour, mainly developed in the field of psychology, social psychology, and sociology. They will apply the knowledge and skills learnt in this course to their collective activities and experiences. They will also understand how cultural differences affect the attitudes and behaviour of people in organization.

## 【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to "Sociology", "Social Psychology" and the "DP2-2", "DP4" and "DP5" diploma policies and fairly related to the "DP1-1" and "DP3" policies.

## 【Method(s)】

Each week will focus on a specific topic, and the concepts and theories relevant to the topic will be learnt and discussed. Students' own collective experiences and secondary data sets (International Social Survey Program, World Values Survey, etc.) will be analysed to examine the cultural differences in work attitudes and behaviour. Oral or written feedback will be given on class assignments.

## 【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

## 【Fieldwork in class】

なし / No

## 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction	What is OB? How will we study OB?
2	Work attitudes 1	Diversity within us
3	Work attitudes 2	Which is more fundamental, attitudes or behaviour?
4	Perception 1	What is perception? Value differences across countries
5	Perception 2	Perceptual processes Perceptual errors
6	Attribution	Attribution theory Attribution biases
7	Learning 1	What is learning? Classical and operant conditioning
8	Learning 2	Cultural learning Collective learning Knowledge society and knowledge workers
9	Emotions	Emotions and behavior Emotional intelligence Emotional labour
10	Motivation 1	Needs theories
11	Motivation 2	Process theories
12	Motivation 3	Equity theory and organizational justice
13	Summary	Course summary
14	Report presentation	Final report presentation

## 【Work to be done outside of class (preparation, etc.)】

Homework will be given occasionally. Students should write a final report based on homeworks and class discussions. Preparatory study and review time for this class are 2 hours each.

## 【Textbooks】

No textbook will be used.

## 【References】

No Reference will be used.

## 【Grading criteria】

Participation to class and to discussion (50%)  
Homeworks and the final report (50%)

## 【Changes following student comments】

This course will encourage students to reflect on their own experiences as a group member from the point of view of organizational behaviour.

## 【Equipment student needs to prepare】

Important notices will be given through the Hosei University Course Management System, *Hoppi*.

To investigate secondary data sets, students may occasionally need to bring their own PC.

## 【Others】

OB I and OB II cover different topics, but it is highly recommended to take both.

Relevant to this course are; Introduction to Organizational Management, Organizational Management I/II, Human Resource Management I/II.

## 【Prerequisites】

Students from the Japanese program should have appropriate English skills.

MAN300FB-A5514

## Organizational Behavior II

TBA

Term : | Credit(s) : 2 | Day/Period : TBA | Campus : 市ヶ谷 / Ichigaya | Grade : 2~4

Notes :

他学部公開： グローバル： 成績優秀： 実務教員：

**[Outline and objectives]**

**[Goal]**

**[Which item of the diploma policy will be obtained by taking this class?]**

This course is strongly related to "Sociology", "Social Psychology" and the "DP2-2", "DP4" and "DP5" diploma policies and fairly related to the "DP1-1" and "DP3" policies.

**[Method(s)]**

**[Active learning in class (Group discussion, Debate.etc.)]**

**[Fieldwork in class]**

**[Schedule]** 授業形態：対面/face to face

No.	Theme	Contents
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**[Work to be done outside of class (preparation, etc.)]**

Preparatory study and review time for this class are 2 hours each.

**[Textbooks]**

**[References]**

**[Grading criteria]**

**[Changes following student comments]**

MAN300FB-A5515

## Human Resource Management I

Yoshio OKUNISHI

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：火 2/Tue.2 | Campus：市ヶ谷 / Ichigaya | Grade：2～4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：○

## 【Outline and objectives】

This course is intended to introduce students to the field of human resource management (HRM). Students learn theories and applications involved in effectively managing people in organizations.

Unlike many other fields in business and economics, practices of HRM are influenced greatly by country-specific factors such as labor law, social customs, economic development stage and workforce structure. So, I will spend most time in explaining practices among Japanese firms. But some common theories and international comparative perspectives are introduced as well.

More specifically, HRM I covers such topics as overview and methodology of HRM, environments of Japanese HRM, recruitment, training, promotion, performance evaluation, pay and benefits.

## 【Goal】

Successful students will acquire basic knowledge of HRM in Japanese firms, as well as problem-solving and critical-thinking skills in the field of human resources and organizations, both of which are applicable to all types of organizations and jobs in which students will eventually work.

## 【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP2-2", "DP3" and "DP4" diploma policies and fairly related to the "DP1-1" and "DP1-3" policies.

## 【Method(s)】

This is a small-size lecture, so, in principle, it is face-to-face. But, due to the coronavirus pandemic, it may be the case that the lecture uses Zoom. I also use Hoppii for distributing course materials and making announcements. For each lecture time, I explain the basic knowledge of a theme, including legal framework, statistical facts, theory and arguments. Then I encourage students to express their own ideas and discuss them.

The feedback of the assignments will be given in class and in person.

## 【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

## 【Fieldwork in class】

なし / No

## 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction to HRM	Scope and methodology of HRM
2	Basic Principles of Human Behavior	Economic rationality and irrationality
3	Criteria to Evaluate Transactional or Organizational Performance	Efficiency and justice
4	Outline of Japanese Workforce	Demographic and workforce trends
5	Outline of Japanese Economy	Economic growth, prices and wages, and employment types
6	Staffing and Recruitment	Theory and practices, job market of new graduates in Japan
7	Human Capital Theory and Training	General and specific training, OJT and Off-JT
8	Promotion and Career Concerns	Patterns of career development and roles of promotion
9	Performance Evaluation (1)	Theory of performance evaluation
10	Performance Evaluation (2)	Practices of performance evaluation
11	Wages (1)	Typology and theory of wages
12	Wages (2)	Practices in Japan and historical changes
13	Fringe Benefits and Social Security	Theory and practices
14	HRM as a System	Complementarity among various parts of HRM

## 【Work to be done outside of class (preparation, etc.)】

I urge students to attend every class and to understand the contents well enough within class. To that end, it is essential to review the lecture at home, and to ask questions at the beginning of the next class. Preparatory study and review time for this class are 2 hours each.

## 【Textbooks】

I do not use any textbooks which students need to purchase. Instead, I will use my own handouts and data sets. But just for your reference, many of my course materials are based on the followings.

## 【References】

・ Baron, James N. and David M. Kreps (1999) Strategic Human Resources. John Wiley & Sons, Inc. This is an MBA level excellent textbook of HRM, whose methodology is blend of economics and organizational behavior.

・ Lazear, Edward P. and Michael Gibbs (2015) Personnel Economics in Practice (3rd edition). Wiley. This is a readable textbook of "personnel economics" by its pioneers.

・ Although contents written in English are limited, you could find useful information in the following site of the Japan Institute for Labor Policy and Training:

<http://www.jil.go.jp/index.html>

・ Some important Japanese laws are translated into English. See the following site:

<http://www.japaneselawtranslation.go.jp/>

## 【Grading criteria】

I will not conduct any formal exams separately. Instead, I ask you to submit 2 or 3 assignments during the semester. The final grade is mainly based on the sum of those assignments (80%). The extent of class participation is also counted (20%).

## 【Changes following student comments】

I want students to ask any questions they may have. Please do not hesitate. I also want to keep more time for discussions, say using case materials.

## 【Equipment student needs to prepare】

Since I use Hoppii regularly and may use Zoom in case of the pandemic, a PC and internet accessibility will be required.

## 【Others】

HRM I (Fall) and II (Spring) are taught in a sequential manner. So, it is recommended to take both courses in this order if that is possible. Some basic knowledge of economics and organizational behavior is preferred, but not required.

## 【Prerequisites】

Among GBP subjects, the followings are closely related to this subject although they are not prerequisites: Introduction to Organizational Management, Introduction to Japanese Economy, Organizational Management I/II and Organizational Behavior I/II.

## 【Upon threat level change】

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN300FB-A5516

## Human Resource Management II

Yoshio OKUNISHI

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：火 2/Tue.2 | Campus：市ヶ谷 / Ichigaya | Grade：2～4  
Notes：

他学部公開： グローバル： 成績優秀： 実務教員：○

## 【Outline and objectives】

This course is intended to introduce students to the field of human resource management (HRM). Students learn theories and applications involved in effectively managing people in organizations.

Unlike many other fields in business and economics, policies and practices of HRM are influenced greatly by country-specific factors such as labor law, social customs, economic development stage and workforce structure. So, I will spend most time in explaining Japanese cases. But some common theories and international comparative perspectives are introduced as well.

More specifically, HRM II covers such topics as dismissal, job design, and labor-management relations. Furthermore, some current topics in HRM are covered, such as effects of aging and diminishing workforce, non-regular workers, diversity management, work/life balance and globalization.

## 【Goal】

Successful students will acquire basic knowledge of HRM in Japanese firms, as well as problem-solving and critical-thinking skills in the field of human resources and organizations, both of which are applicable to all types of organizations and jobs in which students will eventually work.

## 【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP2-2", "DP3" and "DP4" diploma policies and fairly related to the "DP1-1" and "DP1-3" policies.

## 【Method(s)】

In case it is feasible to have face-to-face lectures in a real classroom, my lecture and the discussion among students will be the main method. I count on "Hoppii" to distribute course materials and occasionally ask students to submit written assignments. Those assignments will be returned to the students with my comments.

## 【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

## 【Fieldwork in class】

なし / No

## 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Review of HRM I and Introduction to HRM II	Review of HRM I and the overview of HRM II
2	Separation (1)	Economic and legal perspectives
3	Separation (2)	More practical aspects
4	Separation (3)	Mandatory retirement in Japan
5	External Workforce	Outsourcing and temp agency workers
6	Job Design	Theory and practices
7	Tips for Case Studies in HRM	Useful knowledge to discuss cases in HRM
8	Discussion on a Case Study	A case on work-life balance
9	Diversity Management	Theory and empirical evidence
10	Working Hours	Situations in Japan and its regulations
11	Industrial Relations (1)	Union activities
12	Industrial Relations (2)	Labor disputes and the resolution systems
13	High-Commitment HRM	Theory and practices
14	HRM System in Japan	The wrap-up of the course and future directions

## 【Work to be done outside of class (preparation, etc.)】

Preparatory study and review time for this class are 2 hours each. Before each class, read through course materials and find places where you have questions. During and after the class, you should clarify all the questions, and submit occasional assignments diligently.

## 【Textbooks】

I do not use any textbooks which students need to purchase. Instead, I will use my own handouts and data sets. But just for your reference, many of my course materials are based on the followings.

## 【References】

・ Baron, James N. and David M. Kreps (1999) Strategic Human Resources. John Wiley & Sons, Inc. This is an excellent MBA-level textbook of HRM, whose methodology is blend of economics and organizational behavior.

・ Lazear, Edward P. (1998) Personnel Economics for Managers. John Wiley & Sons, Inc.

・ Lazear, Edward P. and Michael Gibbs (2015) Personnel Economics in Practice (3rd edition). Wiley. These two are readable textbooks of "personnel economics" by its pioneers.

・ Although contents written in English are limited, you could find useful information in the following site of the Japan Institute for Labor Policy and Training:

<http://www.jil.go.jp/index.html>

・ Some important Japanese laws are translated into English. See the following site:

<http://www.japaneselawtranslation.go.jp/>

## 【Grading criteria】

The final grade will be based on writing assignments during the semester (80%). The participation in the class is counted as well (20%). I will not conduct an in-class final exam separately.

## 【Changes following student comments】

I will encourage students to participate more actively in class.

## 【Equipment student needs to prepare】

I regularly use Hoppii to upload course materials and to direct course assignments.

## 【Others】

HRM I (Fall) and II (Spring) are taught in a sequential manner. So, it is recommended to take both courses in this order if that is possible. Some basic knowledge of economics and organizational behavior is preferred, but not required.

The instructor used to work for the Ministry of Labour of Japan in the 1980s as labor economists. Such knowledge and experiences will be used occasionally.

## 【Prerequisites】

Among GBP subjects, the followings are closely related to this subject although they are not prerequisites: Introduction to Organizational Management, Introduction to Japanese Economy, Organizational Management I/II and Organizational Behavior I/II.

## 【Upon threat level change】

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN300FB-A5517

## Strategic Management

Azusa Ebisuya

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：火 4/Tue.4 | Campus：市ヶ谷 / Ichigaya | Grade：2～4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

## 【Outline and objectives】

In a competitive business environment, successful firms generally have a strategic management process that helps them set goals and execute on a clear vision. This course will help students understand how businesses become successful by leveraging their competitive advantages.

## 【Goal】

Students are expected to be able to understand how organizations operate at the strategic level to be successful. Also, they will be able to learn how to conduct a case analysis, measure organizational performance, and conduct external and internal analyses.

【Which item of the diploma policy will be obtained by taking this class?】  
This course is strongly related to the "DP1-1", "DP2-2", "DP3" and "DP4" diploma policies.

## 【Method(s)】

The entire course will be delivered in an interactive manner, facilitating the students to get involved in the class actively. Students will have Test (1) in the 7th class and Test (2) in the 14th class during the course. Feedback on class assignments will be given through the Hosei University Course Management Support System (Hoppii).

【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

【Fieldwork in class】

なし / No

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Course Overview	<ul style="list-style-type: none"> <li>Introduction to the course</li> <li>What is strategic management?</li> </ul>
Week 2	Mastering Strategy	<ul style="list-style-type: none"> <li>The history of strategic management</li> <li>Critique of strategic management</li> <li>Understanding the strategic management process</li> </ul>
Week 3	Assessing organizational performance	<ul style="list-style-type: none"> <li>Vision, mission, and goals</li> <li>Assessment of organizational performance</li> <li>Competitive advantage</li> </ul>
Week 4	Evaluating the external environment	<ul style="list-style-type: none"> <li>The relationship between an organization and its environment</li> <li>Evaluating the general environment</li> <li>Evaluating the industry</li> <li>Mapping strategic groups</li> </ul>
Week 5	Evaluating the internal environment	<ul style="list-style-type: none"> <li>Managing firm resources</li> <li>Resource-based view</li> <li>Intellectual property and isolating mechanisms</li> <li>Value chain</li> </ul>
Week 6	Synthesis of strategic issues and analysis	<ul style="list-style-type: none"> <li>SWOT framework</li> <li>Strategic issue identification</li> </ul>
Week 7	Mid-Course Review and Test (1)	<ul style="list-style-type: none"> <li>Mid-Course review</li> </ul>
Week 8	Selecting business-level strategies	<ul style="list-style-type: none"> <li>Understanding business-level strategy through "generic strategies"</li> <li>Cost leadership</li> <li>Differentiation</li> </ul>
Week 9	Innovation strategies	<ul style="list-style-type: none"> <li>Entrepreneurial orientation</li> <li>Types of innovation</li> <li>Implementing innovation</li> <li>Responding to innovation in the market</li> </ul>
Week 10	Selecting corporate-level strategies	<ul style="list-style-type: none"> <li>Diversification</li> <li>Implementing corporate strategy</li> <li>Strategies for getting smaller</li> <li>Portfolio planning and corporate-level strategy</li> </ul>
Week 11	Competing international markets	<ul style="list-style-type: none"> <li>Advantages and disadvantages of competing in international markets</li> <li>Types of international strategies</li> <li>Drivers of success and failure when competing in international markets</li> </ul>

Week 12 Executing strategy through organizational design

- The basic building blocks of organizational structure
- Creating an organizational structure
- Creating organizational control system
- Legal forms of business

Week 13 Leading an ethical organization

- Corporate governance
- Corporate ethics and social responsibility
- Contemporary questions of corporate ethics

Week 14 Course-Ending Review and Test (2)

- Course-ending review

【Work to be done outside of class (preparation, etc.)】

The students are expected to read the materials for each class beforehand and prepare for discussions during the class. Preparatory study and review time for this class are 2 hours each.

【Textbooks】

Slides and additional reading materials will be provided through the web-system.

【References】

Supplementary reading materials and/or websites will be shared through the web-system.

【Grading criteria】

Participation in classwork: 50%

Test (1): 25%

Test (2): 25%

【Changes following student comments】

Not applicable.

【Equipment student needs to prepare】

We'll use the Hosei University Course Management Support System for sharing reading materials and handouts, and submitting papers.

【Others】

Not applicable.

【Upon threat level change】

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN300FB-A5518

## International Business I

TBA

Term : | Credit(s) : 2 | Day/Period : TBA | Campus : 市ヶ谷 / Ichigaya | Grade : 2~4

Notes :

他学部公開： グローバル： 成績優秀： 実務教員：

**[Outline and objectives]**

**[Goal]**

**[Which item of the diploma policy will be obtained by taking this class?]**  
This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP3", "DP4" and "DP5" diploma policies.

**[Method(s)]**

**[Active learning in class (Group discussion, Debate.etc.)]**

**[Fieldwork in class]**

**[Schedule]** 授業形態：対面/face to face

No.	Theme	Contents
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**[Work to be done outside of class (preparation, etc.)]**

Preparatory study and review time for this class are 2 hours each.

**[Textbooks]**

**[References]**

**[Grading criteria]**

**[Changes following student comments]**

MAN300FB-A5519

## International Business II

Haruo HORAGUCHI

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：水 2/Wed.2 | Campus：市ヶ谷 / Ichigaya | Grade：2~4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

### [Outline and objectives]

Toyota, Tokyo Disney Land (TDL), and All Nippon Airways (ANA) have something in common. What is going on there? It is their best international business practice, resulting in excellent products and services. This course is about understanding the basic ideas of international business. Focusing on the corporate strategy and the organizational capability of the firm, it aims to help students develop the skills required to join these types of companies. Basic skills involve understanding internationalization strategies for multinational corporations to enhance their competitiveness. The course focuses on multinational corporations confronting various choices in the global markets, locations for production, and decision-making processes across borders.

### [Goal]

This course provides students with the data, concepts, and models for understanding company performance in global business. By the end of this course, students will understand corporate strategies to improve efficiency in the global markets. The students will also learn the importance of international business in a society in various nations. Management of international business includes establishing ownership strategy, marketing, product development, and operations management. Upon successful completion of this course, students will be able to evaluate the practices of corporate internationalization. They will also be able to discuss the internationalization of innovative activities through research and development.

[Which item of the diploma policy will be obtained by taking this class?]  
This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP3", "DP4" and "DP5" diploma policies.

### [Method(s)]

Classes include lectures, presentations, and group discussions. Most of the class time is dedicated to examining readings, case studies, newspaper articles, websites, financial statements, Zoom interviews, YouTube, and video materials. Comments on class assignments will be given either in the classroom or by Hoppii.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

### [Fieldwork in class]

あり / Yes

### [Schedule] 授業形態：対面/face to face

No.	Theme	Contents
1	Course introduction	Course outline and introduction. Concept and historical overview of foreign direct investment and multinational corporations.
2	Module 1: Basic Entry Strategies	Basic categories of foreign entry. Duty, foreign exchange rate, labor costs, transportation costs.
3	The topics on the entry strategy. Export and Import	NYK and Mitsubishi-UFJ Bank. 4Ps in Marketing. Sending a letter of credit. Opportunism and transaction costs. Traders, carriers, and logistics companies. Amazon, VISA and JCB.
4	Foreign Direct Investment (FDI)	Definition of FDI and portfolio investment. Income gain and capital gain. Tangible assets and intangible assets. Operations management and JIT production system. HRM for foreign expatriates. Toyota and Suzuki.
5	Licensing	Franchise business and loyalty fees. Pricing of intangible assets. Interest rates and discount rates. NPV and IRR. Yoshinoya, Hoshino Resorts, and Hilton.
6	Module 2: B2B Strategies: Original Equipment Manufacturing (OEM)	Overseas contract of manufacturing operations. International subcontracting and global factories. Uniquro and Nike.

7	Joint Venture (JV)	Regulations for ownership. Risk aversion in corporate governance. Equity and stock holders' assembly and corporate governance. Renault-Nissan.
8	Plant Export/Turnkey Operations	Long-range planning. Assessment of country risk and political regime. Nikki and Chiyoda.
9	Strategic Alliances	Logic of creating collaboration. Customer retention. Economies of networking. Star Alliance and One World.
10	Module 3. Organizational Culture	American management thinkers and management by objectives (MBO). Hitachi.
11	Four dimensions in management style. Power, Distance and Collectivism	Public goods, responsibility, and discretion. Small-group activities to overcome the Taylor system, total quality control, and cross-functional teams.
12	Motivation, Leadership, and Trust.	Uncertainty avoidance, masculinity and femininity. Group dynamics in teams. Discussing Hofstede's four dimensions. Bank tellers, cabin attendants, and pharmacists.
13	Strategic evaluation on foreign markets	Mergers and acquisitions (M&A), due diligence. How to manage a merged organization. Opportunism in organizations.
14	Corporate Social Responsibility (CSR)	Functions of CSR. Bottom of the pyramid (BOP) and international business. Yakult and Gramin bank.

[Work to be done outside of class (preparation, etc.)]  
Preparatory study and review time for this class are 2 hours each. Reading assignments should be gone through before class discussions.

### [Textbooks]

Reading materials will be distributed in class and available on the course website of the Learning Management System. The following paper is obtainable at Google Scholar. It will be used in Module 3.

G Hofstede, 1980. Motivation, leadership, and organization: do American theories apply abroad?, *Organizational dynamics*, Volume 9, Issue 1, Pages 42-63.

### [References]

John D. Daniels, Lee H. Radebaugh, and Daniel P. Sullivan, *International Business: Environments and Operations*, Sixteenth Edition, 2019, Pearson Education Ltd.

### [Grading criteria]

28% Active class participation and homework.  
30% Mid-term report and/or presentation.  
42% Final exam.

### [Changes following student comments]

In the past, international students from Myanmar, the Netherlands, Sweden, Germany, South Korea, China, Taiwan, the United States, the Philippines, Japan, etc. have participated in this class. Students have obtained useful information for job hunting.

### [Equipment student needs to prepare]

PC(personal computer), Smartphone, Electronic English-English dictionary.

### [Others]

Professor Horaguchi is a full professor of international business at the Faculty of Business Administration of Hosei University and is currently an outside director of an engineering company listed on the Tokyo Stock Exchange prime market.

### [Prerequisite]

None.



MAN300FB-A5520

## Global Business Strategy I

Naoki ANDO

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：月3/Mon.3 | Campus：市ヶ谷 / Ichigaya | Grade：2~4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

### [Outline and objectives]

This course introduces students to key concepts and theoretical frameworks of international business. Accordingly, the course is more theoretical than practical.

The course focuses on key topics in international business such as institutional and sociocultural environments, foreign direct investment, internationalization of firms, and entry strategy.

At the end of this course, students will be able to understand how firms enter foreign markets, manage foreign subsidiaries, and gain competitive advantage overseas. They will also acquire an ability to analyze firms' success and failure in foreign markets.

### [Goal]

Objectives of this course are:

1. To develop the ability to analyze national difference in institutional and sociocultural environment.
2. To understand theories of firms' internationalization.
3. To understand multinational enterprises, foreign direct investment, and entry strategy.
4. To build skills in analyzing firms' success and failure in foreign markets using the theories of international business.

[Which item of the diploma policy will be obtained by taking this class?]

This course is strongly related to the "DP1-1" and "DP4" diploma policies and fairly related to the "DP2-2" policy.

### [Method(s)]

This course is conducted in a classroom (face to face classes). However, in cases where students cannot enter Japan, the course will take the HyFlex form, which is in-person lectures in parallel with online real-time. Students who cannot enter Japan attend lectures online.

Sessions consist of lecture, in-class exercise, and discussion. Lecture introduces students to basic concepts and frameworks of the session's topic. Discussion and in-class exercises as well as case analysis are conducted with regard to the concepts and frameworks.

Students also work on a team project during the semester. A team consists of 3-4 students. Each team is required to conduct a team project. Each team member writes up a term paper based on the team project. In Week 14, teams make a presentation of the project. Details regarding the team project will be announced in class.

Assignments are submitted using Hoppii. Feedback will be given either in-class or on Hoppii.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

[Fieldwork in class]

なし / No

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Course orientation: Introduction and overview	Course overview. What is international business?
Week 2	Globalization	What is globalization? Drivers of globalization.
Week 3	Multinational enterprise	What is multinational enterprise (MNE)? MNEs from emerging economies.
Week 4	Global business environment 1	Legal, political, and economic environments that firms confront overseas.
Week 5	Global business environment 2	Emerging economies. Regional economic integration.
Week 6	Global business environment 3	Sociocultural environments that firms confront overseas.
Week 7	Foreign direct investment	What is foreign direct investment (FDI)? Motives of FDI.
Week 8	Internationalization of firms 1	Theories to explain the internationalization of firms.
Week 9	Project proposal	Research proposal of team projects.
Week 10	Internationalization of firms 2	Internationalization and firm performance
Week 11	MNEs and resources	Resources that enable MNEs to internationalize
Week 12	Entry strategy 1	Location choice. Timing of entry.
Week 13	Entry strategy 2	Entry mode choice.

Week 14 Presentation of projects Final presentation of team projects.

[Work to be done outside of class (preparation, etc.)]

Students are required to read materials, complete assignments, and prepare for presentations and discussions. They also work on the team project with team members.

Time for preparatory study and review for this class will be at least 2 hours each.

[Textbooks]

Hill, C.W.L. & Hult, G.T.M. 2018 International Business: Competing in the Global Marketplace (12th ed.). McGraw-Hill Education, NY.

A newer edition may be available. Textbook may be changed subject to availability. More information about a textbook will be announced in week 1.

Reading materials are distributed on Hoppii.

[References]

Ball, D.A., Geringer, J.M., McNett, J.M. & Minor, M.S. 2012. International Business: The Challenging of Global Competition (13th ed.). McGraw-Hill: NY.

Cavusgil, S.T., Cavusgil, S.T., Knight, G. & Riesenberger, J.R. 2008. International Business: The New Realities (2nd ed.). Prentice Hall: NJ.

Collinson, S., Narula, R., & Rugman, A.M. 2020. International Business. Pearson Education: Harlow, UK.

Cullen, J.B. & Parboteeah, K.P. 2011. Multinational Management: A Strategic Approach (5th ed.). Cengage Learning: OH.

Shenkar, O. & Luo, Y. 2008. International Business (2nd ed.). Sage Publications: CA.

Newer editions may be available.

[Grading criteria]

In-class contribution: 40%

Team Project: 30%

Individual term paper based on team project: 30%

In-class contribution is evaluated based on active participation in discussion and in-class exercises and contribution to the class.

More information regarding the team project and the individual term paper will be announced in class.

[Changes following student comments]

More time will be allocated to case analysis, discussions, and in-class exercises.

[Equipment student needs to prepare]

PC or tablet is required to complete assignments and prepare for presentations and term paper.

Students who are not in Japan prepare PC or tablet to attend the class online.

[Prerequisites]

None.

[Upon threat level change]

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN300FB-A5521

## Global Business Strategy II

TBA

Term : | Credit(s) : 2 | Day/Period : TBA | Campus : 市ヶ谷 / Ichigaya | Grade : 2~4

Notes :

他学部公開： グローバル：○ 成績優秀： 実務教員：

【Outline and objectives】

【Goal】

【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-1" and "DP4" diploma policies and fairly related to the "DP2-2" policy.

