2023年度
Global MBA Program（GMBA）
講義概要（シラバス）

法政大学

科目一覧 [発行日：2023/5/1] 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。

凡例　その他属性

〈他〉：他学部公開科目　　　　　　　　　　　　　　　〈グ〉：グローバル・オープン科目
〈優〉：成績優秀者の他学部科目履修制度対象科目　　　〈実〉：実務経験のある教員による授業科目
〈S〉：サーティフィケートプログラム_SDGs　　　　　〈ア〉：サーティフィケートプログラム_アーバンデザイン
〈ダ〉：サーティフィケートプログラム_ダイバーシティ　〈未〉：サーティフィケートプログラム_未来教室

MAN550F2

Global Management

Global Management

山本　晋也

単位数：2 単位
学期：秋学期後半/Fall(2nd half)
授業分類：専門講義
Global MBA

その他属性：

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

【Goal】
Students are expected to attain knowledge on topics such as "Effective Brainstorming", "Leadership", "Teamwork and Communication", "Problem Solving" and "Negotiation Rationally". These are all critical 21st Century skills for competitive labor force. The tools called "System Thinking" and "Design Thinking" are introduced to help the students achieve these goals.
It is important to mention that effective brainstorming skills are necessary components of mathematical modeling tool for simulation.
Lastly, students are expected to understand the cutting edge science and technology driven market environment in the biopharmaceutical industry.

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP2","DP3"and"DP5".

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

【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
1st	Introduction of Global Management & Biopharmaceutical Industry	1. Global Business Environment 2. Current Industry Trends 3. Biopharmaceutical Industry
2nd	Talent Development in the Global Management	1. Leadership 2. Communication 3. Issue Solving 4. Negotiation Rationally
3rd	Cutting Edge Trends and Methods in the Silicon Valley: Part I	1. Design Thinking – Part I
4th	Cutting Edge Trends and Methods in the Silicon Valley: Part II	1. Design Thinking – Part II
5th	Cutting Edge Methods for Decision Making in the Global Management: Part I	1. System Thinking & Mathematical Modeling Tool for Simulation – Part I
6th	Cutting Edge Methods for Decision Making in the Global Management: Part II	1. System Thinking & Mathematical Modeling Tool for Simulation – Part II
7th	Report out session	Report "Strategy for Growth"

【Work to be done outside of class (preparation, etc.)】
Review texts/documents and contents of exercises. And then, the most important thing is to create new exercise theme/problem for each exercise, and keep to try using tools as much as possible.

Learned skills would scale linearly with practices.(As a standard, 2 hours for preparation and 2 hours for review: a total of 4 hours.)

【Textbooks】
Will be provided for each lecture.

【References】
Will be provided for each lecture.

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

【Changes following student comments】
N/A

【Equipment student needs to prepare】
Laptop/Tablet for student should be prepared as BYOD (Bring Your Own Device).

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

【None】
None

【None】
None

【None】
None

【None】
None

【None】
None

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

MAN550F2

Business Communication in Japanese Organization

Business Communication in Japanese Organization

一守　靖

単位数：2 単位
学期：春学期後半/Spring(2nd half)
授業分類：専門講義
Global MBA

その他属性：

【Outline and objectives】
This course presents communication as a critical component for success in the workplace. To develop yourself as a leader who is capable of decision-making from a global perspective that takes consideration of various viewpoints, who possess thoroughgoing knowledge of Japanese small, mid to large corporations, who is capable of creating connections around the world, you have to become more aware of the differences between yourselves and people from other countries. In this class, you will learn cultural, behavioral and organizational differences between Japan and other countries, including your mother country, to make an effective communication strategy in a workplace.

【Goal】
Upon successful completion of this class, you will be able to:
• Build an understanding of different organizational cultures, business practices, and social norms to communicate more effectively in Japan and cross-cultural business contexts.
• Employ principles of effective group communication to cultivate trust and understanding, increase open participation, and strengthen decision making in work groups and teams.
• Profile and develop your intercultural competence.

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP2","DP3","DP4"and"DP5".

【Method(s)】
This class is conducted based on a case-method. Some lectures will also be provided to support the class discussion.
I will share my experiences how I communicated effectively in a real working place at a local and a multinational company. I also provide you an opportunity to communicate with non-Japanese people who have an experience in working with Japanese people so that you understand the real situation from a non-Japanese viewpoint. You can get may feedback by email when you submut a final report.