【Method(s)】

【Active learning in class (Group discussion, Debate.etc.)】

【Fieldwork in class】

【Schedule】 授業形態：対面/face to face

No. Theme Contents

【Work to be done outside of class (preparation, etc.)】

Preparatory study and review time for this class are 2 hours each.

【Textbooks】

【References】

【Grading criteria】

【Changes following student comments】

【Others】

Please note that if the number of students attending the first class significantly exceeds expectations, in order for the instructor to effectively manage the class, the number of students who are allowed to register for the course may be limited.

MAN300FB-A5522

## Business Management in Japan

Yongdo KIM

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：火 2/Tue.2 | Campus：市ヶ谷 / Ichigaya | Grade：2～4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

### [Outline and objectives]

The following topics will be covered:

1. Arguments on business management in Japan by Japanese and foreign scholars,
2. Comparative analysis of business management between Japanese and American companies,
3. Interfirm relationship in Japan and international comparison of interfirm relationships,
4. The main bank system in Japan.

The objective of this course is to understand business management in Japan more deeply on the international perspective.

### [Goal]

You will learn logical thinking and basic knowledge on business management in Japan and enhance the presentation skills.

[Which item of the diploma policy will be obtained by taking this class?]

This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP3" and "DP4" diploma policies and fairly related to the "DP5" policy.

### [Method(s)]

Every week class consists of lecture, discussion on business management in Japan, Q&A, and presentation of case of Japanese companies. Comments on reaction sheets and discussion sheets to be submitted will be made in discussion time of every class.

Class procedure:

1. The first half of every class will consist of lecture.
2. Presentation, discussion, and Q&A will be practiced in the second half of every class.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

### [Fieldwork in class]

なし / No

### [Schedule] 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction	Overview of arguments on business management in Japan
2	Misunderstanding about business management in Japan	Lecture on misunderstanding about business management in Japan and discussion on some topics of Japanese business system
3	Argument on business management in Japan by Japanese scholar(1)	Representative argument that stresses the specialty of business management in Japan by Japanese scholar
4	Argument on business management in Japan by Japanese scholar(2)	Representative argument that emphasizes the generality of business management in Japan by Japanese scholar
5	Argument on business management in Japan by foreign scholar(1)	Representative argument that stresses the specialty of business management in Japan by foreign scholar
6	Argument on business management in Japan by foreign scholar(2)	Representative argument that emphasizes the generality of business management in Japan by foreign scholar
7	Overview of business management in post-war Japan	Characteristics of Japanese business system in the firms and between the firms
8	Comparative analysis of business management between Japan and the U.S.(1)	Do "the three sacred treasures" of industrial relations exist only in Japan?
9	Comparative analysis of business management between Japan and the U.S.(2)	Commonalities between Japanese firms and US firms
10	Interfirm relationship in the Japanese automobile industry(1)	The characteristics of interfirm relationship in Japanese automobile industry
11	Interfirm relationship in the Japanese automobile industry(2)	Comparative analysis of interfirm relationship between Japanese and US automobile industry

12	Interfirm relationship in Japan's steel industry	The case of transactions in steel products for automobiles in Japan's high economic growth period
13	Interfirm relationship in Japanese semiconductor industry	The case of co-development between Japanese semiconductor companies and their customers
14	The main bank system in Japan	Its characteristics and recent changes of main bank system

[Work to be done outside of class (preparation, etc.)]

Please submit discussion sheet or reaction sheet by two days before of every week class. At least, it will need two hours every week.

Please read previously assigned references before the class of every week. It will need two hours every week.

### [Textbooks]

No prescribed textbooks.

### [References]

Yongdo Kim(2015).The Dynamics of Inter-firm Relationships: Markets and Organization in Japan.Edward Elgar Publishing  
 James C. Abegglen (2006). 21st-century Japanese management: New systems, lasting values, Palgrave Macmillan  
 James C. Abegglen (1960). The Japanese factory, The Free Press.  
 Hiroshi Hazama (1997). The history of labour management in Japan, Macmillan  
 Kazuo Koike(1996). The economics of work in Japan, LTCB International Library Foundation  
 William G. Ouchi (1981). Theory Z: how American business can meet the Japanese challenge, Addison-Wesley  
 William Lazonick(2009).Sustainable Prosperity in the New Economy, Upjohn Institute  
 Sanford M. Jacoby (1985). Employing bureaucracy: managers, unions, and the transformation of work in American industry, 1900-1945, Columbia University Press  
 Masahiko Aoki and Hugh Patrick, eds. (1995).The Japanese main bank system: its relevance for developing and transforming economies,Oxford University Press

### [Grading criteria]

Term paper(40%)

Discussion sheets and reaction sheets(30%)

Presentation(30%)

### [Changes following student comments]

Discussion time will be increased.

### [Prerequisites]

None

MAN300FB-A5523

## Intermediate Accounting I

Mioko TAKAHASHI

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：水 3/Wed.3 | Campus：市ヶ谷 / Ichigaya | Grade：2～4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

### [Outline and objectives]

The objective of this course is to provide students with a sufficient understanding of the theory and practice underlying the measurement and presentation of financial information in accordance with Generally Accepted Accounting Principles (GAAP).

To help understand how GAAP is trying to measure and present business transactions in financial statements, underlying business transactions will be identified first, and then technical details of GAAP will be explained.

In addition to learning accounting concepts, methods and rules, how management's incentives can influence the decisions and estimates that are made when reporting financial statements will be discussed.

### [Goal]

Students will be able to understand,

- the structure of and the linkage between the income statement, the balance sheet and the cash flow statement
- the basic business transactions and economic events that firms engage in
- how business transactions and economic events are reported in the financial statements

[Which item of the diploma policy will be obtained by taking this class?]

This course is strongly related to the "DP1-2" diploma policy and fairly related to the "DP1-1", "DP2-1", "DP2-2" and "DP3" policies.

### [Method(s)]

After the student's presentation based on the textbook, important issues with respect to several learning objectives in the chapter will be explained and supplemented by the instructor.

Exercises will be done to check comprehension, followed by feedback. Students' active involvement is encouraged during class. Questions and comments are welcomed at any time.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

### [Fieldwork in class]

なし / No

### [Schedule] 授業形態：対面/face to face

No.	Theme	Contents
1	Course overview	Explain how the course will be delivered.
2	Accounting information system(1)	<ul style="list-style-type: none"> <li>· Understand the basic accounting information system.</li> <li>· Record and summarize basic transactions.</li> </ul>
3	Accounting information system(2)	<ul style="list-style-type: none"> <li>· Identify and prepare adjusting entries.</li> </ul>
4	Accounting information system(3)	<ul style="list-style-type: none"> <li>· Prepare financial statements from the adjusted trial balance.</li> <li>· Prepare closing entries.</li> <li>· Prepare financial statements for a merchandising company.</li> </ul>
5	Review and exercise session of accounting information system.	<ul style="list-style-type: none"> <li>· Comprehend the Accounting cycle by doing exercises.</li> </ul>
6	Income statement(1)	<ul style="list-style-type: none"> <li>· Understand the uses and limitations of an income statement.</li> <li>· Describe the content and format of the income statement.</li> <li>· Prepare an income statement.</li> </ul>
7	Income statement(2)	<ul style="list-style-type: none"> <li>· Explain how to report various income items.</li> <li>· Understand the reporting of accounting changes and errors.</li> <li>· Prepare a retained earnings statement.</li> <li>· Explain how to report other comprehensive income.</li> </ul>
8	Review and exercise session of income statement.	<ul style="list-style-type: none"> <li>· Comprehend the income statement by doing exercises.</li> </ul>

9	Balance sheet and statement of cash flows(1)	<ul style="list-style-type: none"> <li>· Explain the uses and limitations of a balance sheet.</li> <li>· Identify the major classifications of the balance sheet.</li> <li>· Prepare a classified balance sheet using the report and account formats.</li> </ul>
10	Balance sheet and statement of cash flows(2)	<ul style="list-style-type: none"> <li>· Indicate the purpose and content of the statement of cash flows.</li> <li>· Prepare a basic statement of cash flows.</li> <li>· Understand the usefulness of the statement of cash flows.</li> </ul>
11	Balance sheet and statement of cash flows(3)	<ul style="list-style-type: none"> <li>· Identify the major types of financial ratios and what they measure.</li> </ul>
12	Review and exercise session of Balance sheet and statement of cash flows.	<ul style="list-style-type: none"> <li>· Comprehend the balance sheet by doing exercises.</li> </ul>
13	End of term test	Online test
14	Test feedback and Wrap-up	Provide test feedback and wrap-up the course

[Work to be done outside of class (preparation, etc.)]

Assigned materials that will be covered should be read prior to class. It will be assumed that the required chapters have been read. Exercises will be given during class or as homework.

Students should prepare a presentation using PowerPoint slides when assigned. Preparatory study and review time for this class are 2 hours each.

### [Textbooks]

INTERMEDIATE ACCOUNTING, by Kieso, Weygandt & Warfield (18th edition), Wiley.

### [References]

References will be provided when necessary.

### [Grading criteria]

The course grade is based on following criteria:

- Presentation based on text book (30%)
- Assignments:exercises (30%)
- End of term test (40%)

Taking the end of term test will not be allowed in the case of 4 absences or more.

### [Changes following student comments]

As doing exercises and giving feedback after studying each topic would help students comprehend better, I take in exercises after learning each topic.

### [Equipment student needs to prepare]

Presentation slides when assigned.

### [Others]

This course will be delivered via Zoom (real-time) and in-person. For details, please check Hoppii before the start of this course.

A PC/Tablet with a camera is required for online discussions.

Basic knowledge of financial accounting is necessary to understand and achieve the goal of this course. Taking the Introduction to Accounting course in advance is highly recommended.

### [Prerequisites]

Introduction to Accounting

### [Upon threat level change]

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN300FB-A5524

## Intermediate Accounting II

Mioko TAKAHASHI

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：水 3/Wed.3 | Campus：市ヶ谷 / Ichigaya | Grade：2～4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

### [Outline and objectives]

This course is a sequel to Intermediate Accounting I. Topics that were not covered in Intermediate Accounting I will be covered.

The objective of this course is to provide students with a sufficient understanding of the theory and practice underlying the measurement and presentation of financial information in accordance with Generally Accepted Accounting Principles (GAAP). To help understand how GAAP is trying to measure and present business transactions in financial statements, underlying business transactions will be identified first and then technical details of GAAP will be explained.

In addition to learning accounting concepts, methods and rules, how management's incentives can influence the decisions and estimates that are made when reporting financial statements will be discussed.

### [Goal]

Students will be able to understand

- the business transactions and economic events that firms engage in
- how business transactions and economic events are recognized and measured in financial statements

[Which item of the diploma policy will be obtained by taking this class?]

This course is strongly related to the "DP1-2" diploma policy and fairly related to the "DP1-1", "DP2-1", "DP2-2" and "DP3" policies.

### [Method(s)]

After the student's presentation based on the textbook, important issues with respect to several learning objectives in the chapter will be explained and supplemented by the instructor.

Exercises will be done to check comprehension, followed by feedback.

Questions and comments are welcomed at any time.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

[Fieldwork in class]

なし / No

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
1	Course Overview	Explain course schedule and assigned materials.
2	Accounting and the Time Value of Money	Describe the fundamental concepts related to the time value of money. Solve present value problems related to deferred annuities, bonds, and expected cash flows.
3	Cash and Receivables(1)	Indicate how to report cash and related items. Define receivables and understand accounting issues related to their recognition. Explain accounting issues related to valuation of accounts receivable.
4	Cash and Receivables(2)	Explain accounting issues related to recognition and valuation of notes receivable. Describe how to report and analyze receivables.
5	Valuation of Inventories(1)	Understand inventory classifications and different inventory systems. Determine the goods and costs included in inventory. Describe and compare the cost flow assumptions used to account for inventories.
6	Valuation of Inventories(2)	Identify special issues related to LIFO. Determine the effects of inventory errors on the financial statements.
7	Valuation of Inventories(3)	Understand and apply the lower-of-cost-or-net realizable value rule. Understand and apply the lower-of-cost-or-market rule. Understand other inventory valuation issues.

8	Valuation of Inventories(4)	Determine ending inventory by applying the gross profit method. Determine ending inventory by applying the retail inventory method. Explain how to report and analyze inventory.
9	Review and Exercise Session of Inventories.	Comprehend the valuation of inventories by doing exercises.
10	Acquisition and Disposition of Property, Plant, and Equipment(1)	Understand property, plant, and equipment and its related costs. Describe the accounting problems associated with self-constructed assets. Describe the accounting problems associated with interest capitalization.
11	Acquisition and Disposition of Property, Plant, and Equipment(2)	Understand accounting issues related to acquiring and valuing plant assets. Describe the accounting treatment for costs subsequent to acquisition. Describe the accounting treatment for the disposal of property, plant, and equipment.
12	Depreciation, Impairments, and Depletion(1)	Understand depreciation concepts and methods of depreciation. Explain special depreciation methods and other depreciation issues.
13	Depreciation, Impairments, and Depletion(2)	Explain the accounting procedures for depletion of natural resources. Explain how to report and analyze property, plant, equipment, and natural resources.
14	End of Term Exam	60 minute exam and feedback.

[Work to be done outside of class (preparation, etc.)]  
Assigned materials that will be covered should be read prior to class. It will be assumed that the required chapters have been read. Exercises will be given during class or as homework. Students should prepare a presentation when assigned. Preparatory study and review time for this class are 2 hours each.

[Textbooks]  
INTERMEDIATE ACCOUNTING, by Kieso, Weygandt & Warfield, Wiley.

[References]  
References will be provided when necessary.

[Grading criteria]  
The course grade is based on following criteria:  
-Presentation based on text book (30%)  
-Assignments and exercises (30%)  
-End of term exam (40%)  
Taking the end of term exam will not be allowed in the case of 4 absences or more.

[Changes following student comments]  
Doing exercises and giving feedback after studying topics would help students comprehend better.

[Equipment student needs to prepare]  
Presentation slides when assigned.

[Others]  
Although the method of teaching indicates face-to-face, I may provide face-to-face and online (hybrid) classes taking the situation of the student into account. For details, please check Hoppii before the start of this course.

Basic knowledge of financial accounting is necessary to understand and achieve the goal of this course. Taking the Introduction to Accounting and the Intermediate Accounting I course in advance is highly recommended. The course schedule is subject to change.

[Prerequisites]  
Introduction to Accounting, Intermediate Accounting I

MAN300FB-A5525

## Management Accounting

Hirotsugu KITADA

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：水 3/Wed.3 | Campus：市ヶ谷 / Ichigaya | Grade：2～4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

## 【Outline and objectives】

Management Accounting is an essential tool that enhances a manager's ability to make effective economic decisions. This course teaches students how to extract and modify costs in order to make informed managerial decisions.

The course covers 3 topics:

1. After an introduction, we will first focus on the interaction of Management Accounting and the business process. "Cost Behavior", "Cost Management Systems" and "Decision Making" are the key issues.
2. In the second part, we will use accounting techniques for planning and control. "Budgeting", "Variance Analysis" and "Management Control System" will be discussed.
3. The last part will be about Capital Budgeting, a technique to evaluate projects having cash flows at different moments in time.

## 【Goal】

After successfully completing this course, students should be able to:

- Use cost-volume-profit analysis in decision-making
- Use relevant information for decision-making, both for pricing and operational decisions
- Set-up and use a master budget
- Execute variance analysis
- Understand, define, and implement management control systems and responsibility accounting

【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-1", "DP1-2" diploma policies and fairly related to the "DP2-1", "DP2-2", "DP3", "DP4" policies.

## 【Method(s)】

This course is taught primarily through lectures. Active participation, whether in the classroom or online, is encouraged.

At the beginning of the class, I will give feedback on the homework assignments as well as a review of the previous class.

Please register from the Hoppii website.

【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

【Fieldwork in class】

なし / No

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
Week1	Chapter 1: Managerial Accounting, the Business Organization and Professional Ethics	- Management Accounting and Your Career - Roles of Accounting Information
Week2	Chapter 2: Introduction to Cost Behavior and Cost-Volume Relationships	- Variable-Cost and Fixed-Cost Behavior - Cost-Volume-Profit Analysis
Week3	Chapter 3: Measurement of Cost Behavior	- Cost Drivers and Cost Behavior - Cost Functions
Week4	Chapter 4: Cost Management Systems and Activity-Based Costing	- Cost Management Systems - Traditional and Activity-Based Cost Accounting Systems
Week5	Chapter 5: Relevant Information for Decision Making with a Focus on Pricing Decisions	- Pricing Special Sales Orders - Basic Principles for Pricing Decisions
Week6	Chapter 6: Relevant Information for Decision Making with a Focus on Operational Decisions	- Make-or-Buy Decisions - Deletion or Addition of Products, Services, or Departments
Week7	Mid-term exam	Chapters 1-6
Week8	Chapter 7: Introduction to Budgets and Preparing the Master Budget	- Budgets and the Organization - Types of Budgets

Week9	Chapter 8: Flexible Budgets and Variance Analysis	- Using Budgets and Variances to Evaluate Results - Revenue and Cost Variances - The Role of Standards in Determining Variances
Week10	Chapter 9: Management Control Systems and Responsibility Accounting	- Management Control Systems and Organizational Goals - Designing Management Control Systems - Controllability and Measurement of Financial Performance
Week11	Chapter 10: Management Control in Decentralized Organizations	- Centralization Versus Decentralization - Performance Metrics and Management Control
Week12	Chapter 11: Capital Budgeting	- Capital Budgeting for Programs or Projects - Discounted-Cash-Flow Models - Sensitivity Analysis and Risk Assessment in DCF Models - The NPV Comparison of Two Projects - Relevant Cash Flows
Week13	Chapter 12: Cost Allocation	- Allocation of Service Department Costs - Allocation of Costs to Product or Service Cost Objects
Week14	Chapter 13: Accounting for Overhead Costs	- Illustration of Overhead Application - Problems of Overhead Application - Variable Versus Absorption Costing

【Work to be done outside of class (preparation, etc.)】

Read the textbook and complete the assignments given. Preparatory study and review time for this class are 2 hours each.

## 【Textbooks】

Hornngren, C. T., Sundem, G. L., Stratton, W. O., Burgstahler, D., & Schatzberg, J. (2013). Introduction to Management Accounting (16th edition, Global edition). Pearson.

ISBN-13: 978-0273790013

Students are able to purchase it from the Kindle store.

[https://www.amazon.com/Introduction-Management-Accounting-Charles-Hornngren-ebook/dp/B00IZ0B24U/ref=tmm\\_kin\\_swatch\\_0?\\_encoding=UTF8&qid=&sr=&dpID=41Pj-X1q9XL&preST=\\_SX342\\_QL70\\_&dpSrc=detail](https://www.amazon.com/Introduction-Management-Accounting-Charles-Hornngren-ebook/dp/B00IZ0B24U/ref=tmm_kin_swatch_0?_encoding=UTF8&qid=&sr=&dpID=41Pj-X1q9XL&preST=_SX342_QL70_&dpSrc=detail)

## 【References】

No.

## 【Grading criteria】

Students will be evaluated based on class participation (20%), assignments (40%) and two exams (40%).

## 【Changes following student comments】

Not applicable.

## 【Prerequisites】

Introduction to Accounting is recommended to be studied.

MAN300FB-A5526

## Financial Statement Analysis

TBA

Term : | Credit(s) : 2 | Day/Period : TBA | Campus : 市ヶ谷 / Ichigaya | Grade : 2~4

Notes :

他学部公開： グローバル：○ 成績優秀： 実務教員：

**[Outline and objectives]**

**[Goal]**

**[Which item of the diploma policy will be obtained by taking this class?]**

This course is fairly related to the "DP1-2", "DP1-4", "DP2-1", "DP2-2", "DP3", "DP4" and "DP5" diploma policies.

**[Method(s)]**

**[Active learning in class (Group discussion, Debate.etc.)]**

**[Fieldwork in class]**

**[Schedule]** 授業形態：対面/face to face

No.	Theme	Contents
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**[Work to be done outside of class (preparation, etc.)]**

Preparatory study and review time for this class are 2 hours each.

**[Textbooks]**

**[References]**

**[Grading criteria]**

**[Changes following student comments]**

**[Others]**

Please note that if the number of students attending the first class significantly exceeds expectations, in order for the instructor to effectively manage the class, the number of students who are allowed to register for the course may be limited.

ECN300FB-A5527

## Corporate Finance

Yongjin KIM

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：金 3/Fri.3 | Campus：市ヶ谷 / Ichigaya | Grade：2~4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

## 【Outline and objectives】

The firm makes investment, financing and payout decisions. This course will provide students with a concrete basis for understanding how those financial decisions should be made. It will focus on basic and core topics in an introductory level of corporate finance rather than attempt to cover a whole spectrum of corporate finance due to time constraints.

## 【Goal】

Upon completing the course, students will be able to

- 1) understand what goals the management should pursue.
- 2) evaluate the projects in a concrete way.
- 3) calculate the value of the firm.
- 4) understand the concept of cost of capital.
- 5) understand the link between the firm value and financing choices.
- 6) understand when the payout policy of the firm matters.
- 7) solidify an understanding of business and financial news.

【Which item of the diploma policy will be obtained by taking this class?】  
This course is strongly related to the "DP1-1" diploma policies and fairly related to the "DP1-2", "DP1-3", "DP2-1", "DP2-2", "DP3" and "DP4" policies.

## 【Method(s)】

Course materials including lecture slides will be posted. Every class starts with the explanation of key concepts by the lecturer. Students are encouraged to actively take part in class discussion as well as Q&As. Feedback on assignments will be delivered at the beginning of class.

## 【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

## 【Fieldwork in class】

なし / No

## 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Corporate Finance and the Financial Manager	-Role of the financial manager -Goal of the firm
2	Introduction to Financial Statement Analysis	-Firm's disclosure of financial information -Financial statement analysis -Interpreting a statement of cash flows
3	A Quick Review: Time Value of Money	-Present and future values of cash flow streams -Special cases of cash flow streams (perpetuity, annuity, growing cash flows)
4	Valuation and the Firm: Investment Decision Rules, Part 1	-Net present value decision rule
5	Valuation and the Firm: Investment Decision Rules, Part 2	-Internal rate of return decision rule -Comparison of NPV and IRR rules -Alternative decision rules
6	Valuation and the Firm: Fundamentals of Capital Budgeting	-Determining incremental free cash flow -Analyzing the project in practice
7	Risk and Return: The Cost of Capital	-The application of Capital asset pricing model -Weighted average cost of capital -Using the WACC to value a project -Project-based costs of capital
8	Raising equity capital	-Understanding of equity finance -Initial public offering -Seasoned equity offering
9	Debt financing	-Understanding of debt finance -Different types of debt financing -Limits that protect the interests of bondholders
10	Capital Structure, Part 1	-Capital structure choices -Capital structure in perfect capital markets -MM propositions
11	Capital Structure, Part 2	-Capital structure with taxes and costs of bankruptcy and financial distress -Optimal capital structure

12	Payout Policy, Part 1	-Cash distributions to shareholders -Dividend versus share repurchase in a perfect capital market
13	Payout Policy, Part 2	-Tax disadvantage of dividends -Payout versus retention of cash -Advice for the financial manager
14	Wrap-up	Brief overview and final examination

## 【Work to be done outside of class (preparation, etc.)】

It is advisable to read financial and economic news as often as possible. Students should submit all homework assignments on time. Preparatory study and review time for this class are 2 hours each.

## 【Textbooks】

The textbook is the latest global edition of 'Fundamentals of Corporate Finance' by Jonathan Berk, Peter DeMarzo, and Jarrad Harford, Pearson. For your reference, it will also be used in Introduction to Finance in Fall 2021. This course will cover several chapters related to core topics of corporate finance.

## 【References】

Any standard textbooks which have the title of 'corporate finance' will be helpful. Just as an example, Stephen Ross, Randolph Westerfield and Bradford Jordan, Fundamentals of Corporate Finance, McGraw-Hill Education, recent editions.

## 【Grading criteria】

Grades will be based on the following composition:  
class participation (20%),  
homework assignment (30%),  
and final examination (50%).

## 【Changes following student comments】

The lecturer will try to explain key concepts more clearly so that it is easier to understand.

## 【Equipment student needs to prepare】

Students can use their own pocket calculators and/or laptop computers during the class.

## 【Prerequisites】

It is desirable that students have taken Introduction to Finance, or have equivalent knowledge. The lecturer will quickly review the time value of money which is the key concept in Introduction to Finance and also indispensable in understanding core topics of corporate finance, to bring memories back.



ECN300FB-A5528

## Investments A

TBA

Term : | Credit(s) : 2 | Day/Period : TBA | Campus : 市ヶ谷 / Ichigaya | Grade : 2~4

Notes :

他学部公開： グローバル： 成績優秀： 実務教員：○

**[Outline and objectives]**

**[Goal]**

**[Which item of the diploma policy will be obtained by taking this class?]**  
This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP3" and "DP4" diploma policies and fairly related to the "DP1-3" and "DP1-4" policies.

**[Method(s)]**

**[Active learning in class (Group discussion, Debate.etc.)]**

**[Fieldwork in class]**

**[Schedule]** 授業形態：対面/face to face

No.	Theme	Contents
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**[Work to be done outside of class (preparation, etc.)]**

Preparatory study and review time for this class are 2 hours each.

**[Textbooks]**

**[References]**

**[Grading criteria]**

**[Changes following student comments]**

ECN300FB-A5529

## Investments B

TBA

Term : | Credit(s) : 2 | Day/Period : TBA | Campus : 市ヶ谷 / Ichigaya | Grade : 2~4

Notes :

他学部公開： グローバル：○ 成績優秀： 実務教員：○

【Outline and objectives】

【Goal】

【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-1", and "DP4" diploma policies and fairly related to the "DP1-3", "DP1-4", "DP2-1", and "DP2-2" policies.

【Method(s)】

【Active learning in class (Group discussion, Debate.etc.)】

【Fieldwork in class】

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents

【Work to be done outside of class (preparation, etc.)】

Preparatory study and review time for this class are 2 hours each.

【Textbooks】

【References】

【Grading criteria】

【Changes following student comments】

【Others】

Please note that if the number of students attending the first class significantly exceeds expectations, in order for the instructor to effectively manage the class, the number of students who are allowed to register for the course may be limited.

MAN300FB-A5530

## Principles of Marketing

Junko KIMURA

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：木 3/Thu.3 | Campus：市ヶ谷 / Ichigaya | Grade：2~4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

### [Outline and objectives]

This class is conducted in classroom.

The theme of this class is to understand major Marketing theories and bridge them to specific phenomena. Companies and other organizations try differentiating themselves from competitors by creating customer values. The students of this class would be able to analyze the products and services in the real world with Marketing perspective.

### [Goal]

By actively participating in this class, student can acquire the following skills:

- 1) Bridge theories to specific phenomena
- 2) Think logically
- 3) Use qualitative methodologies for research activities, and
- 4) Argue and explain findings to others

[Which item of the diploma policy will be obtained by taking this class?]

This course is strongly related to the "DP2-1" diploma policy and fairly related to the "DP1-1", "DP2-2", and "DP3" policies.

### [Method(s)]

Recently many companies struggle with difficulties to differentiate themselves with competitors. One of the reasons is that the change of customer needs. Customers not only ask for high quality/specification products but also they try to obtain "value". What does value mean? This is the major topic of this class. Manufacturers, retailers and service providers try developing and innovating business model for creating customer value. Using specific case studies, students would learn theoretical frameworks and analytical concepts in order to apply them to the phenomena.

Students use qualitative methodologies, in specific interviews and fieldwork to gather primary data by using their own legs. (Students will not be permitted to use secondary data from the Internet unless it is allowed.)

Assignments will be given and each student will make his/her own presentation respectively. Group projects will be assigned for the final presentation. Each group will choose one product/service and research how it was successful by using Marketing theory the instructor indicates.

### [Learning activities outside of classroom]

You study this lecture with an emphasis on after class review. After attending the lecture, please read and review the assigned sections of the textbook. Assignments will be given in class as needed. The standard preparation and review time for this class is 2 hours each. Feedback will be given during the classroom.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

### [Fieldwork in class]

あり / Yes

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction	Basic Concepts of Marketing
2	What is Marketing?	Basic Concepts of Marketing
3	Three Dimensional Business Definition Model	Avoid Marketing myopia
4	SWOT analysis and value creation	Creating customer value
5	Theoretical framework	Philip Kotler's Marketing 1.0, 2.0 and 3.0
6	Midterm Presentation	Students groups present their research and findings
7	Product Development	Case Study: HOSEI original brand green tea: PART 1 theory
8	Product Development	Case Study: HOSEI original brand green tea: PART 2 practical implication
9	Price Management	Case Study: Starbucks and Dotour: PART 1 theory
10	Price Management	Case Study: Starbucks and Dotour: PART 2 practical implication
11	Promotion Management	Case Study: NIKE PART 1 theory
12	Promotion Management	Case Study: NIKE PART 2 practical implication

13	Place Management	Case Study: Supply chain management of IKEA
14	Final Presentation	Group project presentation

[Work to be done outside of class (preparation, etc.)]

- Students need to contribute to class discussions by conducting
- 1)Project meetings with group members outside classroom
  - 2)Fieldworks
  - 3)Interviews to consumers and companies Preparatory study and review time for this class are 2 hours each.

### [Textbooks]

No textbooks

### [References]

Materials would be distributed in class.

### [Grading criteria]

- 1)Class Participation (Remarks and arguments you make in class)70
- 2)Group Project 20
- 3)Individual Assignment 10

### [Changes following student comments]

Students in the previous year appreciated practical activities and this class also works on project with practitioners and/or companies.

### [Equipment student needs to prepare]

Personal Computer with PPT and WORD

### [Others]

Please do not use smartphone/PC for SNS or emails which is not related to class activities as it shows disrespect to the class and downgrades yourself.

### [Prerequisites]

Introduction to Marketing needs to be studied as prerequisites.

### [Recent works of instructor]

1)Kimura, Junko. & Rigolot, Cyrille. (2021) "The Potential of Geographical Indications (GI) to enhance Sustainable Development Goals (SDGs) in Japan: Overviews and insights from Mishima Potato GI Case Study," Sustainability: Special Issue Geographical Indications, Public Goods, and Sustainable Development, 13(2), 961. DOI: <https://doi.org/10.3390/su13020961>

2)Sakashita, Mototaka., & Kimura,Junko.(forthcoming) "How Mother-Daughter Purchase Interaction Affects Daughter's Situational Self Construction in Japan," Advances in Consumer Research, 48.

### [Upon threat level change]

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN300FB-A5531

## Service Management

Junko KIMURA

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：木 3/Thu.3 | Campus：市ヶ谷 / Ichigaya | Grade：2～4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

## 【Outline and objectives】

The theme of this class is to research and understand Service Management theories from both Marketing and consumer behavior perspectives.

Organizations and companies would differentiate themselves from competitors only when they create customer values. The students of this class learn the logic of value creation.

## 【Goal】

By actively participating in this class, students can acquire the following skills:

- 1) bridge theories to specific phenomena
- 2) think logically
- 3) use qualitative methodologies for research, and
- 4) argue and explain theoretical and practical findings to others

【Which item of the diploma policy will be obtained by taking this class?】

This course is fairly related to the "DP1-1", "DP2-1", "DP2-2" and "DP3" policies.

## 【Method(s)】

Class starts at 13:00 on Thursday.

Please contact the instructor at kimura@hosei.ac.jp when you have any problems or concerns.

Recently many researchers in Marketing focus on Service Management regarding it as competitive advantage. Not only service industry but also manufacturers and retailers try developing and innovating business model for creating customer value.

Using specific phenomena related to customer value creation in Japan and other countries, students will learn theoretical frameworks and apply them to the phenomena to explain the reality.

Students will use qualitative methodologies, mainly interviews and fieldwork to gather primary data to make presentations by using their own legs. (Students will not be permitted to use secondary data from the Internet unless it is statistical data.)

Assignments will be given and each student will make his/her own presentation respectively. Group projects will be assigned for the final presentation. Each group will choose one product/service and research how the company was successful in Service Profit Chain perspective.

【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

【Fieldwork in class】

あり / Yes

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction	Basic Concepts of Marketing: From Product Oriented to Customer oriented Marketing
2	What is Marketing?	Basic Concepts of Marketing: Creating Customer Value
3	Marketing myopia	Avoid Marketing Myopia
4	Marketing myopia	Creating customer value
5	Service Profit Chain	Theoretical framework of Service Profit Chain: Understanding Theory
6	Service Profit Chain	Theoretical framework of Service Profit Chain: Application
7	Midterm Presentation	Students groups present their research question and findings
8	Service Innovation	Case Study: CRAI (1/2)
9	Service Innovation	Case Study: CRAI (2/2)
10	Intercultural Service Management	Case Study: Panasonic and Fnac (1/2)
11	Intercultural Service Management	Case Study: Panasonic and Fnac (2/2)
12	OMOTENASHI	Case Study: Kyoto KAGAI (1/2)
13	OMOTENASHI	Case Study: Kyoto KAGAI (2/2)
14	Final Presentation	Students groups present their research and findings

【Work to be done outside of class (preparation, etc.)】

Students need to contribute to class discussions by conducting

- 1) Project meetings with group members outside classroom
- 2) Fieldworks
- 3) Interviews toward consumers and companies

Preparatory study and review time for this class are 2 hours each.

【Textbooks】

No textbooks

【References】

Materials would be distributed in class.

【Grading criteria】

Grade is decided with three components

- 1) Class Participation (Arguments and remarks you make in class)70%
- 2) Group Project (peer evaluation) 20%
- 3) Individual Assignment 10%

【Changes following student comments】

1) Each student's contribution to group work varies and we should solve the issue adding new criteria such as "individual's contribution on the group.

2) The students of the previous semester were pleased to work on the group project with actual company (BARILLA Japan) and argue with the practitioners would find another company for collaboratively work on a certain issue.

【Equipment student needs to prepare】

Personal Computer with PPT and WORD

【Others】

Using smartphone and/or PC are not allowed unless the instructor assigns the work with it. It is rude and shows your disrespect to the class to look down and ignore the classmates and the instructor.

【Prerequisites】

Introduction to Marketing and Principles of Marketing are recommended to be studied as prerequisites.

【Upon threat level change】

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN300FB-A5532

## Distribution in Japan

Nobukazu AZUMA

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：金 6/Fri.6 | Campus：市ヶ谷 / Ichigaya | Grade：2~4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

### [Outline and objectives]

This course aims at deepening our understanding of the retail and distribution system in Japan. At the end of this course, you'll have acquired hands-on knowledge on (1) the social roles of the distribution system, (2) idiosyncrasies and historical development of the Japanese retailing and distribution system and (3) some of the critical and contemporary issues surrounding retailing and distribution trades in Japan, including the advance of varied forms of e-tailing and e-platforming.

### [Goal]

Through participating in this course, students are expected to acquire fundamental knowledge on various types of distribution channels as well as the social roles that the distribution system plays in a given socio-cultural and economic setting. Students are also given opportunities to compare the distribution system in one's own country with its Japanese counterpart, making use of relevant statistics and other secondary sources, together with some fieldwork and case-based coursework. Course assignments are designed in a way that students can develop their understanding of the theoretical/conceptual knowledge they pick up through each lecture by relating them to their everyday life and consuming practices.

[Which item of the diploma policy will be obtained by taking this class?]  
This course is fairly related to the "DP1-1", "DP2-1", "DP2-2", "DP3", "DP4" and "DP5" diploma policies.

### [Method(s)]

For the academic year 2022, this course is likely to take a hybrid form of combining several different modes of teaching, including (1)on-demand, (2) real-time online, and (3) face-to-face classroom. The choice of the mode will depend on the nature of the contents of the lecture each week. A detailed course schedule will be notified in the first week of the semester. Course materials for each lecture are to be provided through Google Classroom. A SLACK workspace to be set up for the students will help you reach the lecturer easily and flexibly whenever you have any questions. Individual feedback on students'coursework is to be provided primarily via Google Classroom.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

[Fieldwork in class]

あり / Yes

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
1	Course guidance & introduction	-Course guidance: Scope of the course and course requirements -Icebreak session -Introduction: Why do we study retailing and distribution system?
2	Retailing & distribution system and its social roles (1)	-What is retailing and distribution (system) anyway? -Why do we need merchants' intermediaries between production and consumption? -What does retail and distribution system deliver to us?
3	Retailing & distribution system and its social roles (2)	-The functions of retail and distribution system -Who perform the functions and activities in the retail and distribution system? -Who pay the costs of distribution? (The concept of distribution costs)
4	Retailing in Japan: Its structure and social roles	-What is retailing? -Who perform the roles of retailing? -Social roles expected to retailing -Factor affecting retail change (task environment and constraining environment)
5	Retail formats and retail types (1)	-Structure of Japanese retailing -Retail formats and retail types -Structure of Japanese retailing from the perspective retail types -Principal retail types

6	Retail formats and retail types (2)	Retail Business Model (RBM) innovations: Principal cases in Japanese retailing
7	Guest Lecture (1) : centering around RBM	A retail practitioner / executive will be invited for a guest talk and in-class discussion.
8	Follow up lecture of the Guest Lecture (1) and in-class discussions.	- What you'd have learned through the Guest Lecture (1) will be explained and discussed from both theoretical and practical perspectives.
9	Internationalisation of retailing (1)	-The notion of internationalisation in retailing -Retailers' motivations to internationalise their operations
10	Internationalisation of retailing (2)	-Multiple case studies of Japanese retailers' internationalisation processes are to be presented. - We'll also discuss the issues surrounding those international retailers attempt to set foot on the Japanese market.
13	Site Visit (Fieldwork)	A class field trip to a designated retail site.
11	Guest Lecture (2) : centering around retail internationalisation	A retail practitioner / executive will be invited for a guest talk and in-class discussion.
12	Follow up lecture of the Guest Lecture (2) and in-class discussions.	Some of the key issues introduced in the Guest Lecture (2) will be further discussed with both practical and theoretical implications.
14	Term-summary	The contents dealt with in the semester will be reviewed for a systemic understanding.

[Work to be done outside of class (preparation, etc.)]

Students are expected to familiarise themselves with the phenomena pertaining to retailing and distribution trades, including retail marketing activities among Japanese firms, throughout the semester. It will help them better understand what they look at in this course. \* Preparatory study and review time for this class are two hours each.

[Textbooks]

There is no specific course textbook. Learning materials are to be distributed prior to each lecture.

[References]

Fernie,J,Fernie,S, and Moore,C. (2015) Principles of Retailing 2nd Edition, Routledge, ISBN(978-1138791954)  
Goworek,H, and McGoldrick,P. (2015) Retail Marketing Management: Principles & Practice, Pearson Education, ISBN(978-0273758747)

[Grading criteria]

(1)Weekly assignment (50%)  
(2)In-class contributions through discussions (20%)  
(3)End-of-term assessment (short essay) (30%)

[Changes following student comments]

Having shared with students their ideas for the future course design of this subject, the structure of the course is made more towards a mixed-method one with a combination of conceptual/theoretical lectures, case studies/case discussions, guest lectures, and site visits.

[Others]

Although it is not mandatory, it is desirable to have taken a set of introductory courses in the related fields (e.g. Introduction to; organisational/strategic management, accounting, finance, marketing, and organisational management and etc.) upon registering for this class.

[Upon threat level change]

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN300FB-A5533

## Operations Management I

Yacob Khojasteh

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：金 5/Fri.5 | Campus：市ヶ谷 / Ichigaya | Grade：2～4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

## 【Outline and objectives】

This course provides the student with an understanding of the foundations of operations management in business and industry. It provides an appreciation of some of the more important strategic and operational issues and decision processes in managing operations. A general objective of the course is to allow the students an understanding of the role and function of operations management in a contemporary global operations setting.

## 【Goal】

- To provide the students an appreciation of some of the more important strategic and operational issues and decision processes in business and industry.
- To help develop the ability to evaluate operations performance and to formulate required strategies.

## 【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP3", "DP4" and "DP5" diploma policies.

## 【Method(s)】

The course will be lectures, though there will be some class discussions and problem-solving. Students will receive feedback as comments made on returned assignments.

## 【Active learning in class (Group discussion, Debate.etc.)】

なし / No

## 【Fieldwork in class】

なし / No

## 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction	Introduction to operations management
2	Productivity	Operations management and productivity
3	Decision making	Decision making tools and techniques
4	Forecasting demand	Strategic importance of forecasting
5	Forecasting demand	Components of demand forecasting
6	Forecasting demand	Quantitative methods for demand forecasting
7	Linear programming (LP) models	Linear programming formulation
8	Mid-term exam	Mid-term exam
9	Linear programming (LP) models	Computer software for LP problems
10	Transportation models	Logistics and transportation problems
11	Transportation models	Computer software for transportation models
12	Inventory management	Functions and types of Inventory, ABC analysis
13	Inventory management	Inventory models for independent demand
14	Inventory management	Quantity discount models

## 【Work to be done outside of class (preparation, etc.)】

Homework problems will be assigned frequently. The purpose of the assignments is to practice the concepts that are covered in lectures and in the text. It is imperative that you work and understand these problems to successfully complete the course. I strongly encourage you to work on all assignment problems as a study tool for the exams.

Also, I recommend you to review the lecture slides in advance. This will enable you to better understand the lectures in the class.

## 【Textbooks】

Heizer J., Render B. and Munson, C. (2017) Operations Management: Sustainability and Supply Chain Management, 12th edition, Pearson International Edition

## 【References】

Lecture handouts will be provided as the course proceeds.

## 【Grading criteria】

Class Participation:10%

Homework Assignment: 10%

Mid-term Exam: 35%

Final Exam:45%

## 【Changes following student comments】

Not applicable

## 【Others】

Please note that if the number of students attending the first class significantly exceeds expectations, in order for the instructor to effectively manage the class, the number of students who are allowed to register for the course may be limited.

MAN300FB-A5534

## Operations Management II

Dennis TACHIKI

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：金 3/Fri.3 | Campus：市ヶ谷 / Ichigaya | Grade：2~4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

### [Outline and objectives]

Managing the flow of goods, people, money and information across national borders has become the new challenge for operations managers. So what if you are requested to evaluate and improve the operations management at a local company going global, how would you go about doing it? The traditional operations management answer is to focus on cost and speed issues; but in the 21st century, operations managers must also effectively respond to the challenges presented by globalization, sustainability, ethical conduct, effective communication, and system design. Doing this calls for operations managers to excel in the business, technical, and interpersonal aspects of their work as they actively support the mission and vision of their organization. In addressing these issues, the main objective of this course is to leverage the principles learned in the Introduction to Operations Management course and the tools/methods learned in Operations Management I course, to develop the operational aspects of a BUSINESS PLAN.

### [Goal]

By the end of this course, students should be able to:

- TEAMWORK: Understand the skills necessary to cooperate and coordinate a business.
- PROJECT MANAGEMENT: Design and implement project-based operations management activities within a company and/or across national borders. In this connection, students will learn how to draft a Business Plan and related documents.
- MANAGEMENT: Appreciate the emerging challenges faced by operations managers in a global economy.

[Which item of the diploma policy will be obtained by taking this class?]

This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP3", "DP4" and "DP5" diploma policies.

### [Method(s)]

Active Learning is the main teaching approach for this course. Active learning requires the students to take the lead in the learning process with the instructor acting as a facilitator.

- Some examples of active learning are pair-discussion, group work, case studies, simulations, presentations, reaction paper, experiential learning, etc.
- For written assignments, feedback will be provided via HOPPII Learning Management system. Exemplary assignments will be introduced in the class and used in deeper discussions.
- Students can use office hours for more individual feedback on assignments, tests, etc.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

[Fieldwork in class]

なし / No

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Course Introduction	<ul style="list-style-type: none"> <li>· Syllabus</li> <li>· What is a Business Plan and Why is Operations Management Important?</li> <li>· Business Idea</li> </ul>
Week 2	Strategy Chapter 2	<ul style="list-style-type: none"> <li>· Corporate Strategy Development(Business Idea)</li> <li>· Aligning Operational Strategies</li> <li>· Business Plan Report Outline</li> </ul>
Week 3	Business Model Chapter 3	<ul style="list-style-type: none"> <li>· Value Proposition</li> <li>· Price (TAM calculation)</li> <li>· Delivery</li> </ul>
Week 4	Business Model Hand-out	<ul style="list-style-type: none"> <li>· Business Model Presentation</li> <li>· Balanced Scorecard</li> </ul>
Week 5	Marketing Strategies (1) Chapter 6	<ul style="list-style-type: none"> <li>· Market Segmentation</li> <li>· Target Customers</li> <li>· Forecasting</li> </ul>
Week 6	Marketing Strategies (2) Hand-out	<ul style="list-style-type: none"> <li>· Product Segmentation and Pricing</li> <li>· Demand Management and Decoupling Point</li> </ul>
Week 7	Supply Chain Strategies Chapter 16	<ul style="list-style-type: none"> <li>· Supply Chain Strategies</li> <li>· SCOR Model</li> <li>· Net Present Value Calculation</li> </ul>

Week 8	Customer Relationships and Services Chapter 5	<ul style="list-style-type: none"> <li>· Customer Relationship Process</li> <li>· Customer Service Process</li> </ul>
Week 9	Competition Analysis (1) Hand-out	<ul style="list-style-type: none"> <li>· Competitive Advantage</li> <li>· Identifying Competitors</li> </ul>
Week 10	Competition Analysis (2) Hand-out	<ul style="list-style-type: none"> <li>· SWOT/TOWS Analysis</li> </ul>
Week 11	Operating Procedures (1) Chapter 8	<ul style="list-style-type: none"> <li>· Types of Organizations</li> <li>· Employment Demand</li> <li>· Facilities Layout</li> </ul>
Week 12	Operating Procedures (2) Chapter 4	<ul style="list-style-type: none"> <li>· Process Flowcharting</li> <li>· Start-Up Costs</li> </ul>
Week 13	Financial Data Chapter 7	<ul style="list-style-type: none"> <li>· Profit/Loss Statement</li> <li>· Breakeven Analysis</li> <li>· Cash Flow</li> </ul>
Week 14	Presentation	<ul style="list-style-type: none"> <li>· Final Project Report Presentation</li> <li>· Kaizen: Reflection Discussion</li> </ul>

[Work to be done outside of class (preparation, etc.)]

· CLASS PREPARATION: An active learning approach requires students to prepare the readings and assignments BEFORE class. Students are fore-warned they should allocate time outside the classroom to gather data, prepare reports and etc.

· GROUPWORK: Students should expect to allocate time outside of class to meet with their team members to discuss/prepare assignments. Preparatory study and review time for this class are 2 hours each.

### [Textbooks]

The readings for this course will either be available on-line in HOPPII, through the library and/or handouts.

### [References]

Joel D. Wisner. 2016 Operations Management: A Supply Chain Process Approach. Sage ISBN 9781483383064

### [Grading criteria]

Students will be graded based on the following criteria:

20% Class Participation

50% Business Plan Chapter Submissions

30% Final Project Report

Late submission of assignments will result in a lowering of a student's grade.

[Changes following student comments]

Inclusion of more supplemental reading materials.

[Equipment student needs to prepare]

Students are expected to bring to class a computer and/or smart phone to access the Internet.

[Others]

Students (or teams) should try to meet with the teacher at least once during the semester. Office hours will be announced at the first class.

[Prerequisites]

Operations Management I or teacher's permission

ECN300FB-A5535

## Principles of Macroeconomics

Mitsuru Katagiri

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：月 2/Mon.2 | Campus：市ヶ谷 / Ichigaya | Grade：2～4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

## 【Outline and objectives】

This course provides students with an overview of macroeconomic issues: economic growth, unemployment, inflation, interest rates and exchange rates. Topics also include policy issues such as government expenditures and taxation and monetary policy.

## 【Goal】

Macroeconomics is a necessary and useful tool to deeply understand the economic issues and policies. The goal of this course is to acquire basic knowledge of macroeconomics and to understand how to use the knowledge of macroeconomics for resolving challenges in business.

## 【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-3", "DP2-1" and "DP2-2" diploma policies and fairly related to the "DP3", "DP4" and "DP5" policies.

## 【Method(s)】

The lectures is based on slides and "Mindtap," an e-learning platform by Cengage Learning. Also, in the class, recent economic issues in newspapers, magazines, etc. are introduced to learn how you can use macroeconomics for dealing with real economic and business issues. Feedback on class assignments will be given in the class.

## 【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

## 【Fieldwork in class】

なし / No

## 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
Class 1	Introduction	This lecture provides several key points for using economics to resolve real economic issues and explains the purpose of studying macroeconomics.
Class 2	A brief introduction for microeconomics	This lecture covers the knowledge of microeconomics for studying macroeconomics, particularly the price mechanism to balance between supply and demand.
Class 3	Macroeconomic data (1): GDP	This lecture provides the concept of GDP and its components and explains why it is an important measure to assess economic activity.
Class 4	Macroeconomic data (2): inflation and interest rates	This lecture provides the definition of inflation and explains how inflation is related to other economic variables including interest rates.
Class 5	Economic growth	This lecture explains why economic growth is important for everyone's economic activity and what encourages long-term economic growth (education, population growth, etc.).
Class 6	Financial system	This lecture covers the roles of the financial system (banks, stock markets, etc.) for economic activity and explains the causes and consequences of financial crises.
Class 7	Basics tools of finance	This lecture provides basic tools of finance, which are essential tools for understanding developments in financial markets.
Class 8	Labor market	This lecture covers labor market issues including unemployment rates and wages and explains the effects of government labor market policies.
Class 9	Roles of the central bank	This lecture explains the role of central banks (i.e., the Bank of Japan in Japan and FRB in the U.S.) such as issuing currencies and conducting monetary policy.

## Class 10 Inflation

This lecture explains how inflation (i.e., changes in price levels) is determined and how it affects macroeconomic activity.

## Class 11 Business cycle

This lecture introduces the AS-AD analysis as a tool to understand short-term economic dynamics and explains how we can use it for economic analyses.

## Class 12 Fiscal and monetary policies

This lecture covers fiscal and monetary policies by the government and the central bank and describes their effects on economic activity and inflation.

## Class 13 Trade-off between inflation and economic activity

This lecture explains the trade-off between inflation and economic activity and how central banks conduct monetary policy under the trade-off.

## Class 14 Trade and exchange rates

This lecture covers a recent trend in international trade across countries and explains its relationship with exchange rates.

## 【Work to be done outside of class (preparation, etc.)】

Students are expected to briefly read the corresponding chapter of the textbook before each class. Also, after the class, students are expected to review what they learned in the class and read articles in newspapers and magazines assigned in the class. Preparatory study and review time for this class are 2 hours each.

## 【Textbooks】

N. G. Mankiw (2021) Principles of Economics (9th Edition), Cengage Learning. (Students electrically access the textbook via "Mindtap")

## 【References】

Other teaching materials including articles in newspapers and magazines will be provided in the class.

## 【Grading criteria】

The grades are based on (1) the final exam (70%), (2) the assignments (30%). The students can discuss with other classmates and refer to textbooks when working on the homework, but all students should individually write the answers with their own words.

## 【Changes following student comments】

N.A. (New lecturer this year)

## 【Equipment student needs to prepare】

All students must purchase Mindtap, a computer-based e-learning platform by Cengage, to access the assignments and the textbook (Mindtap costs around ¥5,600). Students who bought Mindtap for "Principles of Microeconomics" do not need to buy it again.

## 【Prerequisites】

None

## 【Related Subjects】

Principles of Microeconomics

## 【Related Subject】

Introduction to Japanese Economy



ECN300FB-A5536

## Principles of Microeconomics

Rika TAKAHASHI

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：火 3/Tue.3 | Campus：市ヶ谷 / Ichigaya | Grade：2～4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

### 【Outline and objectives】

This class aims to help with the understanding of basic concepts and analytical methods of microeconomics at the introductory level. It focuses on decision-making of individuals and firms and the allocation of scarce resources in society. Topics are Supply and Demand, Equilibrium, Welfare Economics, The Role of Government in Markets, Markets and Competition, and Market Failure. Also, how microeconomics principles are applicable to the real world issues as well as to other academic fields will be discussed.

### 【Goal】

By the end of the course, students will be expected to:

- (1) Understand key economic models.
- (2) Understand key concepts in the textbook.
- (3) Acquire basic skills in order to make graphs and mathematical formulas.
- (4) Solve problem sets.
- (5) Evaluate daily life topics and current economic and business news from the viewpoint of microeconomic theory.

【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-3", "DP2-1" and "DP2-2" diploma policies.

### 【Method(s)】

This course consists mainly of lectures and subsequent exercises. After understanding the basic idea of microeconomics, students will solve problems and take quizzes in class. Also, problems will be assigned as homework. Students are required to use the online learning software, MindTap, to do homework. Feedback on assignments will be given by MindTap, email, or in class. All materials including lecture notes will be posted on either MindTap or Hosei's class support online system, "Hoppii".

【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

【Fieldwork in class】

なし / No

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Introduction	Guidance on syllabus, semester schedule, usage of online materials, and class rules.
Week 2	Supply and Demand 1	Basic model using supply and demand curves.
Week 3	Supply and Demand 2	Changes in market outcomes, given changes in the demand and supply curves.
Week 4	Elasticity	Analysis using elasticity; "Do technological innovations increase the revenue of firms?"
Week 5	Markets and Welfare 1	Measurement of consumer surplus.
Week 6	Markets and Welfare 2	Measurement of producer surplus.
Week 7	Supply, Demand, and Government Policies 1	Price controls; effects of minimum wage and legislation on market outcomes.
Week 8	Supply, Demand, and Government Policies 2	Taxes; effects of taxation on market outcomes.
Week 9	Government Policies and Welfare	The deadweight losses of taxation.
Week 10	Markets and Competition	Perfectly competitive markets and market efficiency.
Week 11	Market Failures 1: Overview	Imperfectly competitive markets and market inefficiency.
Week 12	Market Failures 2: Externalities	Externalities and market inefficiency.
Week 13	Market Failures 3: Imperfect Competition	Introduction to Game Theory; firms' decision making under interdependence.
Week 14	Review and Final Exam	Review and Final Exam.

【Work to be done outside of class (preparation, etc.)】

Students are expected to read the assigned textbook before class and do homework after class. Preparatory study and review time for this class are 2 hours each.

### 【Textbooks】

Mankiw, G. N. (2020) Principles of Economics (9th edition), Cengage Learning.