【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 June 3	Understanding the Foundations of Business Communication	Welcome Course overview and policy The Foundations of Business Communication
Class#2 June 3	Cultural Differences	Cultures and Organization Trust Building
lass#3 June 10	Human Resource Management in Japanese and Multi-National Company	Case: "I don't want to take a new role" Questions Q1. Why the company changes her role so often? Q2. What are main features of Japan employment system and Human Resource management?
Class#4 June 10	Individualism (Individualist vs. Collectivist)	Case: "Sense the Atmosphere" Questions Q1 Why did the procurement manager get angry? Q2 If you were Huang Yong, how would you communicate with the procurement manager? Q3 If you were the procurement manager, how would you communicate with Huang Young? Case: "Expensive Signboard" Questions Q1 Why did the marketing manager complete the sign-board setting by himself? Q2 If you were the marketing manager, how would you proceed the task? Q3 If you were president Sugiyama, how would you communicate with the marketing manager?
Class#5 June 17	Uncertainty Avoidance (Weak vs. Strong)	Case: Still 9:30 am! Questions Q1. How did Maha feel? Q2. Why did Mr. Tanaka check the progress in the (too) early stage? Q3. If you were Mr. Tanaka (Maha), how would you communicate? Case: "Ho-Ren-So Questions Q1.What is a "Ho-Ren-So" and what are benefits to do so? Q2.Why Alili and Yama didn't report the situation to Hamada-san? Q3. How do you advise Hamada-san to improve the situation?
Class#6 June 17	Long-Term Orientation (Short-term vs. Long-term)	Case: "I can't change it" Questions Q1.Why did Mr. Takagi get angry? Q2.If you were Ann, how would you reply to Mr. Tanaka? Q3 How do you advise for Ann to improve the situation? Case "Same conclusion" Questions Q1.Why did the customer get angry against Kamara's reply? Q2. Why did the customer ask the same question to Nisha? Q3. Why did the customer get satisfaction from the reply by Nisha, although it was the same reply as one Kamara did? Case: Sales Incentive Program Questions Q1. Why do Japanese employees think a sales incentive program was not effective for Japan office? Q2. Do you like the program or not? Why? Q3. How do you modify the program for Japan office?
Class#7 June 24	High / Low context culture	Case: "I was delegated …" Questions Q1.What was Mr. Ichikawa's expectation for Kumar? Q2.How did Kumar think when he got a request from Mr. Ichikawa? Q3. Please give Mr. Ichikawa and Kumar advice about how to avoid miscommunication next time. Case: "Please complete it like what you do with other Japanese company" Questions Q1.Why did Japan team do sightseeing within the city before the meeting? Q2. How do you understand what Mr. Takahashi said at the last time? Q3. Why were Panda's expectations disappointed?

Class#8 June 24	Masculinity (Feminine vs Masculine)	Case: "Nominucation 1" Questions Q1. How do you think the president's behavior? Q2. If you were Yumi, how would you behave under the situation? Case: "Nominucation - Soramichi Questions Q1. If you were the president of a company, would you encourage "Nominication" in your company? Why ? Q2. How, would you interpret the generational views on "Nominication" presented in this case? Q3. In this case, the frequency of "Nominication" was reported by age group. What other categories do you think are possible?
Class#9 July 1	Power Distance (Small vs. Large)	Case "New Japanese president in Korea" Questions Q1. Why did president Tanaka behave like that? Q2. Why Korean employees didn't accept Tanaka's behavior? Q3. If you were president Tanaka, how would you behave? Case: "A capable boss" Questions Q1.Why does Mr. Ueda get a good reputation from his subordinates? Q2.Why does Mr. Ueda get a low evaluation from Peter? Q3.How do you advise for Mr. Ueda if he needs to change his behavior? Why? Case: "No submission" Questions Q1. What is the problem from Jack's point of view? Q2.How well do you think Jack understands the reasons for Akash's behavior? Q3. What is Jack's proposal to solve the problem? What other solutions could be there?
Class#10 July 1	Business Communication – Japanese point of view	Lecture 1 Reality of business communication in large traditional Japanese company 【Guest Speaker】 Seiya Raiju, VP Global QA/RA at HOYA K,K.
Class#11 July 8	Managing conflict	Case "Performance Improvement Plan" Questions Q1. how did this happen? Q2: If you were Manager Kizuki, how would you proceed? Q3: It is said that communication in business is becoming increasingly difficult. Why is this? And what can we do about it? Case: "Beautiful Format" Questions Q1. Do you agree with the explanation Mr. Yamashita did? Q2. Why is Japanese meticulous about the format? Q3. If you were Sharm, how would you do for the request? Case: "Delivery at an interim stage" Questions Q1.Why did the Japanese company test and point out a defect for incomplete product? Q2. What are problems at this stage? Q3. If you were Dill, how would you do to improve the situation?
Class#12 July 8	Business Communication – Non Japanese point of view	Lecture How to work effectively with Japanese colleagues as a Non-Japanese
Class#13 July 15	Cross Cultural Management	Case "Ben & Jerry's Japan" Questions Q1. What are strengths, weaknesses, opportunities and threads of Ben & Jerry's ? Q2. What do you think Japanese consumers are looking for in ice cream? Q3. If you were a member of Ben & Jerry's top management team, what decision would you make - Go with iida or Go with Yamada or No go?
Class#14 July 15	Intercultural Competence	Profile and develop an intercultural competence 1.Analyze your intercultural competency. 2.Create three personal development targets. 3.Share your personal development targets with class mates and get insights