The Mankiw's textbook and accompanying online materials are the same materials used in Principles of Macroeconomics. Students who have already paid for annual use of these materials in the spring semester do not need to purchase them again. Other students should not purchase the textbook until the first class meeting. Details will be given at that time.

### 【References】

Other supplementary materials will be provided during the semester.

### 【Grading criteria】

Class participation: 20%

Homework and exercises: 40%

Final exam: 40%

### 【Changes following student comments】

In order to gain practical skills, I will give you more opportunities for exercises.

### 【Equipment student needs to prepare】

Students are expected to bring a computer in class to access the online materials.

### 【Prerequisites】

This course is highly related to Introduction to Japanese Economy and Principles of Macroeconomics. Students are strongly encouraged to take them before or after taking this course.

### 【Upon threat level change】

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN300FB-A5537

## Japanese Innovation Management

Noriko TAJI

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：金 2/Fri.2 | Campus：市ヶ谷 / Ichigaya | Grade：2～4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

## [Outline and objectives]

The objective is to understand recent Japanese companies management. This lecture focuses on how to find a business opportunity and commercialize it by utilizing internal and external management resources.

This lecture covers the following:

1. Understanding innovation projects using the case study method.
2. Strategies and operations in the process of new business development.
3. How to found and grow a startup business.

## [Goal]

Students can understand notions of innovation management and strategy.

Students can explain and discuss about issues of strategy and marketing.

Students can judge current companies' decisions that are shown on news papers.

Students can choose a good company or startup when searching a job.

## [Which item of the diploma policy will be obtained by taking this class?]

This course is strongly related to the "DP1-1", "DP2-2" and "DP3" diploma policies and fairly related to the "DP2-1" and "DP4" policies.

## [Method(s)]

In case of CORVID 19 matter, half classes will be conducted by delivering documents and video files. A short video is uploaded on Hosei system. A long video is uploaded on a private URL of YouTube. Videos will disappear in two weeks. Please upload your assignment on Hosei system till the deadline. And the left classes will be on-line lectures. Regarding feedbacks, your assignment will be introduced in the next class, then you will get comments from the teacher and classmates. Regarding the first week, it will be conducted by ZOOM system.

## [Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

## [Fieldwork in class]

なし / No

## [Schedule] 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction/ Radical & incremental innovation	Analog camera: Kodak
2	Disruptive and sustaining technology	Digital camera: Fuji Film
3	Radical innovation in the watch industry in Japan	Quartz watch: Seiko
4	Commoditization	Quartz watch: Seiko LCD TV: Sharp
5	Radical innovation in the watch industry in Europe	A fashion gear watch: Swatch
6	Defining concept design in the consumer market	An unbreakable watch "GSHOCK": Casio Computer ①
7	Building a global brand in the consumer market	An unbreakable watch "GSHOCK": Casio Computer ②
8	Product development in a middle-size manufacturing company	A new switch equipped with LCD display: NKK Switches ①
9	Global strategy in a middle-size manufacturing company	A new switch equipped with LCD display: NKK Switches ②
10	Approaching Globalization	How to sell Swedish furniture in Japan: Ikea
11	Finding a business opportunity by startup	Semiconductor inspection equipment: RAYTEX ①
12	Growing process of a startup	Semiconductor inspection equipment: RAYTEX ②
13	Academic Startup in the Life Science Field	Regenerative Medicine: CellSeed ①
14	Pursuing Commercialization	Regenerative Medicine: CellSeed ①

## [Work to be done outside of class (preparation, etc.)]

Beforehand, case descriptions are delivered. Preparatory study and review time for this class are 2 hours each.

## [Textbooks]

No specified textbooks

Case descriptions can be downloaded on the web.

## [References]

No specified references

## [Grading criteria]

Each assignments (70%), final report (30%)

## [Changes following student comments]

The similar lecture was provided as ESOP Program in 2015 and 2016. Discussion time and video was appreciated by students.

The first lecture for GBP was done in 2017. Students were divided into groups of three and discussed about assignments.

## [Equipment student needs to prepare]

PC

## [Research Theme]

Innovation Management

High-tech startups

Entrepreneurship

## [Representative English paper]

"Resource Acquisition in High-Tech Startup Global Strategies," Noriko Taji, *Technology, Innovation, Entrepreneurship and Competitive Strategy*, Emerald Publishing Group, Vol. 14, pp.263-287, 2014

"Guesss Country Report, Japan" Noriko Taj, et.al., *Global University Entrepreneurial Spirit Students' Survey*, University of St.Gallen, 2012, 2014, 2016.

"Psychological Predictors of Entrepreneurial Interest in Japan" Noriko Taji & Yu Niiya, *Innovation management*, Hosei University, No.9, pp.61-72, 2012

## [Representative Japanese book]

*Strategy of High Tech Startups*, Noriko Taji and Emiko Tsuyuki, Toyo Keizai Shinposha, 2010, printed in Japanese.

*Architectural Innovation*, Noriko Taji, Hakuto-shobo, 2005, printed in Japanese.

*Career Design*, Noriko Taji, First Press, 2008, printed in Japanese.

## [Recommended lecture]

Introduction to Strategic Management, Introduction to Marketing, Strategic Management, International Business, Principles of Marketing

MAN300FB-A5538

## Entrepreneurship

TBA

Term : | Credit(s) : 2 | Day/Period : TBA | Campus : 市ヶ谷 / Ichigaya | Grade : 2~4

Notes :

他学部公開： グローバル： 成績優秀： 実務教員：

**[Outline and objectives]**

**[Goal]**

**[Which item of the diploma policy will be obtained by taking this class?]**  
This course is strongly related to the "DP1-1", "DP2-2", "DP4" and "DP5" diploma policies and fairly related to the "DP1-2", "DP2-1" and "DP3" policies.

**[Method(s)]**

**[Active learning in class (Group discussion, Debate.etc.)]**

**[Fieldwork in class]**

**[Schedule]** 授業形態：対面/face to face  
No. Theme Contents

**[Work to be done outside of class (preparation, etc.)]**  
Preparatory study and review time for this class are 2 hours each.

**[Textbooks]**

**[References]**

**[Grading criteria]**

**[Changes following student comments]**

MAN300FB-A5539

## Special Topics in Management A

Akira KAMOSHIDA

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：月4/Mon.4 | Campus：市ヶ谷 / Ichigaya | Grade：2～4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：○

## [Outline and objectives]

Now that the need for DX (digital transformation) has been pointed out, society as a whole is undergoing a major transformation. Since the end of the 20th century to today in the 21st century, new service and software IT companies such as GAFAs have rapidly emerged in the United States, leading to the formation of a huge group of companies. It has been a long time since the Japanese economy stagnated after lost 20 years, but recently digitalization has progressed in various fields, and existing business transformations and new digital services are rapidly emerging.

The purpose of this class is to understand the current situation of DX, especially the efforts and issues of Japanese companies. We will also discuss the transformation of the digital society and the direction of innovation as the background for DX to attract attention. In class, case studies and presentations will be conducted by group work, and the method of discussion throughout the class will be used.

## [Goal]

- Understand the transformation of the society surrounding DX and the background in which DX is required.
- Understand the outline of DX and understand its purpose
- Acquire knowledge about DX promotion issues and success measures through research on company cases that promote DX

## [Which item of the diploma policy will be obtained by taking this class?]

This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP4" and "DP5" diploma policies and fairly related to the "DP3" policy.

## [Method(s)]

The entire course will be delivered in an interactive manner, facilitating you to get involved in the class actively. You will have to work with your team members on discussions and tasks. You will have a comment report to submit at some classes and several team-presentations during the course. After the course ends, you will have to submit an essay.

I will give you my oral and/or written feedback on your assignments in class.

## [Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

## [Fieldwork in class]

なし / No

## [Schedule] 授業形態：対面/face to face

No.	Theme	Contents
1	Orientation	Lecture method, explanation of grade evaluation, etc./Introduction of DX course
2	What is DX? ①	Outline of DX/The purpose of DX/The value created by DX/Class discussion
3	What is DX? ②	Class Discussion/ the current state and issues of management, problems in the digital age, and future prospects for DX
4	Text Reading ①/The Five Domains of Digital Transformation Customers, Competition, Data, Innovation, Value	Group Presentation & Class discussion & Wrap up lecture
5	Text Reading ② Harness Customer Networks/ Build Platforms, Not Just Products	Group Presentation & Class discussion & Wrap up lecture
6	Text Reading ③/Turn Data Into Assets	Group Presentation & Class discussion & Wrap up lecture
7	Text Reading ④ /Innovate by Rapid experimentation /Adapt Your Value Proposition	Group Presentation & Class discussion & Wrap up lecture
8	Text Reading ⑤ /Mastering Disruptive Business Models	Group Presentation & Class discussion & Wrap up lecture

9	Group Work ①/Class Discussion	Case study(the distribution and retail industry, manufacturing industry, tourism and hotel industry in Japan.)
10	Group Work ②/Class Discussion	Case study(the distribution and retail industry, manufacturing industry, tourism and hotel industry in Japan.)
11	Group Work ③/Class Discussion	Case study(the distribution and retail industry, manufacturing industry, tourism and hotel industry in Japan.)
12	Group Work ④/Class Discussion	Case study(the distribution and retail industry, manufacturing industry, tourism and hotel industry in Japan.)
13	Group Work ⑤/Class Discussion	Case study(the distribution and retail industry, manufacturing industry, tourism and hotel industry in Japan.)
14	Group Presentation	Group Presentation/Class Discussion/Wrap Up/

[Work to be done outside of class (preparation, etc.)]

Homework: preparations & reviews. Readings, Summarizing, Internet searching. Preparatory study and review time for this class are 2 hours each.

## [Textbooks]

· David L. Rogers, The Digital Transformation Playbook: Rethink Your Business for the Digital Age (Columbia Business School Publishing), 2016

## [References]

· Thomas M. Siebel, Condoleezza Rice, Digital Transformation: Survive and Thrive in an Era of Mass Extinction, 2019

· David L. Rogers, The Digital Transformation Playbook: Rethink Your Business for the Digital Age (Columbia Business School Publishing), 2016

## [Grading criteria]

Students will be graded based on the following criteria.

50% Class Contribution ( Frequency and quality of remarks, presentation, Participation in the class discussion, etc.)  
50% Homework Assignments, and Final Report (individual essay)  
Late submission of assignments will result in a lowering of a student's grade.

## [Changes following student comments]

N/A

## [Equipment student needs to prepare]

PowerPoint may be used for the class presentation.

## [Others]

The instructor worked as one of the management teams at a consulting firm and an IT company in the United States.

## [Upon threat level change]

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN300FB-A5540

## Special Topics in Management B

Dennis TACHIKI

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：木 4/Thu.4 | Campus：市ヶ谷 / Ichigaya | Grade：2～4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

### [Outline and objectives]

In this course we will address the question, What is Total Quality Management? The origins of this concept dates back to the 1930s at the Bell Laboratories of W.A. Shewhart in the United Kingdom. This became what was known as the British Standard 600. During the war years, the Americans established the Z-1 Standard. In the post-war era, Japan created not only the JIS (Japan Industrial Standards) mark, but also added a managerial dimension to the quality control concept.

In this connection, the main objective this semester focuses on the unique contributions of Japanese companies to TQM: (1) QC (quality control) as a national movement, (2) companywide quality control, (3) cross-functional management, (4) QC circle activities, and (5) QC audit.

### [Goal]

Be the end of the course the student should be able to:

- ・ Understand why total quality management plays an important role in business.
- ・ THEORY: Grasp the merging of engineering techniques and business practices into the TQM story
- ・ METHODS: Use the PDCA cycle and kaizen for continuous improvement
- ・ TOOLS: Apply the analytical tools commonly used in TQM activities. Students should feel comfortable in engaging in TQM activities if given the opportunity in the future.

[Which item of the diploma policy will be obtained by taking this class?]

This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP4" and "DP5" diploma policies and fairly related to the "DP3" policy.

### [Method(s)]

Active Learning is the main teaching approach for this course. Active learning requires the students to take the lead in the learning process with the instructor acting as a facilitator.

- ・ Some examples of active learning are pair-discussion, group work, case studies, simulations, presentations, reaction paper, experiential learning, etc.
- ・ For written assignments, feedback will be provided via HOPPII Learning Management system. Exemplary assignments will be introduced in the class and used in deeper discussions.
- ・ Students can use office hours for more individual feedback on assignments, tests, etc.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

### [Fieldwork in class]

なし / No

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Course Introduction	<ul style="list-style-type: none"> <li>・ Syllabus</li> <li>・ From QC to TOC to TQM</li> <li>・ TQM in Japan</li> </ul>
Week 2	Companywide Quality Control (1)	<ul style="list-style-type: none"> <li>・ Business Strategy: Diversification and Rationalization</li> <li>・ What is CWQC?</li> <li>・ Hoshin Kanri (Policy Management)</li> </ul>
Week 3	CWQC (2) Hoshin Kanri	<ul style="list-style-type: none"> <li>・ Catch Ball Approach</li> <li>・ Flag Method (targets and means)</li> <li>・ Control Items (measures and metrics)</li> </ul>
Week 4	CWQC Workshop	<ul style="list-style-type: none"> <li>・ Issue Identification</li> <li>・ Analysis and Planning</li> <li>・ Communication and Coordination</li> <li>・ Ringi-sho Report</li> </ul>
Week 5	Cross Functional Management (1)	<ul style="list-style-type: none"> <li>・ Principles of quality control</li> <li>・ What is CRM?</li> <li>・ CFM tasks, structure and administration</li> </ul>
Week 6	CFM (2)	<ul style="list-style-type: none"> <li>・ Functional Applications of CFM</li> <li>・ SQC/SPC Methods</li> <li>・ Daily Management</li> </ul>
Week 7	CFM Workshop	<ul style="list-style-type: none"> <li>・ Leadership</li> <li>・ Time Management and Coordination</li> <li>・ Communication and Teamwork</li> <li>・ Project Team Report</li> </ul>

Week 8	QC Circle Activities (1)	<ul style="list-style-type: none"> <li>・ What is QCC?</li> <li>・ QC Story</li> <li>・ Forming a QCC</li> <li>・ Brainstorming and Theme Selection</li> </ul>
Week 9	QCC (2) Data Collection	<ul style="list-style-type: none"> <li>・ Statistical Way of Thinking</li> <li>・ 7 QC Tools</li> <li>・ Applications</li> </ul>
Week 10	QCC (3) Data Analysis	<ul style="list-style-type: none"> <li>・ Interpreting and Presenting Data</li> <li>・ Control Chart Report</li> </ul>
Week 11	QCC (4) Countermeasures and Confirm	<ul style="list-style-type: none"> <li>・ 7 New QC Tools</li> <li>・ Other Small Group Activities (5S, TPM, etc.)</li> </ul>
Week 12	QCC (5) Standardization	<ul style="list-style-type: none"> <li>・ Types of Reports</li> <li>・ How to Prepare Presentation and Presentation Materials</li> </ul>
Week 13	QC Audit	<ul style="list-style-type: none"> <li>・ ISO and ISO9000 series</li> <li>・ External Audit: US, Europe and Japan</li> <li>・ Internal Audit: Presidential Audit</li> <li>・ Conducting a QC Audit</li> </ul>
Week 14	Final Examination	<ul style="list-style-type: none"> <li>・ Final Examination</li> </ul>

[Work to be done outside of class (preparation, etc.)]

・ CLASS PREPARATION: An active learning approach requires students to prepare the readings and assignments BEFORE class. At a minimum students should understand the keywords and main issues in each weeks reading assignment.

・ GROUPWORK: Students should expect to allocate time outside of class to meet with their team members to discuss/prepare assignments.

・ Preparatory study and review time for this class are 3-5 hours for each session

### [Textbooks]

The readings for this course will either be available on-line in HOPPII, through the university library and/or as hand-outs.

### [References]

We will use supplementary materials from time-to-time, which will be made available as hand-outs and/or put on reserve at the university library.

### [Grading criteria]

Students will be graded based on the following criterions:

- ・ 15% Class Participation
- ・ 60% Assignments (3 short reports, 20% each)
- ・ 25% Final Examination

Late submission of assignments will result in a lowering of a student's grade.

[Changes following student comments]

More QC workshop exercises.

[Equipment student needs to prepare]

Students are expected to bring to class a computer and/or smart phone to access the Internet.

[Others]

Useful if student has taken Introduction to Operations Management and/or Operations Management I.

Students (or teams) should try to meet with the teacher at least once during the semester.

[Prerequisites]

Willingness to study hard!

[Career background of the lecturer]

None

[Upon threat level change]

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN300FB-A5541

## Special Topics in Management C

Akira KAMOSHIDA

Subtitle : Entrepreneurship and Business Model Generation

Term : 春学期授業/Spring | Credit(s) : 2 | Day/Period : 月 3/Mon.3 | Campus : 市ヶ谷 / Ichigaya | Grade : 2~4

Notes :

他学部公開： グローバル： 成績優秀： 実務教員：

## [Outline and objectives]

Businesses often face unpredictable and unexpected situations. On the other hand, it is not good not to have a plan based on forecasts. In this class, students will learn the requirements for challenging entrepreneurship and the ideal way of "thinking and action". Through practical project exercises, students will acquire the knowledge and perspectives that people who want to take concrete actions in the future.

## [Goal]

- Acquire basic knowledge and skills (business design method, finance analysis, etc.) necessary for business planning.
- Understand the practical entrepreneurial process required for starting a business and be able to draw a concrete action plan.
- Understand the basic requirements that an entrepreneur who succeeds in starting a business should have.
- Acquire the skills to use "Business Model Canvas", which is a strategic tool for business planning.
- Emergence of ideas can be realized through discussions within the class about business plan cases.

[Which item of the diploma policy will be obtained by taking this class?] This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP4" and "DP5" diploma policies and fairly related to the "DP3" policy.

## [Method(s)]

The entire course will be delivered in an interactive manner, facilitating you to get involved in the class actively. You will have to work with your team members on discussions and tasks. You will have a comment report to submit at some classes and several team-presentations during the course. After the course ends, you will have to submit an essay. I will give you my oral and/or written feedback on your assignments in class.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

[Fieldwork in class]

なし / No

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
1	Orientation / Entrepreneurship and Business model Planning	Lecture method, explanation of grade evaluation, etc./What is entrepreneurship? / What is the Business Model Canvas? Deepen understanding through discussions
2	Who is your customer? ① / Value proposition and customer targeting	Business model Canvas / business models and value propositions
3	Who is your customer? ②/ Value proposition and customer targeting	customer targets / key Buying factor (KBF) analysis
4	Let's make a business plan ①	Learn about the components of a business plan / business plan and action program
5	Let's make a business plan ②	business plan by timeline basis
6	Let's make a business plan ③	Start Up team / Fundraising / Customer acquisition / Business balance analysis
7	Let's make a business plan ④	Business partner / Insufficient resources! Not enough time! Learn what to start with
8	How do entrepreneurs behave? ①	Unpredictable future and how to deal with it / How to perceive risk / Don't be afraid of failure is a lie
9	How do entrepreneurs behave? ②	Meaning of going with a winning strategy / Learn about unpredictability and action program development
10	Business planning Group Work ①	Group Work ① Group discussion / Class discussion
11	Business planning Group Work ②	Group Work ② Group discussion / Class discussion
12	Business planning Group Work ③	Group Work ③ Group discussion / Class discussion

13	Business planning Group Work ④	Group Work ④ Group discussion / Class discussion
14	Wrap Up / Group Presentation	Group Presentation/Class Discussion/Wrap Up/

[Work to be done outside of class (preparation, etc.)]

Homework: preparations & reviews. Readings, Summarizing, Internet searching. Preparatory study and review time for this class are 2 hours each.

## [Textbooks]

· Alexander Osterwalder, Yves Pigneur, Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers (The Strategyzer Series), 2010

## [References]

· The Business Book: Big Ideas Simply Explained (English Edition), 2014

We will use supplementary materials from time-to-time, which will be made available as hand - outs and/or put on reserve at the university library.

## [Grading criteria]

Students will be graded based on the following criterions.  
50% Class Contribution ( Frequency and quality of remarks, presentation, Participation in the class discussion, etc.)  
50% Homework Assignments, and Final Report (individual essay)  
Late submission of assignments will result in a lowering of a student's grade.

[Changes following student comments]

N/A

[Equipment student needs to prepare]

PowerPoint may be used for the class presentation.

[Prerequisites]

It is desirable to take basics such as corporate strategy theory and marketing theory.

[Others]

The instructor worked as one of the management teams at a consulting firm and an IT company in the United States. This class focuses on the practice and theory of business model planning.

[Upon threat level change]

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN100FB-A5542

## Workshop I

Akira KAMOSHIDA

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：火 3/Tue.3 | Campus：市ヶ谷 / Ichigaya | Grade：2～4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：○

### 【Outline and objectives】

The purpose of this workshop is to focus on social innovation to achieve the SDGs (Sustainable Development Goals), which have been attracting attention in recent years, and to learn about social business to achieve them. What is a social business? After systematically understanding the theory of management science, learn about social innovation toward the achievement of the SDGs goal and the social business that realizes it.

The workshop will invite guest speakers from the relevant fields of the 17 SDGs goals to give talks and discussions, followed by these sessions, group exercises and presentation discussions will be held by students with the aim of deepening their understanding more practically.

### 【Goal】

- ・ Understand the purpose and content of SDGs
- ・ Understand the definition and characteristics of social enterprises.
- ・ Understand the purpose and various methods of social innovation, and understand social enterprises to achieve the SDGs from various angles.
- ・ Foster a background in understanding and discussing topics related to the SDGs in English.

【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP2-1", "DP2-2" and "DP3" diploma policies and fairly related to the "DP1-1", "DP4" and "DP5" policies.

### 【Method(s)】

The entire course will be delivered in an interactive manner, facilitating you to get involved in the class actively. You will have to work with your team members on discussions and tasks. You will have a comment report to submit at some classes and several team-presentations during the course. After the course ends, you will have to submit an essay.

I will give you my oral and/or written feedback on your assignments in class.

【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

### 【Fieldwork in class】

なし / No

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Orientation / Guidance of Workshop	Explain the purpose and method of the workshop, how to proceed / Explain group exercises, grade evaluation, etc./Overview the SDGs and social business
2	SDGs and Social Business ① /Sustainable Development Goals What are SDGs?	What are the SDGs adopted at the United Nations Summit in September 2015? Explain the social issues facing the world and Japan and their efforts.
3	SDGs and Social Business ② / Role of Social Business in SDGs	An overview of the efforts of the Japanese government and local governments in the SDGs. Discuss the role how social business can play.
4	SDGs and social business ③/ Case study of global collaboration in SDGs	Group exercises: Case study of global collaboration (industry-government-academia-civil)and social business in the SDGs
5	Guest talk and discussion ①	Guest speaker talks about the relevant topics/Discussion(Q&A include)/Comment report
6	Guest talk and discussion ②	Guest speaker talks about the relevant topics/Discussion(Q&A include)/Comment report
7	Guest talk and discussion ③	Guest speaker talks about the relevant topics/Discussion(Q&A include)/Comment report
8	Guest talk and discussion ④	Guest speaker talks about the relevant topics/Discussion(Q&A include)/Comment report
9	Guest talk and discussion ⑤	Guest speaker talks about the relevant topics/Discussion(Q&A include)/Comment report

10	Guest talk and discussion ⑥	Guest speaker talks about the relevant topics/Discussion(Q&A include)/Comment report
11	Group Work ① /Case studies of social business to solve various issues in SDGs and social innovation	Group Work ① Group discussion / Class discussion
12	Group Work ② /Case studies of social business to solve various issues in SDGs and social innovation	Group Work ② Group discussion / Class discussion
13	Group Work ③ /Case studies of social business to solve various issues in SDGs and social innovation	Group Work ③ Group discussion / Class discussion
14	Wrap Up / Group Presentation	Group Presentation/Class Discussion/Wrap Up/

【Work to be done outside of class (preparation, etc.)】

Preparatory study and review time for this class are 2 hours each.

【Textbooks】

N/A

【References】

Introduce as appropriate during class.

【Grading criteria】

Students will be graded based on the following criterions.  
50% Class Contribution ( Frequency and quality of remarks ,Participation in the class discussion, etc.)  
50% Comment report, Presentation and Final Report (individual essay)  
Late submission of assignments will result in a lowering of a student's grade.

【Changes following student comments】

N/A

【Equipment student needs to prepare】

PowerPoint may be used for the class presentation.

【Others】

The instructor worked as one of the management teams at a consulting firm and an IT company in the United States.

【Upon threat level change】

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN100FB-A5543

## Workshop II

Azusa Ebisuya

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：水 2/Wed.2 | Campus：市ヶ谷 / Ichigaya | Grade：2～4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

## 【Outline and objectives】

Many international workers in Japan are tackling issues related to adapting to the corporate culture, building interpersonal relationships at work, and maintaining their work-life-balance. This course will provide students with opportunities to learn how to maintain the joy of working and succeed as international workers in Japanese companies through hearing real-life scenarios from practitioners. In the 2022 spring semester, we will have the opportunity to collaborate with the master-course students of Maynooth University, Ireland (April to May).

## 【Goal】

The students are expected to obtain understanding on critical issues faced by international employees in Japanese companies, and how these issues are being tackled. The students will be able to effectively blend in with the Japanese community and/or work environments based on the knowledge obtained through this course.

## 【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-1", "DP2-2" and "DP4" diploma policies and fairly related to the "DP1-4" and "DP3" policies.

## 【Method(s)】

In the first 4 weeks, students will interact with the master-course students of Maynooth University, Ireland and work on a project together in a virtual style. This part will be followed by the guest-talk program and students will learn tips how to adapt to Japanese corporate culture. The guest speakers will be invited from Japanese companies located in Tokyo and surrounding areas, which include both big and small-to-medium-sized enterprises (SMEs). The students will be assigned to submit a comment sheet at each guest talk and give a presentation at the end of the course. Feedback on class assignments will be given through the Hosei University Course Management Support System (Hoppii).

Due to the epidemic of infectious disease, classes may possibly be provided through the online system (Zoom) or hy-flex style. Detailed information will be updated.

## 【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

## 【Fieldwork in class】

なし / No

## 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Introduction to the course and the collaboration with Maynooth University	<ul style="list-style-type: none"> <li>Introduction to the collaboration</li> <li>Overview of the list of speakers</li> <li>How to prepare for each class</li> </ul>
Week 2	Collaboration with Maynooth University (1)	<ul style="list-style-type: none"> <li>Collaboration project</li> <li>Report writing</li> </ul>
Week 3	Collaboration with Maynooth University (2)	<ul style="list-style-type: none"> <li>Collaboration project</li> <li>Report writing</li> </ul>
Week 4	Collaboration with Maynooth University (3)	<ul style="list-style-type: none"> <li>Collaboration project</li> <li>Report writing</li> </ul>
Week 5	Guest Talk and discussion (1)	<ul style="list-style-type: none"> <li>Guest lecture</li> <li>Class discussion including Q&amp;A</li> <li>Comment sheet</li> </ul>
Week 6	Guest Talk and discussion (2)	<ul style="list-style-type: none"> <li>Guest lecture</li> <li>Class discussion including Q&amp;A</li> <li>Comment sheet</li> </ul>
Week 7	Guest Talk and discussion (3)	<ul style="list-style-type: none"> <li>Guest lecture</li> <li>Class discussion including Q&amp;A</li> <li>Comment sheet</li> </ul>
Week 8	Guest Talk and discussion (4)	<ul style="list-style-type: none"> <li>Guest lecture</li> <li>Class discussion including Q&amp;A</li> <li>Comment sheet</li> </ul>
Week 9	Guest Talk and discussion (5)	<ul style="list-style-type: none"> <li>Guest lecture</li> <li>Class discussion including Q&amp;A</li> <li>Comment sheet</li> </ul>
Week 10	Guest Talk and discussion (6)	<ul style="list-style-type: none"> <li>Guest lecture</li> <li>Class discussion including Q&amp;A</li> <li>Comment sheet</li> </ul>
Week 11	Guest Talk and discussion (7)	<ul style="list-style-type: none"> <li>Guest lecture</li> <li>Class discussion including Q&amp;A</li> <li>Comment sheet</li> </ul>

Week 12 Guest Talk and discussion (8)

Week 13 Students' presentations and review (1)

Week 14 Students' presentations and review (2)

- Guest lecture
- Class discussion including Q&A
- Comment sheet
- Individual presentation
- Review and discussion based on the topics brought by presenters
- Individual presentation
- Review and discussion based on the topics brought by presenters

## 【Work to be done outside of class (preparation, etc.)】

Students are expected to read the materials and prepare a few questions for the guest speaker. The materials for each week will be shared through the web-system. Preparatory study and review time for this class are 2 hours each.

## 【Textbooks】

None

## 【References】

Supplementary reading materials and/or websites will be shared through the web-system.

## 【Grading criteria】

Collaboration with Maynooth University Students: 40%

Preparing questions for the speaker: 8%

Sheet Submission: 24%

Course-ending Presentation: 28%

## 【Changes following student comments】

Not applicable.

## 【Equipment student needs to prepare】

We'll use the Hosei University Course Management Support System for sharing reading materials and handouts, and submitting papers.

## 【Others】

This course will invite practitioners as guest lecturers from Japanese big and small-to-medium-sized enterprises. Guests will include CEOs of international companies, team managers having international colleagues, and non-Japanese team-managers who are training international workforces.

## 【Prerequisites】

None

## 【Upon threat level change】

Please note that the teaching approach may vary due to the threat level we are at: Level 1, this course will be held on campus. Level 2, it will be held online.



MAN100FB-A5544

## Special Topics in Global Business A

Azusa Ebisuya

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：火 2/Tue.2 | Campus：市ヶ谷 / Ichigaya | Grade：1～4

Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

### 【Outline and objectives】

This course will provide you with a simulation to plan a product which can attract international customers, think about best method of marketing it, and suggest the effective promotion method through working with your international team members. This provision will surely benefit you when you start working after your graduation.

### 【Goal】

Through the interactive learning experiences, you are expected to understand how to collaborate with team members effectively, generate original and meaningful ideas, design an attractive product, and promote it successfully.

### 【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-1", "DP2-2" and "DP3" diploma policies and fairly related to the "DP4" policy.

### 【Method(s)】

The entire course will be delivered in an interactive manner, facilitating you to get involved in the class actively. You will have to work with your team members on discussions and tasks.

You will have a sheet to submit at some classes and two team-presentations during the course. After the course ends, you will have to submit an essay.

Feedback on class assignments will be given through the Hosei University Course Management Support System (Hoppii).

### 【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

### 【Fieldwork in class】

なし / No

### 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Introduction to the course	<ul style="list-style-type: none"> <li>Course overview</li> <li>How to benefit from the simulation classes</li> </ul>
Week 2	Understanding team collaboration	<ul style="list-style-type: none"> <li>What is team?</li> <li>Expected performance of successful teams</li> </ul>
Week 3	Team making and building up	<ul style="list-style-type: none"> <li>Team building-up activity</li> <li>Team development</li> </ul>
Week 4	Product conceptualization	<ul style="list-style-type: none"> <li>Idea generation</li> <li>Idea screening</li> <li>Concept development</li> </ul>
Week 5	Marketing research (1)	<ul style="list-style-type: none"> <li>Idea screening</li> <li>SWOT analysis</li> <li>Persona</li> </ul>
Week 6	Marketing research (2)	<ul style="list-style-type: none"> <li>Questionnaire preparation</li> <li>Survey methods</li> </ul>
Week 7	Preparation for mid-course presentation	<ul style="list-style-type: none"> <li>Data preparation</li> <li>Discover, detain, distill, document, and deliver</li> </ul>
Week 8	Mid-course presentation and review	<ul style="list-style-type: none"> <li>Initial team presentation</li> <li>Review and discussion</li> </ul>
Week 9	Product design (1)	<ul style="list-style-type: none"> <li>Product name</li> <li>Original logo</li> </ul>
Week 10	Product design (2)	<ul style="list-style-type: none"> <li>Detailed designing</li> <li>Attractive design</li> </ul>
Week 11	Promotion (1)	<ul style="list-style-type: none"> <li>Promotion strategies</li> <li>Differences between advertisement and promotion</li> </ul>
Week 12	Promotion (2)	<ul style="list-style-type: none"> <li>How to promote your product in a cost-free way?</li> <li>SNS as a promotion tool</li> </ul>
Week 13	Final team meeting and interview	<ul style="list-style-type: none"> <li>Preparation of the final team presentation</li> <li>Interview on team collaboration</li> </ul>
Week 14	Course-ending presentations	<ul style="list-style-type: none"> <li>Final team presentation</li> <li>Review and discussion</li> </ul>

### 【Work to be done outside of class (preparation, etc.)】

The students are expected to read the materials for each class beforehand and prepare for team-discussions during the class. Preparatory study and review time for this class are 2 hours each.

### 【Textbooks】

Slides and additional reading materials will be provided through Hoppii (Hosei portal site).

### 【References】

Supplementary reading materials and/or websites will be shared through Hoppii (Hosei portal site).

### 【Grading criteria】

Participation in discussions: 20%

Sheet submission: 30%

Contribution to the mid-course team presentation: 15%

Contribution to the course-ending team presentation: 15%

Essay: 20%

### 【Changes following student comments】

Not applicable.

### 【Equipment student needs to prepare】

We'll use Hoppii (Hosei portal site) for sharing reading materials and handouts, and submitting papers.

### 【Prerequisite】

None

### 【Upon threat level change】

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN100FB-A5545

## Special Topics in Global Business B

Akira KAMOSHIDA

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：月 5/Mon.5 | Campus：市ヶ谷 / Ichigaya | Grade：1～4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

## 【Outline and objectives】

This course is aimed to learn service management framework that for customer centric corporate management systematically, and understand service marketing /innovation through case study and discussions in groups and in workshops.

The advanced countries such as Japan, the United States, and European countries have achieved economic growth of service sector closed up to 70% of each GDP, and in order to sustain the growth and stimulate it, every government and various kinds of sector have accelerated to promote an innovation in servicing field. Even in the manufacturing sector, a commoditizing of the traditional technology has made it more important to differentiate individual organization from their rivals by the individual characteristic services than before ages.

Service innovation is an effort to continually create customer values which is indispensable for corporate management both in servicing sector and in manufacturing sector.

One of the models involving a factor of customer oriented service is the "Service Triangle", in which service is composed of three cores ; "service strategy", "service providing system", and "human resources".(Karl Albrecht)

## 【Goal】

Students will learn service management framework that for customer centric corporate management systematically, and understand service marketing /innovation through case study and discussions.

In addition, students will conduct case studies of service businesses in various industries to deepen their understanding of management issues and strategies.

【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-1" and "DP2-2" diploma policies and fairly related to the "DP3" and "DP4" policies.

## 【Method(s)】

The entire course will be delivered in an interactive manner, facilitating you to get involved in the class actively. You will have to work with your team members on discussions and tasks. You will have a comment report to submit at some classes and several team-presentations during the course. After the course ends, you will have to submit an essay.

I will give you my oral and/or written feedback on your assignments in class.

【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

【Fieldwork in class】

なし / No

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction Rising service economy	Course overview Grading Criteria Why service is so important?
2	Service Management Framework 1	What is Service? How Service is defined to be?
3	Service Management Framework 2	Service Taxonomy Service Profit Triangle
4	Service Management Framework 3	What is Service Innovation?
5	Service Management Framework 4	What is Customer Satisfaction? Customer Loyalty
6	Service Management Framework 5	Customer Experience Metrics CLV Analysis
7	Service Business 1	Hotel Industry The Ritz Carlton Case KPI, Value Creation Cycle
8	Service Business 2	The Ritz Carlton Discussion
9	Service Business 3	Consulting Business What is a professional service? Discussion
10	Service Business 4	Service Intensity Matrix Service Gap Analysis
11	Service Business 5	Service Value Creation Cycle Service Business Model
12	Service Business Project 1	Group Work Service Business Study
13	Service Business Project 2	Group Presentation Class Discussion

14	Service Business Project 3	Group Presentation Class Discussion Wrap Up
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【Work to be done outside of class (preparation, etc.)】  
Homework: preparations & reviews. Readings, Summarizing, Internet searching. Preparatory study and review time for this class are 2 hours each.

【Textbooks】

N/A

【References】

・ James Teboul, Service is Front Stage, INSEAD Business Press, 2006 (ISBN 978-0-230-00660-7)  
・ Joe Tidd and Frank M Hull, Service Innovation, Imperial College Press, 2003 (ISBN-13 978-1-86094-367-6).

We will use supplementary materials from time-to-time, which will be made available as hand - outs and/or put on reserve at the university library.

【Grading criteria】

Students will be graded based on the following criterions.

50% Class Contribution ( Frequency and quality of remarks, presentation, Participation in the class discussion, etc.)

50% Homework Assignments, and Final Report (individual essay)

Late submission of assignments will result in a lowering of a student's grade.

【Changes following student comments】

N/A

【Equipment student needs to prepare】

PowerPoint may be used for the class presentation.

【Prerequisites】

It is desirable to take basics such as corporate strategy theory and marketing theory.

【Others】

The instructor worked as one of the management teams at a consulting firm and an IT company in the United States. This class focuses on the practice and theory of service management.

【Upon threat level change】

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN100FB-A5556

## Special Topics in Global Business B

Akira KAMOSHIDA

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：火 2/Tue.2 | Campus：市ヶ谷 / Ichigaya | Grade：1～4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

### [Outline and objectives]

This course is aimed to learn service management framework that for customer centric corporate management systematically, and understand service marketing /innovation through case study and discussions in groups and in workshops.

The advanced countries such as Japan, the United States, and European countries have achieved economic growth of service sector closed up to 70% of each GDP, and in order to sustain the growth and stimulate it, every government and various kinds of sector have accelerated to promote an innovation in servicing field. Even in the manufacturing sector, a commoditizing of the traditional technology has made it more important to differentiate individual organization from their rivals by the individual characteristic services than before ages.

Service innovation is an effort to continually create customer values which is indispensable for corporate management both in servicing sector and in manufacturing sector.

One of the models involving a factor of customer oriented service is the "Service Triangle", in which service is composed of three cores ; "service strategy", "service providing system", and "human resources".(Karl Albrecht)

### [Goal]

Students will learn service management framework that for customer centric corporate management systematically, and understand service marketing /innovation through case study and discussions.

In addition, students will conduct case studies of service businesses in various industries to deepen their understanding of management issues and strategies.

[Which item of the diploma policy will be obtained by taking this class?]

This course is strongly related to the "DP1-1" and "DP2-2" diploma policies and fairly related to the "DP3" and "DP4" policies.

### [Method(s)]

The entire course will be delivered in an interactive manner, facilitating you to get involved in the class actively. You will have to work with your team members on discussions and tasks. You will have a comment report to submit at some classes and several team-presentations during the course. After the course ends, you will have to submit an essay.

I will give you my oral and/or written feedback on your assignments in class.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

[Fieldwork in class]

なし / No

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction Rising service economy	Course overview Grading Criteria Why service is so important?
2	Service Management Framework 1	What is Service? How Service is defined to be?
3	Service Management Framework 2	Service Taxonomy Service Profit Triangle
4	Service Management Framework 3	What is Service Innovation?
5	Service Management Framework 4	What is Customer Satisfaction? Customer Loyalty
6	Service Management Framework 5	Customer Experience Metrics CLV Analysis
7	Service Business 1	Hotel Industry The Ritz Carlton Case KPI, Value Creation Cycle
8	Service Business 2	The Ritz Carlton Discussion
9	Service Business 3	Consulting Business What is a professional service? Discussion
10	Service Business 4	Service Intensity Matrix Service Gap Analysis
11	Service Business 5	Service Value Creation Cycle Service Business Model
12	Service Business Project 1	Group Work Service Business Study
13	Service Business Project 2	Group Presentation Class Discussion

14	Service Business Project 3	Group Presentation Class Discussion Wrap Up
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[Work to be done outside of class (preparation, etc.)]  
Homework: preparations & reviews. Readings, Summarizing, Internet searching. Preparatory study and review time for this class are 2 hours each.

[Textbooks]

N/A

[References]

· James Teboul, Service is Front Stage, INSEAD Business Press, 2006 (ISBN 978-0-230-00660-7)

· Joe Tidd and Frank M Hull, Service Innovation, Imperial College Press, 2003 (ISBN-13 978-1-86094-367-6).

We will use supplementary materials from time-to-time, which will be made available as hand - outs and/or put on reserve at the university library.

[Grading criteria]

Students will be graded based on the following criterions.

50% Class Contribution ( Frequency and quality of remarks, presentation, Participation in the class discussion, etc.)

50% Homework Assignments, and Final Report (individual essay)

Late submission of assignments will result in a lowering of a student's grade.

[Changes following student comments]

N/A

[Equipment student needs to prepare]

PowerPoint may be used for the class presentation.

[Others]

The instructor worked as one of the management teams at a consulting firm and an IT company in the United States. This class focuses on the practice and theory of service management.

[Prerequisites]

It is desirable to take basics such as corporate strategy theory and marketing theory.

[Upon threat level change]

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN100FB-A5546

## Special Topics in Global Business C

Kazuhiro AKITOMO

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：水 5/Wed.5 | Campus：市ヶ谷 / Ichigaya | Grade：1～4  
Notes：

他学部公開： グローバル：○ 成績優秀： 実務教員：

## [Outline and objectives]

The course is built around basic Global Business Expansion Strategies and is designed to enable students to familiarize themselves with all the critical variables which business leaders must consider in making global business management decisions.

The emphasis is on practical approaches so that after entering the corporate world, students will be ready to be global business specialists in corporate enterprises or consulting firms.

## [Goal]

Students will be prepared to create business case proposals focused on entering new geographical markets, with compelling reasons for a firm to expand its businesses.

1. Understanding critical variables to be considered for a firm to go global
2. Acquiring knowledge of entry strategies and methodologies for location choice
3. Learning tasks and challenges which modern global companies are facing

[Which item of the diploma policy will be obtained by taking this class?]

This course is strongly related to the "DP1-1" and "DP2-2" diploma policies and fairly related to the "DP3" and "DP4" policies.

## [Method(s)]

For the first half of the semester, 50% lectures and 50% active learning. Active learning requires the students to take the lead in the learning process with the instructor acting as a facilitator. This will particularly be the case in the second half of the semester. Some examples of active learning are group work, case studies with discussions and debates, team presentations, etc. This course provides students with a series of live presentations including Q&A sessions on specific topics related to global business expansion from experienced, globally active business leaders. The presentations by guest speakers are online. Before each presentation, the instructor will give necessary frameworks to facilitate understanding of the subject. Students are expected to prepare questions in advance so that the Q & A sessions will be fruitful for the students. After the presentation, any remaining time will be devoted to discussions among students and the instructor.

The plan is to conduct this course in a classroom. However, depending on the pandemic situation, the course may be held remotely via Zoom or equivalent software.

Instructor will give students his oral and written feedback on their assignments in class.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

## [Fieldwork in class]

なし / No

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Introduction to the course	· Ice-breaking session
Week 2	Why going global?	· Basic theories of going global · Seven modes of entry to foreign markets · Risks associated with going global
Week 3	Frameworks	· The CAGE · The PEST · The AAA
Week 4	Stages of globalization	· Evolution patterns, Born Global
	Modes of entry-1	· Exporting/Importing · Licensing · Risks and Rewards
Week 5	Modes of entry-2	· Green Field operation · M&A, and Joint Venture · Risks and Rewards
Week 6	Modes of entry-3 Globalization and CSR	· Strategic Alliance · OEM · Risks and Rewards
Week 7	Cultural aspects and HR management	· Hofstede, Geert · Meyer, Erin

Week 8 Midterm exam / Explanations for team presentation

· Mid-term exam is a closed books written test

Week 9 Online guest speaker 1.

· “Success and failure cases of global business expansions in Asian markets” (Tentative Title)

· Class discussion before and after the presentation

Week 10 Online guest speaker 2.

· “Success and failure cases of global business expansions in European markets” (Tentative Title)

· Class discussion before and after the presentation

Week 11 Preparation for team presentations

· Consultation, Q & A session

Week 12 Team presentations

Each student has to be a presenter by taking turns. After each team presentation, Q&A session will be conducted

Week 13 Team presentations

Each student has to be a presenter by taking turns. After each team presentation, Q&A session will be conducted

Week 14 Course wrap-up

Instructor will give either new topics for class discussions or revisit topics that the course covered.

[Work to be done outside of class (preparation, etc.)]

- Students are requested to complete reading assignments prior to class.
- Students are required to spend 4 hours of study time each week to prepare for class activities.
- Students are expected to allot time outside of class to meet with their team members for discussion and preparation of team presentations.

## [Textbooks]

· Slides and additional reading materials will be provided via Hoppii (Hosei portal site).

## [References]

- Cornelis A. de Kluyver and John A. Pearce II Global Business Strategy. New York Business Expert Press, LLC 2021
- Howard Thomas, Richard R. Smooth, Fermin Diez Human Capital and Global Business Strategy. Cambridge UK, Cambridge University Press, 2013
- Lawrence J. Gitman, Carl McDaniel, Amit Shah and et.al Introduction to Business. Houston, Texas OpenStax Rice University,

## [Grading criteria]

Student grades will be based on the following:

- 50% Mid-term test score
- 30% In-class Participation
- 20% Contribution to Team Presentation

[Changes following student comments]

N/A as this is a new course with a new instructor

[Equipment student needs to prepare]

A personal computer with MS PPT, Excel, and Word software  
High speed internet connection

## [Others]

Please note that if the number of students attending the first class significantly exceeds expectations, in order for the instructor to effectively manage the class, the number of students who are allowed to register for the course may be limited.

The instructor has been working for a Japanese manufacturing company for 40 years. He not only worked in the U.S. to develop markets of the company's products and customers for nearly 11 years, but also worked in Germany for 6 years as President of European Regional Headquarters of the company.

**[Prerequisite]**

Students should at least be knowledgeable of basic business terminologies; therefore, being sophomores or juniors with a business major or equivalent is advisable.

CAR300FB-A5548

## Internship

Azusa Ebisuya

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：集中・その他/intensive・other courses | Campus：市ヶ谷 / Ichigaya |

Grade：1～4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

## 【Outline and objectives】

This course offers intensive well-mentored educational internships complementary to classroom education at companies who understand that students registered are capable of making a real contribution to their companies. It allows students to experience a real-world industry project while simultaneously working towards the completion of 2 academic credits.

## 【Goal】

Students will learn through hands-on activities how a manager starts and carries out a new business project. In the fall semester after the internship, students will make a presentation to introduce the company and explain how the organization worked effectively based on their experiences and observations.

## 【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP4" and "DP5" diploma policies and fairly related to the "DP3" policy.

## 【Method(s)】

The class registration will open in the 2022 spring semester (in May). Those who are interested in this program will have to participate in the introduction and preparation meetings which will be held during the 2022 Spring semester. The cooperating managers might need to select the interns from the applicants if they have more number of applicants than they can accept.

The (selected) interns will commute to the company on fixed dates during the summer 2022 and learn through hands-on activities. In the 2022 Fall semester, the interns will make a presentation on what they learned from their internship experience.

Feedback on class assignments will be given through the Hosei University Course Management Support System (Hoppii).

## 【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

## 【Fieldwork in class】

あり / Yes

## 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction meeting	・ What is the purpose of internship?
2	Preparation meeting	・ What will you do as an intern? ・ Tips to succeed as an intern
3	Internship 1	・ How to keep a meaningful journal ・ Work with your mentor
4	Internship 2	・ Observe and learn how to carry out a business project ・ Work with your mentor
5	Internship 3	・ Observe and learn how to carry out a business project ・ Work with your mentor
6	Internship 4	・ Observe and learn how to carry out a business project ・ Work with your mentor
7	Internship 5	・ Observe and learn how to carry out a business project ・ Work with your mentor
8	Internship 6	・ Observe and learn how to carry out a business project ・ Work with your mentor
9	Internship 7	・ Observe and learn how to carry out a business project ・ Work with your mentor
10	Internship 8	・ Observe and learn how to carry out a business project ・ Work with your mentor
11	Internship 9	・ Observe and learn how to carry out a business project ・ Work with your mentor
12	Internship 10	・ Observe and learn how to carry out a business project ・ Work with your mentor

13	Review and presentation preparation	・ Read your own journal ・ Reflect the lessons you obtained through the internship
14	Program-ending Presentation	・ Prepare for your presentation ・ Individual presentation ・ Program Review

## 【Work to be done outside of class (preparation, etc.)】

Interns will write a journal during the internship (and submit it to the instructor after the internship experience). Preparatory study and review time for this class are 2 hours each.

## 【Textbooks】

Not applicable.

## 【References】

Not applicable.

## 【Grading criteria】

Participation in Introduction/Preparation meetings: 20%

Mentor's Evaluation: 30%

Internship Journal: 20%

Program-ending Presentation: 30%

## 【Changes following student comments】

Not applicable.

## 【Equipment student needs to prepare】

Please follow the mentor's direction.

## 【Prerequisite】

None

## 【Upon threat level change】

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

MAN300FB-A5550

## Seminar

Azusa Ebisuya

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：水 5/Wed.5 | Campus：市ヶ谷 / Ichigaya | Grade：2~4  
Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

### [Outline and objectives]

This course analyzes worldwide cases of contemporary human resource management practices. Each case focuses on one country and highlights challenges and problems encountered by managers and HR practitioners. The cases emphasize the national and cultural contexts of human resource management and provides students with a global understanding of employee motivation, reward systems, recruitment and selection, etc.

### [Goal]

By the end of this course, students are expected to be able to grasp the significance of cases of global human resource management being practiced all over the world. The students are also expected to actively share their thoughts and opinions on each case with classmates through the interactive learning experiences.

[Which item of the diploma policy will be obtained by taking this class?] This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP4" and "DP5" diploma policies and fairly related to the "DP3" policy.

### [Method(s)]

The entire course will be delivered in an interactive manner, facilitating the students to be actively involved in the class. Students are required to give presentation(s) as well as to write a term-paper at the end of the course. Feedback on class assignments will be given through the Hosei University Course Management Support System (Hoppii).

Due to the epidemic of infectious disease, classes may possibly be provided through the online system (Zoom) or hy-flex style. Detailed information will be updated.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

[Fieldwork in class]

なし / No

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Introduction to the course	<ul style="list-style-type: none"> <li>Objectives and goals of this course</li> <li>How you can participate in the course effectively</li> <li>Evaluating and grading</li> </ul>
Week 2	Cases of Western Europe: Belgium	<ul style="list-style-type: none"> <li>Get innovative in personnel selection</li> <li>The Case of the Port of Antwerp</li> </ul>
Week 3	Cases of Western Europe: Germany	<ul style="list-style-type: none"> <li>Learning about talent retention in times of crisis</li> <li>Opportunities for the Robert Bosch group in the context of the German industrial relations system</li> </ul>
Week 4	Cases of Scandinavia:Finland	<ul style="list-style-type: none"> <li>Implementing a global diversity management initiative in Finland</li> <li>'Global workforce diversity management and inclusiveness initiative'</li> </ul>
Week 5	Cases of Scandinavia:Sweden	<ul style="list-style-type: none"> <li>The process of plant closure</li> <li>The consequences of decline, downsizing, retrenchment and turnarounds</li> </ul>
Week 6	Cases of Central and Eastern Europe: Hungary	<ul style="list-style-type: none"> <li>An online game for recruiting IT-programmers at an American subsidiary in Hungary</li> <li>Industrial Internet for reforming healthcare informatics</li> </ul>
Week 7	Cases of Central and Eastern Europe: Russia	<ul style="list-style-type: none"> <li>Succession planning at Eldorado</li> <li>The only company not dependent on primary resources among the ten largest Russian private companies</li> </ul>
Week 8	Cases of Mediterranean, Middle East, and Africa: Israel	<ul style="list-style-type: none"> <li>Implementing new production design and reward system</li> <li>The case of Foodco</li> </ul>
Week 9	Cases of Mediterranean, Middle East, and Africa: Uganda	<ul style="list-style-type: none"> <li>HRM strategic alignment and visibility in Uganda</li> <li>The People Balance Sheet to segment its labour force and track the bench strength</li> </ul>

Week 10	Cases of Mediterranean, Middle East, and Africa: UAE	<ul style="list-style-type: none"> <li>Training and development at United Bank</li> <li>The bank values its employees and prides itself on providing them with competitive compensation and excellent career opportunities</li> </ul>
Week 11	Cases of Asia: China	<ul style="list-style-type: none"> <li>Using human resource management to reshape the labour relations structure at a Chinese automobile manufacturer</li> <li>The case of Jiangsu</li> </ul>
Week 12	Cases of Asia: India	<ul style="list-style-type: none"> <li>Propelling growth engine for ICICI Bank</li> <li>Woman leadership, gender equity or paradigm shift?</li> </ul>
Week 13	Cases of Americas: Canada	<ul style="list-style-type: none"> <li>Building a culture of inclusion at the Royal Bank of Canada</li> <li>Strategies for Aboriginal peoples and newcomers to Canada</li> </ul>
Week 14	Cases of Americas: Mexico	<ul style="list-style-type: none"> <li>Mexican experiences from a Danish firm</li> <li>"Changing" Mexican culture</li> </ul>

[Work to be done outside of class (preparation, etc.)]

The students are expected to read the materials for each class beforehand and prepare for discussions during the class. Each student should prepare at least one presentation based on the given materials. In addition, each student should submit a term-paper after the course ends. Preparatory study and review time for this class are 2 hours each.

### [Textbooks]

Christiansen, L.C., Biron, M., Farndale, E., & Kuvaas, B. (Eds.). (2017). The Global Human Resource Management Casebook (2nd ed.). Routledge. <https://doi.org/10.4324/9781315668888>

### [References]

Supplementary reading materials and/or websites will be shared through Hoppii (Hosei Portal Site).

### [Grading criteria]

Participation in discussions: 42%  
Case presentations: 38%  
Term paper (Individual case study): 20%

### [Changes following student comments]

Not applicable.

### [Equipment student needs to prepare]

We'll use Hoppii (Hosei Portal Site) for sharing reading materials and handouts, and submitting papers.