【Work to be done outside of class (preparation, etc.)】
You are required to read a case which will be provided in advance of the class, and prepare your thoughts on questions delivered together with the case.(As a standard, 2 hours for preparation and 2 hours for review: a total of 4 hours.)

【Textbooks】
近藤彩ほか著『ビジネスコミュニケーションのためのケース学習　職場のダイバーシティで学び合う【教材編】』ココ出版 ISBN978-4-904595-37-4 JPY1,728
(Cases in the book will be translated and distributed by lecturer – Translation was permitted by authors for the purpose of this class)

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

【Grading criteria】
Assignments Grade Weights
Contribution to class discussion 80%
Excellent(E)80%
Good(G) 60%
Average(A) 40%
Poor(P) 0%
Final report 20%
Excellent(E)20%
Good(G) 10%
Average(A) 5%
Poor(P) 0%
Total 100%

【Changes following student comments】
Encourage students to share their opinion so that all of the participants learn from others, learn diversity.

【Equipment student needs to prepare】
N/A

【Others】
I have a long year's experience as a HR Head at several multi-national/local companies and I can lead our discussion both theoretically and practically.

【Outline (in English)】
（Course outline）】 This course is to learn not only business communication but also cross-cultural management in a diverse work place. （Learning Objectives）】 The goal of this course is to build an understanding of effective communication in Japan and cross-cultural business contexts. （Learning activities outside of classroom）】 Before/after each class meeting, students will be expected to spend two to four hours to understand the course content（Grading Criteria /Policy) Final grade will be calculated according to the following process Term-end report (20%), and in-class contribution (80%).

MAN550F2

Management Strategy

Management Strategy

栗原　浩一

単位数：**2 単位**
学期：**秋学期前半/Fall(1st half)**
授業分類：**専門講義**
Global MBA

その他属性：

【Outline and objectives】
An effective management strategy is absolutely necessary for companies to create innovation. Students will learn the basic knowledge and essential skills to plan and practice management strategy.

【Goal】
Management strategy is decision making necessary to achieve the company's goal. The purpose of this course is to systematically learn the basic knowledge and the theory which are necessary for planning management strategy, through case study and group discussions.
By planning strategies for specific case companies, students learn the process of planning a detailed strategy. Based on the basic knowledge and concepts such as the "five forces," SWOT, and the Balanced Scorecard, students improve their skill at analyzing companies' practical innovations. It is very important for students to have a thorough, structured, and consistent understanding of basic concepts and theories of strategic management.

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain "DP1", "DP2", "DP3" and "DP4".

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

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

【Work to be done outside of class (preparation, etc.)】
Each class included a detailed agenda for group work. Students must prepare a presentation file going over the results of group work in each lecture. (As a standard, 2 hours for preparation and 2 hours for review: a total of 4 hours.)

【Textbooks】
Koichi Kurihara and Kiminori Gemba, Basic of Management Strategy, 2019, Amazon Kindle.

【References】
Michael E. Porter, Competitive strategy : techniques for analyzing industries and competitors : with a new introduction, Free Press ,1998
Jay Barney, Gaining and sustaining competitive advantage, Prentice Hall, 2002

【Grading criteria】
Class Participation:40%
Presentation:30%
Report:30%

【Changes following student comments】
The process of planning a strategy will be explained in detail.

【Outline (in English)】
An effective management strategy is absolutely necessary for companies to create innovation. Students will learn the basic knowledge and essential skills to plan and practice management strategy.

MAN550F2

Strategic Organizational Management

Strategic Organizational Management

伊東　久美子

単位数：2 単位
学期：春学期前半/Spring(1st half)
授業分類：専門講義
Global MBA

その他属性：

【Outline and objectives】
This is a basic MBA course of Strategic Organizational Management, designed to give students basic knowledge and skills of management.
As a business leader, in order to flexibly adapt the fast changing business environment, it is essential to learn options through a variety of experiences. In this class, you will have them and will understand the 'real' businesses. 'Experiencing' will be strongly emphasized by having lectures, group-works, field researches, and discussions with members of enterprises in order to deeply understand the Japanese businesses by looking at the Japan specific characteristics (such as its organizational management) from the global standard point of view.
You are expected to maximize this opportunity by taking this class for your own promising future career development.