### [Prerequisite]

None

MAN300FB-A5549

## Seminar

Azusa Ebisuya

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：火 5/Tue.5 | Campus：市ヶ谷 / Ichigaya | Grade：2~4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

## 【Outline and objectives】

This course will teach the students how the place where you grew up shapes the way you think, feel, and act. We will employ the eight-scale model of Erin Meyer for discussing how managers of culturally diverse teams can improve their effectiveness by analyzing the positioning of one culture relative to another and correctly decoding the meaning of some actions and gestures.

## 【Goal】

By the ending of this course, the students are expected to be able to explain the application of the eight-scale model for decoding how cultural differences impact international business. The students also are expected to be able to share their thoughts and opinions with classmates actively through the interactive learning experiences.

【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP4" and "DP5" diploma policies and fairly related to the "DP3" policy.

## 【Method(s)】

The entire course will be delivered in an interactive manner, facilitating the students to get involved in the class actively. Students will be assigned to give two presentations (chapter-based presentation and original research presentation) as well as to write a term-paper. Feedback on class assignments will be given through the Hosei University Course Management Support System (Hoppii).

【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

【Fieldwork in class】

なし / No

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Introduction to the course	<ul style="list-style-type: none"> <li>Objectives and goals of this course</li> <li>How you can participate in the course effectively</li> <li>Evaluating and grading</li> </ul>
Week 2	Navigating cultural differences and the wisdom of Mrs. Chen	<ul style="list-style-type: none"> <li>Invisible boundaries that divide our world</li> <li>Being open to individual differences is not enough</li> <li>Eight-scales that map the world's cultures</li> </ul>
Week 3	Visit of Internship Students	<ul style="list-style-type: none"> <li>Presentations based on internship experience</li> <li>Review and discussion based on the topics brought by presenters</li> </ul>
Week 4	Listening to the air: Communicating across cultures	<ul style="list-style-type: none"> <li>The interplay of language and history</li> <li>What makes a good communication</li> <li>Strategies for working with people from different context cultures</li> </ul>
Week 5	The many faces of polite:Evaluating performance and providing negative feedback	<ul style="list-style-type: none"> <li>Upgraders, downgraders, and the art of translation</li> <li>What does it mean to be polite?</li> </ul>
Week 6	Why versus how:The art of persuasion in a multicultural world	<ul style="list-style-type: none"> <li>Two styles of reasoning:principles-first versus applications-first</li> <li>Country positions on the persuading scale</li> <li>Strategies for persuading across cultures</li> </ul>
Week 7	How much respect do you want?:Leadership, hierarchy, and power	<ul style="list-style-type: none"> <li>Historical and cultural factors that affect the leading scale</li> <li>Leading to manage in a hierarchical culture</li> </ul>

Week 8	Big D or little d:Who decides, and how?	<ul style="list-style-type: none"> <li>Consensual or top-down:Which do you prefer?</li> <li>The Japanese Ringi system:Hierarchical but ultra-consensual</li> <li>Avoiding culture clashes when making decisions</li> </ul>
Week 9	The head or the heart:Two types of trust and how they grow	<ul style="list-style-type: none"> <li>Trust from the head, trust from the heart</li> <li>Task-based versus relationship-based cultures</li> <li>Strategies for building trust across cultural divides</li> </ul>
Week 10	The needle, not the knife:Disagreeing productively	<ul style="list-style-type: none"> <li>Confrontation:Loss of face or spirited debate?</li> <li>Getting global teams to disagree agreeably</li> </ul>
Week 11	How late is late?:Scheduling and cross-cultural perceptions of time	<ul style="list-style-type: none"> <li>Relationships: A key to understanding the scheduling scale</li> <li>The framing strategy for cross-cultural leaders</li> </ul>
Week 12	Putting the culture map to work	<ul style="list-style-type: none"> <li>Putting it all together</li> <li>Bridging the fault lines</li> <li>We are all the same, we are all different</li> </ul>
Week 13	Original Research Presentations and Review (1)	<ul style="list-style-type: none"> <li>Individual presentation based on a personal research topic</li> <li>Review and discussion based on the topics brought by students</li> </ul>
Week 14	Original Research Presentations and Review (2)	<ul style="list-style-type: none"> <li>Individual presentation based on a personal research topic</li> <li>Review and discussion based on the topics brought by students</li> </ul>

【Work to be done outside of class (preparation, etc.)】

The students are expected to read the materials for each class beforehand and prepare for discussions during the class. Each student should prepare two presentations, which are a presentation based on the given materials and on the personal topic. In addition, each student should submit a term-paper after the course closes. Preparatory study and review time for this class are 2 hours each.

【Textbooks】

Meyer, E. (2014) The Culture Map: Breaking Through the Invisible Boundaries of Global Business. PublicAffairs.

【References】

Supplementary reading materials and/or websites will be shared through Hoppii (Hosei Portal Site).

【Grading criteria】

Participation in discussions: 40%

Chapter presentation: 20%

Original research presentation: 20%

Term paper: 20%

【Changes following student comments】

Not applicable.

【Equipment student needs to prepare】

We'll use Hoppii (Hosei Portal Site) for sharing reading materials and handouts, and submitting papers.

【Prerequisite】

None

【Upon threat level change】

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.



MAN300FB-A5552

## Seminar

Yasuto DOBASHI

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：金 4/Fri.4 | Campus：市ヶ谷 / Ichigaya | Grade：2~4  
Notes：

他学部公開： グローバル： 成績優秀： 実務教員：○

## [Outline and objectives]

These seminars are in continuation of the course from the Fall semester. We will continue to read around, discuss, assess and evaluate issues of political economy in the post-World War II era. Areas covered in this semester include: fiscal policies in the context of inequality and effects of the COVID-19 pandemic (taxation and social policy); 'neoliberalism' and 'globalism'; and a comparison of metamorphosing social structures. This course will continue to present students with opportunities to enrich their own understanding of political economy through exploration of written sources, discussion and presentations.

## [Goal]

1. To broaden understanding of theoretical, historical and institutional aspects of policy.
2. To gain a perspective of development, trends, and features of policy.
3. To make critical analysis of economic and political issues.
4. To participate in discussions and contribute to the development of group knowledge and understanding.

## [Which item of the diploma policy will be obtained by taking this class?]

This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP4" and "DP5" diploma policies and fairly related to the "DP3" policy.

## [Method(s)]

This course will be conducted in a seminar format. Students will be required to participate in discussion following presentations. Students will receive verbal feedback during seminars. My office hour will be held weekly and students should arrange an appointment if meeting is required.

## [Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

## [Fieldwork in class]

なし / No

## [Schedule] 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction	Course guidance
2	Investigating Taxation: 'Fair' or 'Effective'?	Individual income tax
3	Investigating Taxation: 'Fair' or 'Effective'?	Company taxation and tax havens
4	Investigating Taxation: 'Fair' or 'Effective'?	Considering 'fair' tax structure
5	Investigating Social Policy	Universalism or selectivism?
6	Investigating Social Policy	Poverty in the elderly population
7	Investigating Social Policy	Child poverty
8	Investigating Social Policy	Application of policy: who has access to social assistance?
9	Introduction to 'Neoliberalism'	Key concepts of 'neoliberalism'
10	'Neoliberalism' in Practice	Policy in the 'neoliberal' era
11	Politics in the 'Neoliberal' Era	Features of 'neoliberal' politics
12	'Neoliberalism' after COVID-19	How will the pandemic change the world?
13	Presentation - evaluating policy (1)	Presentation of policy evaluation
14	Presentation - evaluating policy (2)	Presentation of policy evaluation

## [Work to be done outside of class (preparation, etc.)]

Students will be notified of required readings prior to the seminar, and will be expected to read these in advance of attending. Preparation (reading, reviewing and independent research) for seminars is expected to take approximately four hours per week, totaling approximately 70 hours for this course.

## [Textbooks]

There is no textbook required for this course.

## [References]

This list provides suggested reading for those who wish to develop their knowledge around the subject.

## Indicative Reading List

## 1. Globalisation, International/Global Political Economy

· Gilpin, Robert, *The Political Economy of International Relations* (Princeton: Princeton University Press, 1987).

· Hague, Rod, Martin Harrop and John McCormick, *Comparative Government and Politics*, eleventh edition (London: Red Globe Press, 2019).

· Held, David and Anthony McGrew, *Globalization/Anti-Globalization: Beyond the Great Divide*, second edition (Cambridge: Polity Press, 2007).

· Lijphart, Arend, *Patterns of Democracy: Government Forms and Performance in Thirty-Six Countries* (New Haven: Yale University Press, 1999).

· Ravenhill, John, *Global Political Economy*, fifth edition (Oxford: OUP, 2017).

· Scholte, Jan Aart, *Globalization: a critical introduction*, second edition (Basingstoke: Palgrave Macmillan, 2005).

· Steger, B. Manfred, *Globalization: A Very Short Introduction*, fourth edition (Oxford: OUP, 2017).

## 2. 'Welfare State' and Social Policy

· Fraser, Derek, *The Evolution of the British Welfare State*, fifth edition (London: Palgrave, 2017).

· Garland, David, *The Welfare State: A Very Short Introduction* (Oxford: OUP, 2016).

· Greve, Bent (ed.), *Routledge Handbook of the Welfare State*, second edition (London: Routledge, 2019).

## 3. Misc.

· Banerjee Abhijit V. and Esther Duflo, *Good Economics for Hard Times* (New York: Public Affairs, 2019).

· Mazzucato, Mariana, *The Value of Everything: Making and Taking in the Global Economy* (London: Allen Lane, 2018).

· Piketty, Thomas, *Capital in the Twenty-First Century* (Massachusetts: Harvard University Press, 2014).

· Stuckler, David and Sanjay Basu, *The Body Economic: Why Austerity Kills* (New York: Basic Books, 2013).

## [Grading criteria]

The grade for this course will be assessed via: participation in course discussion (60%) and evaluation of policy in a presentation format (40%).

## [Changes following student comments]

Student feedback received during seminars and office hour will be reflected in subsequent sessions.

MAN300FB-A5551

## Seminar

Yasuto DOBASHI

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：金 4/Fri.4 | Campus：市ヶ谷 / Ichigaya | Grade：2~4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

## [Outline and objectives]

Values and systems which can be considered features of the post-World War II era are faced with issues potentially placing them in jeopardy. Through discussion and exploration of written materials, students will consider democracy in crisis, division within society, the impact of immigration and changes within business and production.

Can democracy survive the global reach of 'populism', with the spread of clientelism or crony capitalism? How is growing inequality and poverty, with widespread deprivation, being targeted in policy? How should social cleavage impacted by immigration be dealt with? How can the labour force adapt to changes in production and business? Can financial crises be circumvented in the era of unprecedented levels of debt? Is it possible to mitigate tensions amongst nations? Is society on the cusp of a great transformation? In the current climate, how has Covid-19 affected the momentum behind these aspects? To consider these burning questions, students will be offered access to empirical and theoretical knowledge, and insight into the features of various countries and historical development to deepen understanding of economic and political issues, essential for policy discussion and evaluation.

## [Goal]

1. To broaden understanding of theoretical, historical and institutional aspects of policy.
2. To gain a perspective of development, trends, and features of policy.
3. To make critical analysis of economic and political issues.
4. To participate in discussions and contribute to the development of group knowledge and understanding.

[Which item of the diploma policy will be obtained by taking this class?]

This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP4" and "DP5" diploma policies and fairly related to the "DP3" policy.

## [Method(s)]

This course will be conducted in a seminar format. Students will be required to participate in discussion following presentations. Students will receive verbal feedback during seminars and written feedback for the written report. My office hour will be held weekly and students should arrange an appointment if a meeting is required.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

## [Fieldwork in class]

なし / No

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction	Course guidance
2	Investigating Policy Issues (1)	Globalisation and economy
3	Investigating Policy Issues (2)	Globalisation and society
4	Investigating Policy Issues (3)	Democracy and its threats
5	Investigating Policy Issues (4)	Inequality, poverty and discrimination
6	Policy Discussion (1)	How to manage a sustainable economy; fiscal and monetary policy
7	Policy Discussion (2)	How can growing inequality and poverty be tackled?
8	Policy Discussion (3)	How to enhance democratic governance?
9	Presentation - policy proposal (1)	Presentation of policy proposal
10	Presentation - policy proposal (2)	Presentation of policy proposal
11	Policy Discussion (4)	How to mitigate conflict between freedom of movement and division in societies?
12	Policy Discussion (5)	How to heal frozen international relations?
13	Presentations (1)	Presentations of policy evaluation.
14	Presentations (2)	Presentations of policy evaluation.

[Work to be done outside of class (preparation, etc.)]

Students will be notified of required readings prior to the seminar, and will be expected to read these in advance of attending. Preparation (reading, reviewing and independent research) for seminars is expected to take approximately four hours per week, totaling approximately 70 hours for this course.

## [Textbooks]

There is no textbook required for this course.

## [References]

This list provides suggested reading for those who wish to develop their knowledge around the subject.

## Indicative Reading List

1. Globalisation, International/Global Political Economy
  - Gilpin, Robert, *The Political Economy of International Relations* (Princeton: Princeton University Press, 1987).
  - Hague, Rod, Martin Harrop and John McCormick, *Comparative Government and Politics, eleventh edition* (London: Red Globe Press, 2019).
  - Held, David and Anthony McGrew, *Globalization / Anti-Globalization: Beyond the Great Divide, second edition* (Cambridge: Polity Press, 2007).
  - Lijphart, Arend, *Patterns of Democracy: Government Forms and Performance in Thirty-Six Countries* (New Haven: Yale University Press, 1999).
  - Ravenhill, John, *Global Political Economy, fifth edition* (Oxford: OUP, 2017).
  - Scholte, Jan Aart, *Globalization: a critical introduction, second edition* (Basingstoke: Palgrave Macmillan, 2005).
  - Steger, B. Manfred, *Globalization: A Very Short Introduction, fourth edition* (Oxford: OUP, 2017).
2. 'Welfare State' and Social Policy
  - Fraser, Derek, *The Evolution of the British Welfare State, fifth edition* (London: Palgrave, 2017).
  - Garland, David, *The Welfare State: A Very Short Introduction* (Oxford: OUP, 2016).
  - Greve, Bent (ed.), *Routledge Handbook of the Welfare State, second edition* (London: Routledge, 2019).
3. Misc.
  - Banerjee Abhijit V. and Esther Duflo, *Good Economics for Hard Times* (New York: Public Affairs, 2019).
  - Frey, Carl Benedikt and Michael A. Osborne, "The Future of Employment: How Susceptible are Jobs to Computerisation?", Working Paper, Oxford Martin School, University of Oxford, Sep., 2013.
  - Mazzucato, Mariana, *The Entrepreneurial State: Debunking Public vs Private Sector Myths* (London: Penguin Books, 2018).
  - Mazzucato, Mariana, *The Value of Everything: Making and Taking in the Global Economy* (London: Allen Lane, 2018).
  - Piketty, Thomas, *Capital in the Twenty-First Century* (Massachusetts: Harvard University Press, 2014).
  - Stuckler, David and Sanjay Basu, *The Body Economic: Why Austerity Kills* (New York: Basic Books, 2013).

## [Grading criteria]

The grade for this course will be assessed via: participation in course discussion (50%); short report of a policy proposal (20%); and evaluation of policy in a presentation format (30%).

## [Changes following student comments]

Student feedback received during seminars and office hour will be reflected in subsequent sessions.

## [Equipment student needs to prepare]

Not required for this seminar.

## [Others]

My office hour will be held weekly, and a meeting can be reserved on request.

## [Prerequisites]

None.

MAN300FB-A5554

## Seminar

Dennis TACHIKI

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：木 5/Thu.5 | Campus：市ヶ谷 / Ichigaya | Grade：2~4  
Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

### [Outline and objectives]

This seminar is a continuation of the Fall course focusing on international public projects (IPP). Most IPPs are related to the United Nations' SDGs (Sustainable Development Goals) in such areas as poverty alleviation, environmental issues and social issues, such as gender equality, and other goals. Governments and international organizations announce their IPPs in the form of a Request for Proposal (RfP). A RfP is a document stating the terms of reference for implementing an IPP.

In this connection, the main objective of this course is for students to learn how to respond to a RfP. This seminar should become a valuable learning opportunity for students who wish to find employment after graduation in international organizations.

### [Goal]

By the end of the course, students should be able to:

- Understand and explain the purpose and role of consulting organizations in implementing IPPs.
- Apply the Project Cycle Management problem solving and analytical tools to develop an IPP.
- Learn the step-by-step process for drafting a Request for Proposal(RfP) Report.

[Which item of the diploma policy will be obtained by taking this class?]

This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP4" and "DP5" diploma policies and fairly related to the "DP3" policy.

### [Method(s)]

Active Learning is the main teaching approach for this course. Active learning requires the students to take the lead in the learning process with the instructor acting as a facilitator.

- Some examples of active learning are pair-discussion, group work, case studies, simulations, presentations, reaction paper, experiential learning, etc.
- For written assignments, feedback will be provided via HOPPIL Learning Management system. Exemplary assignments will be introduced in the class and used in deeper discussions.
- Students can use office hours for more individual feedback on assignments, tests, etc.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

[Fieldwork in class]

あり / Yes

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Introduction to Course	· Syllabus · Request for Proposal Document
Week 2	Request for Proposal	· RfP Process (review and selection) · JICA RfP Document · Case Examples · Reflection Paper on Inception Report
Week 3	Form Tech 1	· Technical Proposal Submission Form · RfP Report Format
Week 4	Form Tech 2	· Consultant's Organization · Consultant's Experience · Submit 1st RfP draft
Week 5	Workshop	· Comments and Suggestion on the Terms of Reference · Counterpart Staff and Facilities to be Provided by the Client · Submit 1st RfP draft
Week 6	Form Tech 3	· Comments and Suggestion on the Terms of Reference · Counterpart Staff and Facilities to be Provided by the Client
Week 7	Form Tech 4	· Description of Approach · Methodology · Work Plan for Performing the Assignment
Week 8	Workshop	· Inception Report Revision Discussion

Week 9	Form Tech 5	· Team Composition · Task Assignments · Summary of CV Information
Week 10	Form Tech 6 - 8	· CV for Key Experts · Expert Schedule · Work Schedule
Week 11	Workshop	· Guest Speaker: Project Expert · Qualifications and Experiences · Negotiating Skills/Cultural Sensitivities
Week 12	Workshop	· Guest Speaker: Project Team · Cross cultural Communication · Adapting to a New Cultural Environment
Week 13	RfP Presentation	· Relevance · Effectiveness · Efficiency · Impact · Sustainability
Week 14	RfP Appraisal	· Final Project Report

[Work to be done outside of class (preparation, etc.)]

· CLASS PREPARATION: An active learning approach requires students to prepare the readings and assignments BEFORE class. At a minimum students should understand the keywords and main issues in each weeks reading assignment.

· GROUPWORK: Students should expect to allocate time outside of class to meet with their team members to discuss/prepare assignments.  
· Preparatory study and review time for this class are 3-5 hours for each session

### [Textbooks]

The readings for this course will either be available on-line in HOPPIL, through the library and/or handouts.

### [References]

We will use supplementary materials from time-to-time, which will be made available as hand-outs and/or put on reserve at the university library.

### [Grading criteria]

Students will be graded based on the following criterions:

- 35% Active Class Participation
- 50% Assignments
- 15% Final RfP Report

Late submission of assignments will result in a lowering of a student's grade.

### [Changes following student comments]

More site visit, guest speakers and/or video conferencing with IPP related organizations/companies.

### [Equipment student needs to prepare]

Students are expected to bring to class a computer and/or smart phone to access the Internet.

### [Others]

Students (or teams) should try to meet with the teacher at least three times during the semester. Office hours will be announced at the first class.

### [Prerequisite]

Introduction to Operations Management or Operations Management I or Operations Management II or teacher's permission

MAN300FB-A5553

## Seminar

Akira KAMOSHIDA

Term：秋学期授業/Fall | Credit(s)：2 | Day/Period：火 4/Tue.4 | Campus：市ヶ谷 / Ichigaya | Grade：2~4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

## 【Outline and objectives】

This course is designed so that students who often come into contact with familiar business topics on a daily basis can learn with interest the basics of business strategy theory, which is one of the core theories of business administration. All the students are expected to learn about corporate strategic management theory with interest by linking it with concrete examples. The Question is "What is a business strategy?" After clarifying this question, the goal is to divide the genealogy of business strategy theory into two, positioning and capabilities, and to understand each representative theory based on examples. In the class, students will hold group exercises and discussions with the aim of deepening their understanding in a more practical manner.

## 【Goal】

- Understand the main basic theories of strategic management.
- To foster awareness of issues regarding strategic management.
- To be able to analyze cases of Japanese and overseas companies from the perspective of strategic management.

## 【Which item of the diploma policy will be obtained by taking this class?】

This course is strongly related to the "DP1-1", "DP2-1", "DP2-2", "DP4" and "DP5" diploma policies and fairly related to the "DP3" policy.

## 【Method(s)】

The entire course will be delivered in an interactive manner, facilitating you to get involved in the class actively. You will have to work with your team members on discussions and tasks. You will have a comment report to submit at some classes and several team-presentations during the course. After the course ends, you will have to submit an essay.

I will give you my oral and/or written feedback on your assignments in class.

I will give you my oral and/or written feedback on your assignments in class.

## 【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

## 【Fieldwork in class】

なし / No

## 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Orientation /Strategic management and what to learn	Lecture method, explanation of grade evaluation, etc./What is strategic management?
2	What is Strategic Management?① /Vision,Mission,Value	Corporate vision, mission statement, strategic goals /SONY,RitzCarlton
3	What is Strategic Management?② /Vision,Mission,Value	Assessment of the Current Internal Situation /Tokyo Disney Land,Starbucks
4	What is Strategic Management?③/ Vision,Mission,Value	Major Sources of Competitive Advantage/IRIS OHYAMA Inc.
5	Strategic Management Theory ①/External Environment Analysis	Assessing the External Situation/PEST Analysis /Auto Industry
6	Strategic Management Theory ②/External Environment Analysis	Strategic Management Theory ① / PPM and SWOT Analysis /Travel,Retail
7	Strategic Management Theory ③ /External Environment Analysis	Strategic Management Theory ② / Ansoff Growth Matrix / Rakuten, Kao
8	Strategic Management Theory ① /Competitive & Diversification Strategy	Competitive strategy management ① / Porter's 5 Forces analysis
9	Strategic Management Theory ② /Competitive & Diversification Strategy	Competitive strategy management ② / Group exercises
10	Strategic Management Theory ③ /Competitive & Diversification Strategy	Competitive strategy management ③ / Three basic strategies and agile management

11	Strategic Management Theory ④/Competitive & Diversification Strategy	Diversification Strategy Management/ Rhizome and Parachute strategy
12	Strategic Management Case study ① / Group work	Case Assignment/Group Work/Class Discussion
13	Strategic Management Case study ② / Group work	Group Work/Class Discussion
14	Group Presentation / Wrap Up	Group Presentation Class Discussion Wrap Up

## 【Work to be done outside of class (preparation, etc.)】

Homework: preparations & reviews. Readings, Summarizing, Internet searching. Preparatory study and review time for this class are 2 hours each.

Several students will make presentation on the topic assigned previous week.

## 【Textbooks】

· Strategic Management in 100 Minutes: In sprint with fun to the point for all, Marc Opresnik, Svend Hollensen, Opresnik Management Guides Book 36,2021

## 【References】

· James Teboul,Service is Front Stage,INSEAD Business Press,2006 (ISBN 978-0-230-00660-7)  
· Joe Tidd and Frank M Hull,Service Innovation, Imperial College Press,2003 (ISBN-13 978-1-86094-367-6).

We will use supplementary materials from time-to-time, which will be made available as hand - outs and/or put on reserve at the university library.

## 【Grading criteria】

Students will be graded based on the following criterions.

50% Class Contribution ( Frequency and quality of remarks ,Participation in the class discussion, Presentation, etc.)

50% Homework Assignment and Final Report

Late submission of assignments will result in a lowering of a student's grade.

## 【Changes following student comments】

N/A

## 【Equipment student needs to prepare】

PowerPoint may be used for the class presentation.

## 【Others】

The instructor worked as one of the management teams at a consulting firm and an IT company in the United States. This class focuses on the practice and theory of Strategic Management.

## 【Others】

The instructor worked as one of the management teams at a consulting firm and an IT company in the United States.

## 【Upon threat level change】

Please note that the teaching approach may vary according to which threat level we are at: at level 1, this course will be held on campus, though at level 2, it will be held online.

POL100LA

Elementary Social Science A

SCHIFANO ADRIEN

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：木 4/Thu.4 | Campus：市ヶ谷 / Ichigaya | Grade：1～4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

**[Outline and objectives]**

This course aims at introducing basic notions of international law. The first part of the course introduces main subjects of international law and focus in particular on elements of statehood. The second part will discuss how norms of international law are created. Finally, the third part will provide these elements with some dynamism by examining the course of normal relations between States.

**[Goal]**

By the end of this course, it is expected that students will have become familiar with:

1. basic notions of international law
2. current international issues
3. functioning of the international system

[Which item of the diploma policy will be obtained by taking this class?]

**[Method(s)]**

Classes will consist in alternating lectures and more practical assignments. Feedbacks on tests will be given during class and on Hoppii.

**[Active learning in class (Group discussion, Debate.etc.)]**

あり / Yes

**[Fieldwork in class]**

なし / No

**[Schedule]** 授業形態：対面/face to face

No.	Theme	Contents
1.	Introduction	Characters of international law / relation with municipal law
2.	Subjects (1)	The State (1): statehood / sovereign government / territory / population / recognition / self-determination / succession
3.	Subjects (2)	The State (2): more on territory / acquisition / the sea / the sky / outer space / servitudes
4.	Subjects (3)	The State (3): more on population / individuals / groups of individuals / Other subjects / Peoples / Belligerents / Insurgents / subjects ad hoc / International Organizations
5.	Subjects (4)	Short test (quiz). Review of the first part of the class. Study of material and documents: the maritime territory of Japan
6.	Norms (1)	General Observations / Formal sources / Art. 38 ICJ statute / Customary law / two elements doctrine / practice / opinio juris / persistent objector / Taxonomy / Principles of International Law
7.	Norms (2)	Treaties / Definition / Taxonomy / Sources of the law of treaties / Conclusion / Entry into force / Good faith / Reservations / Vices of consent / Termination / Contents / Interpretation / Relation to custom
8.	Norms (3)	Other sources / case law / scholarship / municipal law / acts of international organizations / equity / Implementation of international norms / Relations between international and municipal law / dualism / monism / Reciprocity / Counter-measures /
9.	Norms (4)	Short test (quiz). Review of the second part of the class. Study of material and documents: notable case-law

10.	Relations between States (1)	Basic Principles of Contemporary International Law / States jurisdiction / territorial / personal / States immunity from jurisdiction / Sovereign immunities / Diplomatic immunities
11.	Relations between States (2)	Responsibility / Basic mechanism / International responsibility of states / Components / international wrongful act / causal link / damage / Reparation / Exemptions / Other consequences
12.	Relations between States (3)	Law of War / Prohibition of war / Self-defense / Conditions / Pre-emptive self-defense / Collective self-defense / Humanitarian law / the Hague Conventions / the Geneva Conventions and their protocols/ War crimes / Crimes against humanity / International criminal court and tribunals
13.	Relations between States (4)	Peaceful settlement of disputes / Taxonomy / Negotiation / Good offices, mediation, conciliation / Arbitration / Permanent Court of Arbitration / Judicial Settlement / International Courts / UN Charter / UN dispute settlement system / Security Council / General Assembly / International Court of Justice / ICJ jurisdiction and States
14.	Final test	Written examination & Summary

[Work to be done outside of class (preparation, etc.)]

As a preparation for each class, students will be assigned some readings from the textbook. Preparatory study and review time for this class are 2 hours each.

**[Textbooks]**

Acquisition of the following textbook is recommended:  
LOWE, Vaughan, "International Law: A Very Short Introduction" (2015; Oxford University Press) 144 pages, ISBN 13: 978-0199239337  
This textbook is also available as an ebook.

**[References]**

www.un.org  
Jan KLABBERS, International Law, 2nd ed. (2017; Cambridge, Cambridge University Press), ISBN: 9781316506608  
Malcolm SHAW, International Law, 8th ed. (2017; Cambridge, Cambridge University Press), ISBN: 9781316638538

**[Grading criteria]**

Participation in class and short tests: 50%  
Final examination (to be held during the test period): 50%

**[Changes following student comments]**

Course contents and slides updated.

**[Equipment student needs to prepare]**

Some paper and a pen.

**[Others]**

Students can contact the instructor at: adrien.schifano.58@hosei.ac.jp  
In accordance with Hosei University policies, this course will be held face-to-face. The first class will be held online, following the same guidelines.

ART200LA

## Humanities A

URBANOVA Jana

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：水 1/Wed.1 | Campus：市ヶ谷 / Ichigaya | Grade：1～4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

## 【Outline and objectives】

This course focuses on the major literary figures and their representative works of early modern, modern and contemporary Japanese literature. The works will be discussed with regard to the circumstances and background that shaped the authors' way of thinking. The course will also include a lesson introducing two significant works of medieval literature to shed light on one of the crucial concepts in Japanese culture - transience. There will also be a lesson introducing two major women poets of Okinawa.

## 【Goal】

Goals:

1. to learn about the major literary figures of pre-modern, modern and contemporary Japanese literature
2. to gain an appreciation of the depth and atmosphere of their literary works as well as the beauty of the English translations

【Which item of the diploma policy will be obtained by taking this class?】

## 【Method(s)】

This course is based on lectures by the instructor featuring the use of written and audio-visual materials. In addition, every student will be required to deliver a class presentation on a given topic, to submit a short written summary of the presentation topic and an essay and to complete a short written exam at the end of the semester. The topics for the presentation will be distributed at the beginning of the course. Comments and explanation about assignments and answers to questions from students are given at the end of each class.

【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

【Fieldwork in class】

なし / No

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1.	Introduction	Introduction to course; brief self-introduction; scheduling of presentations
2.	Transience in Japanese poetry	The concept of transience as portrayed in <i>Essays in Idleness (Tsurezuregusa)</i> , written by Buddhist priest Kenkō; the <i>waka</i> anthology <i>A Hundred Poems by a Hundred Poets (Hyakunin Isshu)</i> , compiled by Fujiwara no Teika
3.	Haikai poetry	Transition from comic <i>haikai</i> poetry to the mastering of <i>haiku</i> ; Matsuo Bashō; Hints for appreciating and writing <i>haiku</i>
4.	Poetry of Okinawa	Two women poets of Okinawa: Yoshiya Tsuru and Onna Nabe and their <i>ryūka</i> poems
5.	Literature of the floating world	The rising merchant society during the <i>Edo</i> period; stories of the floating world ( <i>ukiyo zōshi</i> ); Ihara Saikaku: <i>The Life of an Amorous Man (Kōshoku Ichidai Otoko)</i> and <i>Five Women who Loved Love (Kōshoku Gonin Onna)</i>
6.	Tales of the supernatural in pre-modern literature	Ueda Akinari and his <i>Tales of Moonlight and Rain (Ugetsu Monogatari)</i>
7.	Tales of the supernatural in modern literature	Akutagawa Ryūnosuke and the influence of <i>Japanese Tales from Times Past (Konjaku Monogatari Shū)</i> ; short stories <i>In a Grove (Yabu no Naka)</i> and <i>Rashōmon</i>
8.	The world of fantasy and reality of Miyazawa Kenji	Miyazawa Kenji: fantasy novel <i>Milky Way Railroad (Ginga Tetsudō no Yoru)</i> , poem <i>Be not Defeated by the Rain (Ame ni mo makezu)</i>
9.	Modern novelists, Part 1	Natsume Sōseki: his life and literary works, particularly the novel <i>I Am a Cat (Wagahai wa Neko de aru)</i>

10. Modern novelists, Part 2 *Mishima Yukio (Confessions of a Mask; Kamen no Kokuhaku)*
11. Modern novelists, Part 3 *Tanizaki Junichirō* and his works *The Key (Kagi)* and *In Praise of Shadows (Inei Raisan)*
12. Modern novelists, Part 4 Nobel Prize winner *Kawabata Yasunari* and his masterpiece *Snow Country (Yukiguni)*
13. Contemporary literature *Yoshimoto Banana* and *Haruki Murakami* and their representative works
14. Course wrap up Submit short summary of presentation and essay; final written exam

【Work to be done outside of class (preparation, etc.)】

Please prepare a short self-introduction for the first class. In addition, each student will be asked to deliver an oral presentation on a designated topic and to submit a short written summary of the presentation and essay at the end of the semester. Students are also expected to actively engage in class discussions and to revise all of the readings done in class, as they will form the basis for the discussions and questions on the final exam. Preparatory study and review time for this class are 2 hours each.

## 【Textbooks】

No textbooks will be used. Handouts and reading materials on each lesson's topic together with the specified sources will be distributed by the lecturer at the beginning of each lesson.

## 【References】

Selected references:

Keene, Donald. *Appreciations of Japanese Culture*. Tokyo, New York & London: Kodansha International, Ltd., 1971. First paperback edition, 1981.

Keene, Donald. *World Within Walls - Japanese Literature of the Pre-Modern Era, 1600-1867*. New York: Holt, Rinehart and Winston, 1976.

Petersen, Gwen Boardman. *The Moon in the Water - Understanding Tanizaki, Kawabata and Mishima*. Honolulu: The University Press of Hawaii, 1979.

Further references related to the topic of each class will be provided by the lecturer.

## 【Grading criteria】

Class attendance and oral participation are expected; failure to participate in class will result in the subtraction of marks from the total. Grading criteria: oral presentation and written summary (50%); final examination and essay (50%).

## 【Changes following student comments】

There are no student comments that would require major changes to the course.

## 【Equipment student needs to prepare】

Please check HOPPII for further instructions about the course.

ARSc200LA

## Humanities B

Richard.J.Burrows

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：水 3/Wed.3 | Campus：市ヶ谷 / Ichigaya | Grade：1～4  
Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

### 【Outline and objectives】

Despite the rise of powers in Asia such as China & India, the US remains the pre-eminent global power and a key to understanding its prominence lies in an understanding of its rise as a superpower during the 20th century. Therefore, this course will focus on key political, economic & cultural developments during the latter half of that period, how they contributed to the rise of American power and continue to influence nations around the world, especially in Asia. Regular reading assignments will be set, analyzed & discussed during the lessons, allowing students to reflect on how the US continues to influence their nations as we enter a new century.

### 【Goal】

Through a variety of media, this course seeks to firstly, give students a thorough understanding of key events in the US from the end of World War I to the close of the century. In addition, students will be able to comprehend how those events impacted not only on the course of modern US history, but their wider effect throughout the world, especially in the Asia-Pacific region.

[Which item of the diploma policy will be obtained by taking this class?]

### 【Method(s)】

Regular reading assignments will be set, analyzed & discussed during the lessons, allowing students to reflect on how the US continues to influence their nations as we enter the 21st century. Furthermore, an audio-visual element will allow students to sharpen their listening skills and engage in comprehension activities.

【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

【Fieldwork in class】

なし / No

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Explanation	Course Introduction
Week 2	Course Assignments	Presentation Skills
Week 3	Innovation	The Wright Brothers
Week 4	The Pacific Conflict	US in World War II
Week 5	Post-War Settlement	Bombing of Hiroshima
Week 6	Technology	Breaking the Sound Barrier
Week 7	The Fight Against Communism	The Vietnam War
Week 8	The Civil Rights Movement	Martin Luther King
Week 9	A Divided Nation	The Anti-War Movement
Week 10	Civil Unrest & Violence	The Assassination of JFK
Week 11	Watergate	The End of Nixon
Week 12	The Space Race	The Apollo Landings
Week 13	A New Conservatism	Reagan & the Religious Right
Week 14	Course Review	The 20th Century Influence on the Present Day

【Work to be done outside of class (preparation, etc.)】

Students will be expected to make a presentation and submit a report on a relevant theme during the semester. In addition, regular reading assignments will be set with comprehension & vocabulary questions, which will require 4 hours each week. No more than 3 absences will be permitted. University guidelines suggest preparation and review are around 4 hours a week for a two-credit course and around an hour a week for a one-credit course.

【Textbooks】

None, but students are required to download & prepare the required material before class.

【References】

An electronic or smart phone English dictionary, or dictionary app is required at every class

【Grading criteria】

Classwork & Participation 30%

Homework 30%

Presentation 20%

Report 20%

【Changes following student comments】

A minimum of 1 weeks notice for all homework assignments, & 1/2 month's notice for the report & presentation, will be given to the students, depending on the presentation/assignment schedule

【Equipment student needs to prepare】

Since all materials will be available online, students need to either download & print the necessary file, or download and have it ready on their laptop or tablet device, before the start of each class. In addition, students need to have access to a pc in order to prepare their presentation & report

【Others】

Please join this class if you have an interest in this topic, a desire to improve your English skills, and are willing to attend classes on a regular basis and submit all homework & other assignments on time.

【None】

None

【None】

None

【None】

None

【None】

None

【None】

None

POL200LA

## Social Science B

## SCHIFANO ADRIEN

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：木 5/Thu.5 | Campus：市ヶ谷 / Ichigaya | Grade：1～4  
Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

## [Outline and objectives]

This course aims at providing students with an overview of the phenomenon, great in both scale and scope, styled 'international organizations' in its diversity and unity.

The course starts by focusing on the concept of international organization proper, and examines how these are inherently political societies wherein power happens and is organized according to certain structures. The course then moves on modalities for international organizations interacting with both each other and States, with a particular attention given to functions organizations perform amid the international society.

## [Goal]

By the end of the course, it is expected that students:

1. acquire a good understanding of the nature of international organizations
2. have a grasp of the common principles according to which international organizations operate
3. have a concrete knowledge of several international organizations
4. acquire a critical understanding of the roles and functions that international organizations perform amid the global society, as well as issues and challenges pertaining thereto

[Which item of the diploma policy will be obtained by taking this class?]

## [Method(s)]

Classes consist in discussion, documents study, and lecture.

Students will be required to apply analytical frameworks they learned during class by conducting a research on an organization of their choice that will result in a presentation during the second half of the semester (starting week 9) and a written report to be submitted at the end of the semester. This will be performed collectively or individually depending on the number of students attending the course. Feedback by peers and the instructor will be given in class.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

[Fieldwork in class]

なし / No

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
1.	Introduction	Historical and theoretical background.
2.	Proper operation I	Nature of international organizations: Definition(s), classifications, functions.
3.	Proper operation II	Creation of international organizations: Constitutive elements, creators, modalities, outcome.
4.	Proper operation III	Organizations as social groups (1) - Anatomy: Persons, elites, organs, agents, officials.
5.	Proper operation IV	Organizations as social groups (2) - Autonomy: Self-governance?, solidarity of the members, norms, degree of fiction in autonomy.
6.	Proper operation V	Organizations as social groups (3) - Leadership: Distribution of power, social functions, structural design.
7.	External relations I	Diplomatist function: participation, statuses, rights and obligations, privileges.
8.	External relations II	External Powers: functional aspects, dual role, other functions.
9.	Functions performed by organizations amid the international society I	Legislative function: direct or indirect, policy coordination, decision making
10.	Functions performed by organizations amid the international society II	Executive function: compliance, control/monitoring, inspection, reporting, service providing, enforcement, use of force

- |     |   |   |
|-----|---|---|
| 11. | Functions performed by organizations amid the international society III | Judicial function: prevention of disputes, settlement of disputes, sorts, modalities  |
| 12. | Coordination among organizations I                                      | Cooperation: ad hoc coordination, permanent coordination, institutionalized coordination, modalities and technique  |
| 13. | Coordination among organizations II                                     | Hierarchical model: universal and regional, systems of organizations  |
| 14. | Conclusion: current issues surrounding international organizations      | Proliferation of international organizations, lack in framing their powers, fragmentation, redundancy, competition, forum-shopping, uncertainty, coordination |

[Work to be done outside of class (preparation, etc.)]

In addition to the research project to be presented in class, students will be required to prepare the class by familiarizing themselves with the documents handed out for this purpose. Preparatory study and review time for this class are 2 hours each.

[Textbooks]

None.

[References]

Volker RITTBERGER, Bernhard ZANGL, and Andreas KRUCK, International Organization (2019, 3rd ed.) Palgrave Macmillan (ISBN 978-1137610041);  
Jan KLABBERS, An Introduction to International Organizations Law (2015, 3rd ed.) Cambridge University Press (ISBN 978-1107439719);  
Michael BARNETT and Martha FINNEMORE, Rules for the World, International Organizations in Global Politics (2004) Cornell University Press (ISBN 978-0-8014-8823-8);  
Jacob KATZ COGAN, Ian HURD, and Ian JOHNSTONE (editors), The Oxford Handbook of International Organizations (2017) Oxford University Press (ISBN 9780199672202);

[Grading criteria]

Participation in class (including homework and discussions): 40%; research project: 60% (presentation in class: 30%; written report: 30%).

[Changes following student comments]

Contents and slides updated.

[Equipment student needs to prepare]

A pen and some paper.

[Others]

Students can contact the instructor at: adrien.schifano.58@hosei.ac.jp  
Students can contact the instructor at: adrien.schifano.58@hosei.ac.jp  
In accordance with Hosei University policies, this course will be held face-to-face. The first class will be held online, following the same guidelines.



MAT100LA

## Elementary Mathematics B

Takeyoshi KOGISO

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：木 5/Thu.5 | Campus：市ヶ谷 / Ichigaya | Grade：1~4  
Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

### [Outline and objectives]

This course is a calculus course intended for those studying business, economics, or other related business majors, and a continuation of topics from "Elementary Mathematics II". The following topics are presented with applications: derivatives, differentiation rules, derivative of an exponential function and logarithmic function, higher-order derivative, Taylor and Maclaurin series, integrals.

### [Goal]

Students will become proficient in techniques of differentiation, understand the concept of rate of change and how to use it to solve real world problems.

[Which item of the diploma policy will be obtained by taking this class?]

### [Method(s)]

The expected learning outcomes for the course will be assessed through graded activities and ungraded activities. The graded activities include exams, homework and quizzes. It is strongly recommended that students work all those problems since homework and test score are used to determine your grade. The ungraded activities will be used to monitor your progress.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

[Fieldwork in class]

なし / No

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
01.	Introduction	Preliminaries
02.	The Derivative and the Slope of a Graph	Differentiation: Basic Concepts 1
03.	Some Rules for Differentiation	Differentiation: Basic Concepts 2
04.	The Product and Quotient Rules	Differentiation: Basic Concepts 3
05.	The Chain Rule	Differentiation: Basic Concepts 4
06.	Derivatives of Exponential Functions	Differentiation: Basic Concepts 5
07.	Derivatives of Logarithmic Functions	Differentiation: Basic Concepts 6
08.	Higher-order Derivatives	Differentiation: Basic Concepts 7
09.	Extrema and the First-Derivative Test	Additional Applications of the Derivative 1
10.	Concavity and the Second-Derivative Test	Additional Applications of the Derivative 2
11.	The Mean Value Theorem, Taylor's Theorem	Additional Applications of the Derivative 3
12.	Taylor and Maclaurin Series	Additional Applications of the Derivative 4
13.	Approximate Values	Additional Applications of the Derivative 5)
14.	Antiderivatives, Differential Equation	Additional Topics 1

[Work to be done outside of class (preparation, etc.)]

Solve the problems of the exercises well. Think by writing on a paper. 本授業の準備学習・復習時間は、各 2 時間を標準とします。University guidelines suggest preparation and review are around 4 hours a week for a two-credit course and around an hour a week for a one-credit course.

[Textbooks]

You don't need to buy a textbook. When you learn more, respectively serve as a reference if it is rudimentary or a book on the theme of preparation for its calculus.

[References]

You don't need to prepare references.

[Grading criteria]

Final exam (approximately 2/3) and the homework submission (approximately 1/3)

[Changes following student comments]

Not offered until the last fiscal year for the new subjects

BSC200LA

## Natural Science B

Naomi NISHIMURA

Term : 春学期授業/Spring | Credit(s) : 2 | Day/Period : 金 2/Fri.2 | Campus : 市ヶ谷 / Ichigaya | Grade : 1~4  
Notes :

他学部公開： グローバル： 成績優秀： 実務教員：

## 【Outline and objectives】

One of the most pressing issues the Earth is facing is environmental problems. Such environmental problems are universal issues, so all the people on the earth should cooperate to solve these problems. At the beginning of this course, each environmental problem will be focused from the chemical viewpoint. Then, the students with different backgrounds will delve into the matters. The ultimate goal of this course is that we think about these problems deeply by sharing possible solutions with each other.

## 【Goal】

The goal of this course is for students to learn environmental problems through chemistry. The objective 1) entirely environmental problems in the world; 2) to learn them you understand basic chemistry; 3) they think about solving the imminent problems by themselves.

【Which item of the diploma policy will be obtained by taking this class?】

## 【Method(s)】

Students will be tested on their knowledge of chemistry at the beginning of the course, and the contents for the first three weeks of the course will be decided, based on the test results. After that, many different environmental problems are explained each week.

【Active learning in class (Group discussion, Debate.etc.)】

なし / No

## 【Fieldwork in class】

なし / No

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction	Overview of the course and explanation of some terminology. Test your chemistry level.
2	Basic chemistry 1	Learning the chemical skills to study this course.
3	Basic chemistry 2	Learning the chemical skills to study this course.
4	Mini test-1	Review learning.
5	Environmental problems overview	Small topics of environmental problems.
6	Ozone holes	Stratospheric air chemistry.
7	Air pollution	Tropospheric air chemistry and effect of air pollution on our health.
8	Greenhouse effect	Climates change
9	Greenhouse effect-DVD	Climates change
10	Mini test-2	Review learning
11	Solid, toxic, and hazardous wastes	What do we do with the wastes?
12	Water pollution and water shortage	The basic chemistry of natural water.
13	Energy and fuels	Current energy system and alternative energy sources.
14	Final test	Overall review

【Work to be done outside of class (preparation, etc.)】

Write short essays. 本授業の準備学習・復習時間は、各 2 時間を標準とします。University guidelines suggest preparation and review are around 4 hours a week for a two-credit course and around an hour a week for a one-credit course.

## 【Textbooks】

None. Reading materials will be distributed as needed.

## 【References】

None.

## 【Grading criteria】

Reaction Paper (30%), Mini tests (30%), Final test (40%)

## 【Changes following student comments】

none

## 【Equipment student needs to prepare】

none

## 【none】

none

LANe100LA

## Academic Literacy B

Thomas G. Power

Subtitle : Class 1

Term : 春学期授業/Spring | Credit(s) : 2 | Day/Period : 木 4/Thu.4 | Campus : 市ヶ谷 / Ichigaya | Grade : 1~4

Notes :

他学部公開： グローバル： 成績優秀： 実務教員：

### [Outline and objectives]

Academic Literacy B provides more opportunities for students to practice reading and oral communication skills, to develop critical thinking skills, and to express opinions effectively in discussions, written texts, and presentations. This course will help students to improve academic skills and vocabulary skills necessary for success in a university setting. Students will submit assignments and receive feedback in Google Classroom.

### [Goal]

The goal of this course is to provide students with guidelines to develop further academic reading and vocabulary skills as well as to acquire a "scholarly voice" in discussions, literary critiques, and presentations. The course textbook, University Success Reading, Transition Level, "helps students successfully work with challenging and engaging authentic content provided by top professors in their academic fields."

[Which item of the diploma policy will be obtained by taking this class?]

### [Method(s)]

The first class will be "online". Classes in Spring 2022 will be held face-to-face in the classroom on campus with the possible change to online Zoom classes or on-demand lectures, depending on the Covid-19 situation. Active participation is essential. There will be a brief lecture about academic reading and oral communication skills introduced in the textbook and an analysis and discussion of reading skills and passages each class. Homework will be given each week to prepare students for the next class. The interactive textbook and online learner lab (MyEnglishLab) provide additional ways to introduce authentic texts and review fundamental skills and critical thinking skills. Assignments must be completed and submitted in Google Classroom in a timely manner.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

[Fieldwork in class]

なし / No

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Introduction: Review of Academic Literacy Skills	Explanation of the course, class expectations, and grading criteria
Week 2	Reading Skills V	Understand & recognize patterns of cohesion Recognize collocations Vocabulary acquisition APA Citation
Week 3	Reading Skills VI	Develop and increase reading fluency Recognize and use rhetorical techniques Understand nominalization Paraphrase practice
Week 4	Critical Thinking Skills III	Evaluate evidence and argumentation Recognize and deal with faulty rhetoric Understand extended metaphor Summary practice
Week 5	Critical Thinking Skills IV	Synthesize information from several sources Evaluate the credibility and motives of sources Use direct and indirect quotations Appreciate hedging
Week 6	Presentation Preparation and Research	Brainstorm and outline Visual aids Useful expressions Prompt cards
Week 7	Mid-term Presentations	Presentations with Q & A Peer Review

Week 8	Reading Skills VII	Passage: The Cultivation of Higher Learning Thinking Critically & Visually Vocabulary acquisition
Week 9	Reading Skills VIII	Interpret visuals & information in visuals Recognize and learn multi-word vocabulary items Synthesizing practice
Week 10	Critical Thinking Skills V	Definitions and Classifications Understand definitions and classifications Recognize and understand definitions within a text Vocabulary acquisition
Week 11	Critical Thinking Skills VI	Classifications Produce references to other sources Understand & use clarifiers Vocabulary acquisition
Week 12	Presentation Preparation and Research	Research, APA citation, and preparation of a research project
Week 13	Presentations about Research Projects	Student presentations with peer review
Week 14	Review and final assessment	Review of academic literacy skills Vocabulary acquisition Final comments

[Work to be done outside of class (preparation, etc.)]

If we cannot meet face-to-face in the classroom on campus, there will be online real-time meetings via Zoom and on-demand lectures through Google Classroom. It is important that you are well prepared for each class and meet on time. If you are absent, you must complete all missed assignments, inform me in person or by email, and be ready for the next class.

University guidelines suggest preparation and review are around 4 hours a week for a two-credit course and around an hour a week for a one-credit course.

[Textbooks]

Zwier, Lawrence and Vosters, Maggie. (2020) University Success Reading, Transition Level. New Jersey: Pearson Education, Inc. ISBN : 9780134400785

<https://www.pearson.co.jp/en/catalog/product.php?item=193008>

Additional handouts and reading materials will be provided by instructor.

[References]

Students are required to use the APA citation style when conducting research, writing summaries, and presenting research projects. Most research will be done on the internet and in the library.

[Grading criteria]

Final Evaluation will be based on:

Participation and regular attendance 25%

Homework and written assignments 25%

Two presentations / research projects 50%

More than three unexcused absences will result in a failing grade.

[Changes following student comments]

Not applicable.

[Equipment student needs to prepare]

Students need to have access to the internet, Google Classroom, and Zoom with audio and video capabilities if needed.

LANe100LA

## Academic Literacy B

Thomas G. Power

Subtitle : Class 2

Term : 春学期授業/Spring | Credit(s) : 2 | Day/Period : 金 4/Fri.4 | Campus : 市ヶ谷 / Ichigaya | Grade : 1~4

Notes :

他学部公開： グローバル： 成績優秀： 実務教員：

## 【Outline and objectives】

Academic Literacy B provides more opportunities for students to practice reading and oral communication skills, to develop critical thinking skills, and to express opinions effectively in discussions, written texts, and presentations. This course will help students to improve academic skills and vocabulary skills necessary for success in a university setting. Students will submit assignments and receive feedback in Google Classroom.

## 【Goal】

The goal of this course is to provide students with guidelines to develop further academic reading and vocabulary skills as well as to acquire a “scholarly voice” in discussions, literary critiques, and presentations. The course textbook, University Success Reading, Transition Level, “helps students successfully work with challenging and engaging authentic content provided by top professors in their academic fields.”

【Which item of the diploma policy will be obtained by taking this class?】

## 【Method(s)】

The first class will be “online”. Classes in Spring 2022 will be held face-to-face in the classroom on campus with the possible change to online Zoom classes or on-demand lectures, depending on the Covid-19 situation. Active participation is essential. There will be a brief lecture about academic reading and oral communication skills introduced in the textbook and an analysis and discussion of reading skills and passages each class. Homework will be given each week to prepare students for the next class. The interactive textbook and online learner lab (MyEnglishLab) provide additional ways to introduce authentic texts and review fundamental skills and critical thinking skills. Assignments must be completed and submitted in Google Classroom in a timely manner.

【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

【Fieldwork in class】

なし / No

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Introduction: Review of Academic Literacy Skills	Explanation of the course, class expectations, and grading criteria
Week 2	Reading Skills V	Understand and recognize patterns of cohesion Recognize collocations Vocabulary acquisition APA Citation
Week 3	Reading Skills VI	Develop and increase reading fluency Recognize and use rhetorical techniques Understand nominalization Paraphrase practice
Week 4	Critical Thinking Skills III	Evaluate evidence and argumentation Recognize and deal with faulty rhetoric Understand extended metaphor Summary practice
Week 5	Critical Thinking Skills IV	Synthesize information from several sources Evaluate the credibility and motives of sources Use direct and indirect quotations Appreciate hedging
Week 6	Presentation Preparation and Research	Brainstorm and outline Visual aids Useful expressions Prompt cards
Week 7	Mid-term Presentations	Presentations with Q & A Peer Review

Week 8	Reading Skills VII	Passage: The Cultivation of Higher Learning Thinking Critically & Visually Vocabulary acquisition
Week 9	Reading Skills VIII	Interpret visuals & information in visuals Recognize and learn multi-word vocabulary items Synthesizing practice
Week 10	Critical Thinking Skills V	Definitions and Classifications Understand definitions and classifications Recognize and understand definitions within a text Vocabulary acquisition
Week 11	Critical Thinking Skills VI	Classifications Produce references to other sources Understand & use clarifiers Vocabulary acquisition
Week 12	Presentation Preparation and Research	Research, APA citation, and preparation of a research project
Week 13	Presentations about Research Projects	Student presentations with peer review
Week 14	Review and final assessment	Review of academic literacy skills Vocabulary acquisition Final comments

【Work to be done outside of class (preparation, etc.)】

If we cannot meet face-to-face in the classroom on campus, there will be online real-time meetings via Zoom and on-demand lectures through Google Classroom. It is important that you are well prepared for each class and meet on time. If you are absent, you must complete all missed assignments, inform me in person or by email, and be ready for the next class.

University guidelines suggest preparation and review are around 4 hours a week for a two-credit course and around an hour a week for a one-credit course.