【Goal】
Course Objectives and Goals
By the end of this course, students are expected to be able to;
1) develop to understand the basics of managing people and organizations
2) be able to formulate basic strategies
3) recognize the various challenges faced by today's managers and organizations in Japan

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain "DP1","DP2","DP3","DP4"and"DP5".

【Method(s)】
To understand real businesses, this class will focus on having experiences by integrating lectures, group-works, field researches , and discussions with members of enterprises.
In this class, in order to deeply understand what the real Japanese organizations are, if the COVID situation allows, you will work with a company which has over 150 year history in Japan, and will be required to deliver a final presentation to management members of the company. You are expected to actively participate in all classes and make your utmost efforts into the presentation delivered to enterprises.

【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
Session 1-2	-Introduction -What is OB? -What is Strategy?	-Introduction of the concept and the requirement in this course -Essential factors of organizational management -How to prepare business presentations including formulating strategy -In-class activity and short quiz
Session 3-4	-Career development	-Guest speaker 1 -Career development -Career strategy -Sponsorship and Mentorship
Session 5-6	-Current issues in Japanese organization	-Diversity management -Cross-cultural understanding -Changing jobs -In-class activity and short quiz
Session 7-8	-Leadership -Individual behavior -Team	-Leadership -Motivation, Trust -Team building -Role play and short quiz
Session 9-10	-Case study (Presentation)	-Guest speaker 2 (if the situation allows)
Session 11-12	-Presentation -Well-being in work place	-Feedback and evaluation of the presentation -In-class activity and short quiz
Session 13-14	-Final quiz -Feedback	-Final written test 90 min -Feedback and lecture

【Work to be done outside of class (preparation, etc.)】
Group works and one-page paper for next class are required.

Preparation 1.5 hours, review 1 hour, a total of 2.5 hours per week.

【Textbooks】
To be confirmed. Handouts and/or URLs to reference materials will be provided

【References】
"Fundamentals of Management" Global Edition, 2014 or 2013, by S. Robbins, D. DeCenzo and M. Coulter, published by Prentice Hall.

【Grading criteria】
Course grades are calculated according to the following method
< 50%> : class attendance and submission of one-page paper answering a question assigned at each class session and small quiz at end of the class. The both paper work as a proof of your attendance and understanding.
< 30%> : active participation in class discussions and presentations.
< 20%> : final exam
More detailed information including schedule will be provided at the first class

【Changes following student comments】
No previous class

【Others】
Despite of COVID-19, if the situation allows, we will have visits to historical Japanese company and international company operating in Japan to have discussion in person with their employees. If this is the case, the syllabus above could be modified accordingly.

【Outline (in English)】
This is a basic MBA course of Strategic Organizational Management, designed to give students basic knowledge and skills of management.
As a business leader, in order to flexibly adapt the fast changing business environment, it is essential to learn options through a variety of experiences. In this class, you will have them and will understand the 'real' businesses. 'Experiencing' will be strongly emphasized by having lectures, group-works, field researches, and discussions with members of enterprises in order to deeply understand the Japanese businesses by looking at the Japan specific characteristics (such as its organizational management) from the global standard point of view.
You are expected to maximize this opportunity by taking this class for your own promising future career development.

MAN550F2

Business Practice in Japan

Business Practice in Japan

高田　朝子、米倉　誠一郎、Kenneth Pechter

単位数：2 単位
学期：秋学期前半/Fall(1st half)
授業分類：専門講義
Global MBA

その他属性：

【Outline and objectives】
This course provides an introduction to standard business practice in Japan.　The purpose of this introduction is to provide general preparation for working in Japan, as well as specific preparation for the practical learning opportunities students will encounter in the form of internships or field research.　Accordingly, this course also provides an overview of these practical learning opportunities, internship and field research. In the process, students will discuss and be exposed to key traits and behaviors that will help them to successfully navigate the GMBA program.

This course also contributes to the three core learning objectives of the GMBA Program, which are to instill the following skills:
1 Practical Management Competency
2 Critical Analysis Competency
3 Communication Competency

【Goal】
The goal of this course is to develop understanding of standard business practice in Japan, in order for students to make the most of their practical learning experiences via internships or field research. In the process, students work on developing key traits and behaviors to support successful completion of the GMBA program, as well as future careers both in and out of Japan.