【Textbooks】

Zwier, Lawrence and Vosters, Maggie. (2020) University Success Reading, Transition Level. New Jersey: Pearson Education, Inc. ISBN : 9780134400785

<https://www.pearson.co.jp/en/catalog/product.php?item=193008>

Additional handouts and reading materials will be provided by instructor.

【References】

Students are required to use the APA citation style when conducting research, writing summaries, and presenting research projects. Most research will be done on the internet and in the library.

【Grading criteria】

Final Evaluation will be based on:

Participation and regular attendance 25%

Homework and written assignments 25%

Two presentations / research projects 50%

More than three unexcused absences will result in a failing grade.

【Changes following student comments】

Not applicable.

【Equipment student needs to prepare】

Students need to have access to the internet, Google Classroom, and Zoom with audio and video capabilities if needed.

LANe100LA

## College Writing B

ROBIN F WEICHERT

Subtitle：Class 1

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：金 4/Fri.4 | Campus：市ヶ谷 / Ichigaya | Grade：1~4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

### 【Outline and objectives】

College writing B builds on the skills learned in College Writing A and develops them with a set of supplementary writing strategies. It guides students to apply the acquired skills to the organization and writing of an original research paper.

### 【Goal】

The course provides students with essential tools and procedures for writing essays and research papers. Students learn to analyze and write the types of essays that commonly occur in academic contexts. They gain an understanding of how to plan and organize a major research paper, how to choose, evaluate, and use academic sources, and how to thereby develop their own original contribution to their fields. Students will also become competent in proofreading, editing, and revising drafts of their research paper.

【Which item of the diploma policy will be obtained by taking this class?】

### 【Method(s)】

In the course, students complete a series of tasks that guide them to effective essay writing in a step-by-step manner. Students will first work on recognizing and identifying key writing structures from model essays. They then manipulate the structures in short tasks, and finally apply them to their own writing. Students will frequently work together, with a partner and with a group. They will share and edit each other's writing and are expected to both give and receive constructive feedback on assignments. Feedback by the teacher will be given individually and to the whole class. Students need to submit one full-length research paper by the end of the term. Depending on the threat level, the class will be taught online to a greater or lesser extent. Online classes will consist of real time meetings (Zoom) or on-demand lectures uploaded on Google Classroom. Google Classroom and Google Drive will also be used for submitting assignments and sharing papers.

【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

【Fieldwork in class】

なし / No

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Course introduction	Overview of the course
2	What is a Research Paper?	Steps in Writing a Research Paper/ Finding& Evaluating sources
3	Review Argumentative Essay	Brainstorm and decide on a topic
4	Writing a Research Paper	Developing research summaries/ Writing a strong thesis statement
5	Cause and Effect Essays 1	Analyzing a Cause-Effect Essay
6	Cause and Effect Essays 2	Developing and outlining a cause-effect essay
7	Comparison Essays 1	Patterns of Organization
8	Comparison Essays 2	Connectors for Comparison Essays
9	Special Working Session	Report on progress
10	Reaction Essays 1	Organizing a Reaction Essay
11	Reaction Essays 2	Transitions in Reaction Essays
12	First Draft of a Research Paper	Writing a first draft/ Peer feedback
13	Revision of the Research Paper	Revision of outline and final draft
14	Course Review	Submission of Research Paper/ In class presentations

【Work to be done outside of class (preparation, etc.)】

University guidelines suggest preparation and review are around 4 hours a week for a two-credit course and around an hour a week for a one-credit course.

【Textbooks】

Folse, Keith S.and Pugh, Tison. (2020). Great Writing 5: From Great Essays to Research. Boston: National Geographic Learning. ISBN 978-0-357-02086-9

### 【References】

Lester, J. D., & Lester, J. D. (2015). Writing Research Papers: A Complete Guide (15th ed.). New York: Pearson. ISBN:1-292-07689-5

### 【Grading criteria】

Grading will be based on class participation and assignments (50%), and on a final essay (50%).More than three unexcused absences will result in a failing grade.

【Changes following student comments】

Not applicable

【Equipment student needs to prepare】

Students require a laptop or computer, access to the internet and use of Zoom with audio and video capabilities to take part in this class.

【Others】

Please check Hoppii for the class code and join the class on Google Classroom.

LANe100LA

## College Writing B

ROBIN F WEICHERT

Subtitle : Class 2

Term : 春学期授業/Spring | Credit(s) : 2 | Day/Period : 木 4/Thu.4 | Campus : 市ヶ谷 / Ichigaya | Grade : 1~4

Notes :

他学部公開： グローバル： 成績優秀： 実務教員：

## 【Outline and objectives】

College writing B builds on the skills learned in College Writing A and develops them with a set of supplementary writing strategies. It guides students to apply the acquired skills to the organization and writing of an original research paper.

## 【Goal】

The course provides students with essential tools and procedures for writing essays and research papers. Students learn to analyze and write the types of essays that commonly occur in academic contexts. They gain an understanding of how to plan and organize a major research paper, how to choose, evaluate, and use academic sources, and how to thereby develop their own original contribution to their fields. Students will also become competent in proofreading, editing, and revising drafts of their research paper.

【Which item of the diploma policy will be obtained by taking this class?】

## 【Method(s)】

In the course, students complete a series of tasks that guide them to effective essay writing in a step-by-step manner. Students will first work on recognizing and identifying key writing structures from model essays. They then manipulate the structures in short tasks, and finally apply them to their own writing. Students will frequently work together, with a partner and with a group. They will share and edit each other's writing and are expected to both give and receive constructive feedback on assignments. Feedback by the teacher will be given individually and to the whole class. Students need to submit one full-length research paper by the end of the term. Depending on the threat level, the class will be taught online to a greater or lesser extent. Online classes will consist of real time meetings (Zoom) or on-demand lectures uploaded on Google Classroom. Google Classroom and Google Drive will also be used for submitting assignments and sharing papers.

【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

【Fieldwork in class】

なし / No

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Course introduction	Overview of the course
2	What is a Research Paper?	Steps in Writing a Research Paper/ Finding& Evaluating sources
3	Review Argumentative Essay	Brainstorm and decide on a topic
4	Writing a Research Paper	Developing research summaries/ Writing a strong thesis statement
5	Cause and Effect Essays 1	Analyzing a Cause-Effect Essay
6	Cause and Effect Essays 2	Developing and outlining a cause-effect essay
7	Comparison Essays 1	Patterns of Organization
8	Comparison Essays 2	Connectors for Comparison Essays
9	Special Working Session	Report on progress
10	Reaction Essays 1	Organizing a Reaction Essay
11	Reaction Essays 2	Transitions in Reaction Essays
12	First Draft of a Research Paper	Writing a first draft/ Peer feedback
13	Revision of the Research Paper	Revision of outline and final draft
14	Course Review	Submission of Research Paper/ In class presentations

【Work to be done outside of class (preparation, etc.)】

University guidelines suggest preparation and review are around 4 hours a week for a two-credit course and around an hour a week for a one-credit course.

【Textbooks】

Folse, Keith S.and Pugh, Tison. (2020). Great Writing 5: From Great Essays to Research. Boston: National Geographic Learning. ISBN 978-0-357-02086-9

## 【References】

Lester, J. D., & Lester, J. D. (2015). Writing Research Papers: A Complete Guide (15th ed.). New York: Pearson.  
ISBN:1-292-07689-5

## 【Grading criteria】

Grading will be based on class participation and assignments (50%), and on a final essay (50%).More than three unexcused absences will result in a failing grade.

【Changes following student comments】

Not applicable

【Equipment student needs to prepare】

Students require a laptop or computer, access to the internet and use of Zoom with audio and video capabilities to take part in this class.

【Others】

Please check Hoppii for the class code and join the class on Google Classroom.

LIN200LA

## Intercultural Communication D

Noriko Ishihara

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：木 3/Thu.3 | Campus：市ヶ谷 / Ichigaya | Grade：1～4  
Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

### [Outline and objectives]

In this course, we start by discussing how art facilitates learning, especially of current social issues related to equity, diversity, and social justice in the globalized world today. You are invited to become part of this learning community sharing your cultural and social knowledge and experience while learning from others of all majors enrolled in this course. You will experience various forms of art incorporated into social activism calling for social and ecological justice. Through this experience, you will understand social, cultural, political, and historical backgrounds associated with the given activism. Your learning will be facilitated through the modeling by the instructor as well as through peer teaching. We will also collaboratively research, discuss, and learn about non-violent peace activists from various cultures and ethnic groups in the world. This will provide you with an opportunity to consider a method and option of acting and relating to others with respect, empathy, and compassion within and across cultural borders.

### [Goal]

In this course, you will: 1) understand and appreciate artistic expressions of cultural diversity, 2) understand social activism behind artistic expressions, and 3) participate in an art-based approach to social justice issues. You will also reflect on your own reactions to issues of equity, globalization, and diversity, and consider how this learning may influence your values, identities, and worldview in relation to your major field of study.

[Which item of the diploma policy will be obtained by taking this class?]

### [Method(s)]

Before class you are required to work on some reading assignments. In class we study new material, complete relevant tasks in pairs or small groups, and share your discussion with the class. You are encouraged to actively participate in group work and problem-based learning (PBL). Feedback will be given orally in interaction throughout the course. Written feedback will also be provided for your writing and oral presentations within a week.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

[Fieldwork in class]

なし / No

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction	Course information, getting to know each other
2	Learning language from/with art	Learning language from poetry, Marshall Rosenberg
3	Poetry - 1, social activism	Developing identities through poetry, Mother Teresa
4	Poetry - 2, social activism	Participate in poetry writing, Mahatoma & Katurabai Gandhi
5	Film, social activism	Film for art and social justice, Nelson Mandela
6	Stories/Story-telling, social activism	Learning language through narratives, Mairead Corrigan McGuire & Betty Williams
7	Artistic creativity in peace linguistics, social activism	Language learning and peace, H. H. The Dalai Lama
8	Music - 1, social activism	Learning language through music, social activist (TBA)
9	Music - 2, social activism	Social activism through music, Peter Benenson
10	Children's literature,	Art and social justice in picture books, Sister Chan Khong
11	Folk tales	Peace education via kamishibai theater, Cesar Chavez
12	Novels	Learning language and social issues through literature, Meena Keshwar Kamal
13	Speeches	Learning language and social issues through a speech, social activist (TBA)
14	Wrap-up	Reflection and your artistic expression

[Work to be done outside of class (preparation, etc.)]

You should complete assigned reading and/or homework ahead of time and come to class ready for discussion. Review your lesson after class and complete reflective writing when assigned.

For your presentations, develop a peer teaching session on artistic expressions of diversity or equity issues (peer teaching) and creative multi-media talk on a social activist of your choice (mini-research presentation). Prepare a presentation and discussion appealing and engaging for your peers and rehearse it to be effective.

University guidelines suggest the preparation and review time of around two hours a week for a two-credit course like this one. 本授業の準備学習・復習時間は、各 2 時間を標準とします。

### [Textbooks]

Censor, Meera. (2011). Humanitarians for justice, nonviolence, and peace. San Bernadino, California.

### [References]

Other readings will be distributed through the course website, Google Classroom. Handouts and resources related to the course content are to be provided in class or made available in Google Classroom as well.

### [Grading criteria]

You will receive a formal assessment of your work at the end of the term. The grade on a late assignment may be lowered. You will be graded on:

- 1) Attendance and participation (20%)
- 2) Micro teaching and mini research presentations (50%)
- 4) Online reactive writing (15%)
- 5) Final reflection (15%)

Regular attendance is essential in order to benefit from the interactive nature of this course. You will not be able to pass this course if you miss more than three class periods a semester except in extreme circumstances.

### [Changes following student comments]

Message to the course participants:

This is a relatively new course that requires you to share your ideas, knowledge, and experiences. You will meet interesting peers from various cultures and learn from working with them as well as the instructor.

This course is conducted in English. Students must be competent speakers of English (native or proficient with TOEFL® iBT 61+ or equivalent). If your scores are TOEFL® iBT 61 - 100, you can take this course but be ready to make a little more thorough preparation each week.

I expect international and Japanese students of all majors to work collaboratively despite their different cultural and linguistic backgrounds. Come with an open mind and learn from each other!

### [Equipment student needs to prepare]

Become familiar with the course website to download readings and post your work. You are also expected to check your university email on a daily basis to keep up with course announcements.

LANe100LA

## Intercultural Communication F

STEVE CORBEIL

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：水 5/Wed.5 | Campus：市ヶ谷 / Ichigaya | Grade：1～4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

## 【Outline and objectives】

The goal of this class is to learn about the history and culture of French speakers living in the Canadian province of Quebec. Students will look at the very diverse cultural production of Quebec writers, intellectuals, and filmmakers from the 1960s to the present day. The class will focus on one important keyword in order to understand Quebec society and culture: the concept of sovereignty.

\*\*\* This class will be conducted online.

## 【Goal】

Students will learn the basic theories surrounding the political concept of sovereignty. Then, they will apply these theories in order to better understand Quebec literature and films. They will be able to develop a critical approach to literary and film analysis that takes into account the cultural specificity of Quebec as well as its place in wider debates concerning political independence, minority language and intercultural communication.

【Which item of the diploma policy will be obtained by taking this class?】

## 【Method(s)】

This is a lecture class, but students will have to ask questions during class and give their opinion on many aspects of the lecture. After every class they will have to write comment papers.

## 【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

## 【Fieldwork in class】

なし / No

## 【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Introduction to Quebec society from the 1960s	This class will be a survey of Quebec history from the Quiet Revolution to the present day.
2	Introduction to the concept of sovereignty	Students will learn about the concept of sovereignty through analysis of canonical texts.
3	Criticism regarding the concept of sovereignty and nationalism	We will look at the main criticism against sovereignty and nationalism as well as their impact on Quebec nationalist movement.
4	The importance of French language as the foundation of Quebec identity	We will try to understand why French is the cornerstone of Quebec identity.
5	Hockey, French language, and religion	We will watch and analyze a short film based on a novella by Roch Carrier: The Hockey Sweater
6	Personal sovereignty and political sovereignty	We will read and analyze excerpts from a novel by Hubert Aquin: Next Episode
7	Referendum and independence	We will look at the cultural production surrounding the first (1980) and second (1995) Quebec Referendum.
8	Post-referendum identity crisis	We will read and analyze songs and poems, as well as essays about the Referendum.
9	Immigration, identity, and interculturalism	We will look at the different steps taken by the Quebec government to create an inclusive society, and how it conflicts to a certain extent with the idea of sovereignty.
10	Current debates surrounding immigration and interculturalism	We will look at essays and opinion pieces written about immigration in Quebec.
11	Feminism in Quebec	Students will learn about the history of the feminist movement in Quebec.
12	Literature and migration	We will read a text by Kim Thuy and look at the situation of refugees in Quebec.
13	Literature and Quebec migration	We will read a text by Marco Micone.

14 Quebec and cinema We will watch and analyze a film by Pierre Falardeau.

【Work to be done outside of class (preparation, etc.)】

Students will be asked to read a series of texts by French writers and intellectuals in English translation. They will have to write short commentaries about the texts. Also, they will have to watch short films produced in Quebec. Preparatory study and review time for this class are 2 hours each.

## 【Textbooks】

There is no textbook for this class.

## 【References】

Jacques Derrida, *The Beast and the Sovereign, Volume I* (The Seminars of Jacques Derrida), University Of Chicago Press, 2011.  
 Jacques Derrida, *The Death Penalty, Volume I* (The Seminars of Jacques Derrida), University Of Chicago Press, 2013.  
 Hubert Aquin, *Next Episode*, New Canadian Library, 2010.  
 Roch Carrier, *The Hockey Sweater*, Tundra Books, 1985.  
 Gerard Bouchard, *Interculturalism: A View from Quebec*, University of Toronto Press, 2015.  
 Gerard Bouchard, *National Myths: Constructed Pasts, Contested Presents*, Routledge, 2013.

## 【Grading criteria】

Final exam (40%)  
 Short essays (40%)  
 Class participation (20%)

## 【Changes following student comments】

There has not been negative feedback for this class. I intend to put more emphasis on interaction with students this year.

## 【Equipment student needs to prepare】

None



ARSe200LA

## Intercultural Communication H

Sonoko YAMAMOTO

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：金 4/Fri.4 | Campus：市ヶ谷 / Ichigaya | Grade：1~4  
Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

### [Outline and objectives]

The objective of this course is to provide students with a brief survey of Japanese culture, covering both traditional and modern aspects. It also aims to raise students' awareness of the Japanese culture as well as their own, which will promote a better intercultural communication with local people. Classes will consist of lectures and various activities, including discussions, reaction paper writing, and student presentations.

### [Goal]

At the end of this course, the students are expected to have a clearer and deeper understanding of Japanese culture and people, which eventually facilitates intercultural communication with Japanese people.

[Which item of the diploma policy will be obtained by taking this class?]

### [Method(s)]

This course will consist of primarily lectures, discussions and presentations. Students are expected to actively participate in class / group discussions and oral presentations.

The basic language used in class will be English, however, occasionally Japanese will be also used because of the nature of our topics.

[Active learning in class (Group discussion, Debate.etc.)]

あり / Yes

[Fieldwork in class]

なし / No

[Schedule] 授業形態：対面/face to face

No.	Theme	Contents
Week 1	Class Orientation and Self-Introduction	[A selection process may occur.] ・ class-orientation ・ self-introduction
W 2	Stereotypes	・ greetings(as a part of culture) ・ What is a stereotype? ・ Image of Japan: Collectivism, homogeneity and vertically structured society.
W 3	Geography	・ Outline of Japanese geography.
W 4	Seasonal Events ①	・ Seasonal events from April to September.
W 5	Seasonal Events ②	・ Seasonal events from October to March.
W 6	Rituals	・ Common rituals in Japanese life.
W 7	Beliefs	・ Religions. ・ Taboos, superstitions, ghosts and the supernatural.
W 8	Foods	・ Japanese traditional foods and drinks, including home-cooking, bento, Kaiseki and Teas.
W 9	Theater	Noh, Kabuki, Bunraku
W 10	Communication ①	・ Characteristics of verbal communication.
W 11	Communication ②	・ Characteristics of non-verbal communication.
W 12	Architecture and Urban Planning	・ Housing ・ Brief history and characteristics of Edo/Tokyo. ・ Natural disasters and their influence on architecture.
W 13	People	・ History & varieties. ・ 'Minorities' ・ Political correctness issues.
W 14	Final Exam	Review Check of the whole course.

[Work to be done outside of class (preparation, etc.)]

- ・ Reading of assigned materials
- ・ Preparation for allotted presentation.
- ・ University guidelines suggest preparation and review are around 4 hours a week for a two-credit course.

[Textbooks]

Handouts

[References]

・ 日鉄住金総研『日本 その姿と心』NIPPON JAPAN THE LAND AND ITS PEOPLE  
学生社 (2014) < DVD >

・ 松本美江『英語で日本紹介ハンドブック』アルク (2014)

(MATSUMOTO Mie, An Introductory Handbook to Japan and Its People, ALC)

・ E. Meyer "The Culture Map : Breaking Through the Invisible Boundaries of Global Business" Public Affairs, 2014

・ Nisbett Ph.D., Richard "The Geography of Thought: How Asians and Westerners Think Differently...and Why" Free Press, 2004

\*Additional relevant literature will be introduced in class as necessary.

[Grading criteria]

Class participation 30%

Presentation 30 %

Reaction paper writhing 10%

Final examination 30%

[Changes following student comments]

If the conditions permit, the students will have more discussions with their classmates who have various cultural backgrounds, concerning not only Japanese culture but also the cultures of their own. Also if the situation allows, face-to-face class and some fieldwork activities are to be planned, just as until 2019.

[Equipment student needs to prepare]

Device to access Google Classroom and ZOOM.

[Others]

★ The class starts on the 9th April.

★ Be sure to join Google Classroom.

★ Check Hoppii and your Hosei account mail!

・ Do not miss the first class as the detailed syllabus will be handed out and a selection process may occur.

・ The schedule may be subject to change based on class size and other factors.

PRI100LA

## Information Technology

Yuko MATSUDA

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：木 3/Thu.3 | Campus：市ヶ谷 / Ichigaya | Grade：1～4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

## 【Outline and objectives】

You will learn the information and communication technology with Python programming.

## 【Goal】

You will understand the essence of the current popular IT topics including the Internet, computer system, data science and the artificial intelligence.

【Which item of the diploma policy will be obtained by taking this class?】

## 【Method(s)】

The class materials will be available in the online notebooks. Teaching style is basically face-to-face, however simply applicable to the online style due to the online notebooks. Each class is taught in the text mixed with programs and assign a short homework.

【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

## 【Fieldwork in class】

なし / No

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Python Programming	You will learn to be able to read Python code.
2	Computer System and the Internet	You will understand how computer works and the Internet works.
3	Data Encoding	Computed data including characters should be converted to machine readable code.
4	Data Science [1]	You will learn DataFrame. Python based data handling tool DataFrame performs Excel like actions and more.
5	Data Science [2]	You understand the trend with data viewing.
6	Data Science [3]	You will learn how to draw map.
7	Data Science [4]	You will learn how to plot data on the map.
8	Machine Learning [1]	You will learn how to predict with linear regression.
9	Machine Learning [2]	You will learn how to predict with k-nearest neighborhood.
10	Machine Learning [3]	Big example: MNIST. You will learn how to classify hand written digits.
11	Machine Learning [4]	You will learn how to classify hand written digits with Perceptron.
12	Information Encoding [1]	Encryption.
13	Information Encoding [2]	Credit Card/Bar Code/QR code
14	Summary	You are given the review of the whole classes.

【Work to be done outside of class (preparation, etc.)】

No special work will be assigned to you. However you need to finish all the homework assigned in the class. Preparatory study and review time for this class are 2 hours each.

## 【Textbooks】

None.

## 【References】

All texts are uploaded in HOPPIL.

## 【Grading criteria】

To pass the study quality and to get the grade, you need attend the whole classes and submit all the homeworks. The quality of the last homework will dominate 80% of the score and the 20% of the score depends on homeworks issued on every classes. You need get more than 60 points for the total 100 points to pass this class.

【Changes following student comments】

None.

【Equipment student needs to prepare】

none.

## 【Others】

My career introduction. I have been designing, implementing automatic programming and teaching human knowledge into computer, especially in natural language.

CAR200LA

## Career Development Skills

TBA

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：水 5/Wed.5 | Campus：市ヶ谷 / Ichigaya | Grade：1～4  
Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

【Outline and objectives】

【Goal】

【Which item of the diploma policy will be obtained by taking this class?】

【Method(s)】

【Active learning in class (Group discussion, Debate.etc.)】

【Fieldwork in class】

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
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【Work to be done outside of class (preparation, etc.)】

University guidelines suggest preparation and review should be around two hours a week for a two-credit course.

【Textbooks】

【References】

【Grading criteria】

【Changes following student comments】

HSS200LA

## Health and Physical Education

Shigeharu Akimoto

Term：春学期授業/Spring | Credit(s)：2 | Day/Period：月 1/Mon.1 | Campus：市ヶ谷 / Ichigaya | Grade：1～4

Notes：

他学部公開： グローバル： 成績優秀： 実務教員：

## 【Outline and objectives】

Understanding the various physical activities and their effect on daily health and/or fitness level. Learning to develop teamwork and the role of the individual within a group through various exercises that require technique and/or tactical knowledge.

## 【Goal】

1. Learning about various ways of exercising.
2. Understanding the basics of a healthy lifestyle.
3. Learning about basic self control and its importance.
4. Exercising simple decision making, leadership, communication in a dependent and co-dependent environment.
5. Creating a demand for future self-education and self-development.

【Which item of the diploma policy will be obtained by taking this class?】

## 【Method(s)】

This class is comprised of 5 lectures and 9 practical lessons; however, this may be changed due to the situation of COVID-19 and the university guidelines. Currently this class is planned to be held offline (face to face), therefore, please follow the university guidelines carefully when you participate in classes (e.g. sanitizing your hands prior to participation). If you have any difficulty to participate due to the situation of COVID-19, please inform the teacher as soon as possible in order to participate online.

Furthermore, due to the coronavirus pandemic, if there are too many students registered for this class, we may have to choose students via random selection in order to avoid a large group gathering. Further details of this will be announced through Hoppii before the first lesson starts.

【Active learning in class (Group discussion, Debate.etc.)】

あり / Yes

【Fieldwork in class】

なし / No

【Schedule】 授業形態：対面/face to face

No.	Theme	Contents
1	Guidance (Lecture)	Introduction of the course.
2	Walking & Stretching (Lecture & Practical Lesson)	Learning how to stretch and the importance of walking in everyday life.
3	Physical Fitness Test (Lecture & Practical Lesson)	In addition to conducting physical fitness tests, students will evaluate and discuss the results.
4	Table Tennis (Lecture & Practical Lesson)	Learning the outline of table tennis.
5	Sound Table Tennis (Lecture & Practical Lesson)	Learning about game based table tennis as well as its adaptation for people with visual impairments.

6	Principles of Training (Lecture & Practical Lesson)	Learning the basic principles of training.
7	Disability Sport (Lecture)	Learning the outline of disability sports.
8	Badminton (Lecture & Practical Lesson)	Learning the outline of badminton.
9	Football (Lecture & Practical Lesson)	Learning the outline of football.
10	Disability Sport 2 (Lecture)	Learning about adaptation in sports.
11	Boccia (Lecture & Practical Lesson)	Learning the outline of boccia.
12	Basketball (Lecture & Practical Lesson)	Learning the outline of basketball.
13	Volleyball (Lecture & Practical Lesson)	Learning the outline of volleyball.
14	Summarizing the Course (Lecture)	Overview of the course and summarizing what students have learned through group discussions.

【Work to be done outside of class (preparation, etc.)】

Each student is required to prepare themselves to have a good physical and mental condition in order to participate safely in the lesson. Also, each student is required to study for 2 hours before and after each lesson accordingly.

【Textbooks】

No textbook will be used.

【References】

Reference books may be introduced as and if necessary.

【Grading criteria】

Grades will be based on the following:

- ・ Understanding of class content, reports and reaction papers assigned in each class, etc.: 60%.
- ・ Active participation in the class: 20%.
- ・ Final report: 20%.

If you are absent from class or submit assignments after the deadline, your grade will be lowered. Also, arriving late to class will affect your grades, so be sure to arrive to class early. The same applies to those who are late because of delays in public transportation (except for major delays).

Moreover, if attendance is less than 2/3 of the total number of classes, the student will receive a grade of "E" for insufficient time to complete the course for credit.

【Changes following student comments】

・ In the Covid-19 pandemic, there was a lot of feedback about changes in lifestyle and exercise habits. In light of this, this class will flexibly change the course content according to the social situation and students' needs at the time, and provide learning that is more suited to students' situations.

· We have heard that the number of interactions among students in the class has decreased due to the shift to online classes during the Covid-19 pandemic. Therefore, this class aims to provide an opportunity to learn through active interaction among students.

**[Equipment student needs to prepare]**

· Each student is required to bring their own proper sports wear and indoor shoes for practical lessons.

**[Others]**

· The order and content of each class can be changed/modified due to the number of participants and available facilities as well as the situation of COVID-19 and university guidelines.

· If students do not feel well or have (possible) injuries before or after the class, students must inform their condition to the teacher for safety.