Upon completion of the course, students should have a basic knowledge of standard business practice in Japan, including:
- Business Professionalism in Japan
- Business Communication in Japan
- Organizational Behavior and Japan Regional Government
- Business Strategy in Japan
- Legal Compliance for Internships in Japan
- Business Manners in Japan
This learning is relevant to work in both large corporations as well as small & medium enterprises in Japan.

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP2","DP3"and"DP5".

【Method(s)】
The primary approach of this course is in-class discussion – in the form of both lectures and guided discourse – supported by outside readings. Students are expected to actively participate in this discussion, and be prepared to ask questions of concern based on their own experiences.

【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	Overview	Business Professionalism in Japan
2	Business Strategy in Japan	Business systems, management structure and strategy in Japan
3	Organizational Behavior and Japan Regional Government	Regional government structure, organizational behavior and business practice in Japan
4	Business Manners in Japan Part I	Business manners and culture in Japan
5	Business Manners in Japan Part II	Business manners and culture in Japan
6	Legal Compliance for Internships in Japan	Legal and regulatory compliance while doing an internship in Japan
7	Wrap-up	Integrity, accountability and business professionalism in Japan

【Work to be done outside of class (preparation, etc.)】
For the most part, each week will be conducted as a separate unit, and so material will be provided in class. In the case that readings are required for a specific week's class, they will be assigned before, during or after class by individual instructors. Assignments may be assigned as needed in the form of short reports, presentations or take-home exams.
(In general students may expect few if any reading or other assignments outside of class.)

【Textbooks】
No textbook will be used.　Handouts and reading material will be provided.　Access to the internet will be needed both during and outside of class, as well as a computer for access and writing.

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

【Grading criteria】
[Final grade is determined by]
· Professional attitude 60%
· Assigned work in class 40%
Students will be assessed based on their overall professional attitude, and completion of assignments should any be assigned.
Professional attitude will be judged on characteristics including the following:
- Positive and cooperative attitude during class
- Active participation during class
- Proper and business-like communications in email and other submissions
- Critical assessment and decision-making
- Punctuality during class and with regard to communications and any required submissions
Overall assessments are made in consideration of the three core learning objectives of the GMBA Program, which are instilling the following competencies:
1 Practical Management Competency
Learning Outcome 1a. Management Planning:
Student demonstrates competency in the application of the principles of management theory & practice to the planning of new business and/or the assessment of existing business
Learning Outcome 1b. Strategy Execution:
Student demonstrates competency in the application of the principles of management strategy to the planning of new business and/or the assessment of existing business
2 Critical Analytical Competency
Learning Outcome 2a. Hypothesis Setting:
Demonstrates competency in the formulation of hypotheses used to validate the planning of new business and/or the assessment of existing business
Learning Outcome 2b. Hypothesis Testing:
Demonstrates competency in the evaluation of hypotheses used to validate the planning of new business and/or the assessment of existing business

3 Communication Competency
Learning Outcome 3a. Written Communication
Demonstrates competency in professional written communication
Learning Outcome 3b. Spoken Communication
Demonstrates competency in professional spoken communication

【Changes following student comments】
Not applicable

【Equipment student needs to prepare】
Students should have use of a computer for internet access and writing, should bring the computer to class, and have access to the internet outside of class as well.

【Others】
1) Due to the COVID-19 pandemic, courses this year will be held either in person or online according to the decisions of Hosei University, the Business School of Innovation Management, and the GMBA Program. Please check the university website and communications from the university for the final decision each quarter. In case of online course, please check the HOPPII system (学習支援システム) for specific online instructions of each course.
2) Each class above (1~7) uses two class periods of 1 hour 40 minutes each, for a total of 3 hours 20 minutes per class

【None】
None

【None】
None

【None】
None

【None】
None

【None】
None

【Outline (in English)】
This course provides an introduction to standard business practice in Japan. The purpose of this introduction is to provide general preparation for working in Japan, as well as specific preparation for the practical learning opportunities students will encounter in the form of internships or field research. Accordingly, this course also provides an overview of these practical learning opportunities, internship and field research. In the process, students will discuss and be exposed to key traits and behaviors that will help them to successfully navigate the GMBA program.
This course also contributes to the three core learning objectives of the GMBA Program, which are to instill the following skills:
1 Practical Management Competency
2 Critical Analysis Competency
3 Communication Competency

MAN560F2

Accounting

Accounting

鳥飼　裕一

単位数：2 単位
学期：秋学期後半/Fall(2nd half)
授業分類：専門講義
Global MBA

その他属性：

【Outline and objectives】
In this course, we study basics of financial accounting. After studying basic accounting theory, e.g. what is accounting, who is the user of accounting information, what is GAAP etc., we study how to prepare the financial statements and provide an analysis on the accounting information. We also study key areas in the financial accounting including consolidation, revenue recognition, pension accounting, deferred tax accounting for understanding the financial statements of listed companies. The objective of the class is to improve your understanding about accounting theory and practice, and build the ability to prepare the financial statements and provide the analysis on the accounting information.

【Goal】
The students will be able to read the accounting information of listed companies, provide the analysis, and achieve a base for discussing the accounting treatment in the complex areas. The students will also be able to understand the structure and management of accounts for preparing the accounting information. Through this course, the students are expected to achieve the basic level for the various accounting license examination.

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain "DP1" and "DP2".

【Method(s)】
This is a lecture type class. However, some part of the class is allocated to a group discussion on the topics related to the lecture.
At each class quizzes and exams are also provided to confirm the students' understanding about the lecture.
The teaching materials are distributed in Resource section of the database before 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
Session 1	Introducing Accounting and Financial Statements	What is accounting? Who are the users of accounting information? Financial statements
Session 2	Generally Accepted Accounting Principles	Who are the SEC, AICPA, FASB, and IASB? What are Generally Accepted Accounting Principles(GAAP)?
Session 3	The Balance Sheet and its Components	Understanding the balance sheet Components of the balance sheet
Session 4	The Income Statement	Understanding the income statement Presentation of income statement
Session 5	The Double-Entry Accounting	The general journal The general ledger Trial balance Adjusting journal entries
Session 6	The Corporation	The definition of corporation What is capital stock? Cash dividends, stock dividends, and stock splits
Session 7	Preparing and Using a Statement of Cash Flows	What is a statement of cash flows? Cash and cash equivalents The presentation of the statement of cash flows
Session 8	Consolidated Financial Statements	Basis for consolidation Consolidation procedure Asset valuation Non controlling interest
Session 9	Revenue Recognition	Accounting for revenue from contracts with customers Application of 5 step model
Session 10	Pension Accounting	What is pension accounting? Defined contribution plan Defined benefit plans
Session 11	Deferred Tax Accounting	Impact of deferred tax on financial information Accounting base and tax base Temporary differences Accounting for deferred tax liability and tax asset
Session 12	Using Financial Statements for Short-term Analysis	Using short-term ratios Current and quick ratio Working capital
Session 13	Using Financial Statements for Long-term AnalysisAudit and Auditors	Quality of earnings Rate of return on investment Sales-based ratios or percentage Earnings data Rate of return on investment
Session 14	Last Examination and its Explanation	Examination is set out of the subjects studied at this course. Explanation for the examination is provided in advance.

【Work to be done outside of class (preparation, etc.)】
The students are expected to prepare by reading the teaching materials and the corresponding area of the textbook before each class and review them after each class(As a standard, 2 hours for preparation and 2 hours for review are required).

【Textbooks】
Wayne A. Label, Accounting for Non-Accountants 3rd Edition, 2018, sourcebooks.

【References】
Wayne A. Label and Cheryl Kennedy Henderson, Study Guide and Workbook for Accounting for Non-Accountants 4th Edition, 2019, sourcebooks.
F. Greg Burton and Eva K. Jermakowicz, International Financial Reporting Standards A Framework-based Perspective, 2015, Routledge.

【Grading criteria】
Contribution to the class through participating to the discussion 30%, Short test 30%, Last examination 40%.

【Changes following student comments】
N/A

【Outline (in English)】
N/A

MAN560F2

Logical Thinking vs Intuition

Logical Thinking vs Intuition

西出　香

単位数：2 単位
学期：秋学期前半/Fall(1st half)
授業分類：専門講義
Global MBA

その他属性：

【Outline and objectives】
Logical thinking is key for decision making in complex situations. We will learn the theory and practice in case studies. But we live in a world that not everything can be solved by a logical approach. Sometimes our intuition is more important in managerial decisions as well. By balancing what we hear or see as information around us and what we feel and envision, we can aim at a higher target in business.

【Goal】
The goal of this course is to get familiar with logical thinking processes so that it becomes your natural thinking process. We will sharpen our intuitive ability so that we can balance these two in decision making. By the end of this course, students will be able to approach to problems/issues logically by taking relevant information into account, whereby their intuitions also plays an important role.

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP2","DP3","DP4"and"DP5".

【Method(s)】
Lesson method
- Theoretical input
- Application of logical thinking in case studies
- Individual and group works
- Simulation game in a complex situation setting
- The lessons consist of lectures of ca. 30 minutes, followed by individual/group works and presentations
- One lesson will be given by a guest lecturer
- The final lesson will include an individual report during the class hours

【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 guideline and introduction to logical thinking
2	Basics of logical thinking	Theoretical input and case studies
3	Problem breakdown	Lecture, group work in simulation games
4	Questioning your level of success	Individual work in case studies: Fisherman
5	Analytical approach	Lecture, individual work in case studies
6	What-if analysis	Group work in simulation games: opening a cafe
7	Decision making in innovation	Lecture, individual work in case studies
8	Commitment of stakeholders	Group work in simulation games: Product marketing
9	Hypothesis verification	Lecture, individual work in case studies
10	Selling your products	Group work in simulation games: Sustainable operation
11	Design-based thinking part 1 (Guest lecturer)	Lecture, individual work in case studies
12	Design-based thinking part 2 (Guest lecturer)	Workshop
13	Overall review	Group work in simulation games: Local community network
14	Writing a report	A short individual report based on a case study, where students will be required to propose creative solutions.

【Work to be done outside of class (preparation, etc.)】
Assignments 2 hours, review 1 hour, practice in real life 1 hour. A total of 4 hours per week.

【Textbooks】
Slides in pdf will be distributed by email.

【References】
Students can choose reading materials to discover how people in their interested fields have challenged and failed to succeed or achieved higher targets.

【Grading criteria】
Performance in group works (Discussions and presentations) 50%
Final exam (writing a short report based on a case study) 50%

【Changes following student comments】
Gives opportunities to consider whether the current way of making decision is the best approach for the given complex situation or not. The course is practice-oriented rather than theory-oriented.

【Equipment student needs to prepare】
PC and internet.

【Prerequisite】
Willingness to switch your current thinking process towards a more effective and creative way.

【Outline (in English)】
The course consists of a short lecture of theory, individual work and simulation game in groups. Students will be given a number of case studies with multiple conditions how to make decisions in complex situations. We will discuss possible solutions and the reasoning. In a real life, however, we often have to cope with conflicting interests and uncertainties, whereby flexible and creative solutions are also required based on logical thinking. Students will be challenged to take intuitive approaches, unprecedented solutions, compromising the logical thinking and aspects such as human relation, effective leadership and different interests of stakeholders.

MAN560F2

Financial Management

Financial Management

関　雄太

単位数：2 単位
学期：秋学期後半/Fall(2nd half)
授業分類：専門講義
Global MBA

その他属性：〈実〉

【Outline and objectives】
In terms of financial management, corporate managers should be able to deal with two fundamental issues: (1) Selecting an investment project that maximizes the value of a firm, and (2) Choosing an appropriate financial policy (of dividend or capital structure) to persuade investors or banks to provide funds. This course aims at providing basic principles of corporate finance and investment theories. The course also covers topics such as concepts of net present values and cost of capital, valuation of debt instruments (bonds) and equities, firm valuation and portfolio theories. The course uses simple problem sets that require students to calculate net present values or to build models analyzing ROEs and other important ratios.

【Goal】
At the end of this course, students should be able to:
1.Understand key theories, principles and trends in corporate finance
2.Demonstrate effective approaches to the analysis of corporate finance structure and corporate financial statements, using applicable ratio analysis tools and techniques
3.Assess the practical application of models and theories to decisions on investment
4.Understand how investors evaluate corporations in the capital market and what corporate managers try to do to maximize their firm values.

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP2","DP3"and"DP4".

【Method(s)】
1. Lecturing: Students will be asked to preview materials (and textbooks) and to be ready for discussion on related topics. Short quiz might be presented to check the learning progress.
2. Case analysis: Students will be assigned to create and conduct a brief presentation to analyze a certain publicly-traded company for applying financial models and for learning investment decision making methods intensively

【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
第 1 回	Financial Management Overview	A general guidance on the course method. Understand the basic concept of corporate finance and goal of corporation. In order to comprehend the role of financial management, discuss the relationships amongst corporate managers, shareholders, banks and other stakeholders. Reading assignment: Desai Introduction, Chapters 1 and 3. Brealey, Myers and Allen (BMA) Chapter 1
第 2 回	How to Calculate Present Values	Understand the time value of money and the basics of net present value calculation Reading assignment: Desai Chapters 1 and 2. BMA Chapter 2.
第 3 回	Valuing Bonds	Overview the variety of corporate financing methods. Understand the bond price calculation and the term structure of interest rate. Learn the basics of corporate bond and credit market Reading assignment: Desai Chapters 1 and 2. BMA Chapter 3.
第 4 回	Valuing Equities	Overview the publicly-traded equity market. Understand the basic concept of dividends and cash flows, the valuation methods of equities such as Dividend Discount Model Reading assignment: Desai Chapters 1, 2 and 3. BMA Chapter 4.
第 5 回	Financial Analysis (1): ROE (Return on Equity) and Value Creation	Understand the analytical tools on financial performance and profitability including ROE. Able to utilize various ratios. Reading assignment: Desai Chapters 2, 4 and 5.
第 6 回	Financial Analysis (2): Free Cash Flows	Understand the difference between accounting and financial perspectives. Analyzing cash flows based on actual cases. Reading assignment: Desai Chapters 2, 4 and 5.
第 7 回	Cost of Capital (1): WACC and Optimal Capital Structure	Understand how to measure cost of equity and the concept of weighted average cost of capital (WACC). Understand the optimum level of debt and dividend payout. Discuss how capital structure impacts on firm values Reading assignment: Desai Chapters 4 and 5. BMA Chapters 7, 8 and 9.
第 8 回	Cost of Capital (2): Risks Associated with Investment and CAPM	Understand the relationship between risk and return in the capital market. Understand the implication of beta as the expected return by the investor and the impact on the firm valuation Reading assignment: Desai Chapters 4 and 5. BMA Chapters 7, 8 and 9.
第 9 回	Firm Valuation: Discounted Free Cash Flow Model and Alternative Models	Able to integrate various methods to evaluate a firm as a whole. Understand other valuation models and useful ratios. Reading assignment: Desai Chapters 4 and 5. BMA Chapter 4
第 10 回	Capital Allocation and Payout Policy	Understand the basic decision making process of capital allocation. Discuss how payout (dividend and share repurchase) impacts on firm values Reading assignment: Desai Chapter 6. BMA Chapters 12 and 16
第 11 回	M&A and Corporate Restructuring	Understand the dynamics of M&A activities and how a leveraged buyout works in order for a private equity fund to capture the values created by turnaround Reading assignment: Desai Chapters 5 and 6. BMA Chapters 31 and 32
第 12 回	Venture Capital and IPO	Understand the corporate growth cycle and the role of venture capital fund. Discuss the issues associated with pricing/valuations when a startup tries an initial public offering Reading assignment: Desai Chapters 3 and 5. BMA Chapter 15.
第 13 回	Corporate Governance	Understand the current issues on corporate control and governance by considering the asymmetric information problem and principal-agent model Reading assignment: Desai Chapters 3, 4, 5 and 6. BMA Chapter 33.
第 14 回	Current Issues on Corporate Finance and Capital Market	Review key principles of corporate finance and discuss the recent issues of capital market such as ESG related debate.

【Work to be done outside of class (preparation, etc.)】
Those who are not familiar with the basics of finance and accounting would need some self-study to enhance the level of basic understanding. Lecture notes would be provided in the form of power point presentation. Please refer to the content in advance in going through the text to facilitate your understanding.

【Textbooks】
Mihir A. Desai, "How Finance Works: The HBR Guide to Thinking Smart about the Numbers" [Desai], Harvard Business Review Press (2019)
ISBN10: 1633696707
ISBN13: 9781633696709
Brealey, R., Myers, S., and Allen, F., "PRINCIPLES OF CORPORATE FINANCE" 13th Edition [BMA], McGraw-Hill, (2020)
ISBN10: 1260013901
ISBN13: 9781260013900
Lecture notes in a form of power point presentation would be provided in advance together with necessary cases.

【References】
Jonathan Berk and Peter DeMarzo, "Corporate Finance", 3rd Edition, Pearson (2013)
ISBN10: 0132992477
ISBN13: 9780132992473

【Grading criteria】
Final case assignment (material and presentation): 50%
Quiz and interim assignments: 30%
Contribution to the class: 20%

【Changes following student comments】
Based on the experience last year, we will try to discuss more qualitative issues. Certain number crunching works cannot be avoided but you don't have to memorize formulas. Focus on understanding the relationship between corporate management and financial markets.
Furthermore, active feedbacks from the class are highly appreciated. The situations in corporate finance and capital market may vary between regions or countries. I would appreciate if you could bring insights or practical experiences in your home country into the class discussion.

【Equipment student needs to prepare】
Microsoft Excel is required to understand and exercise financial formulas and ratios.

【Outline (in English)】
In terms of financial management, corporate managers should be able to deal with two fundamental issues: (1) Selecting an investment project that maximizes the value of a firm, and (2) Choosing an appropriate financial policy (of dividend or capital structure) to persuade investors or banks to provide funds. This course aims at providing basic principles of corporate finance and investment theories. The course also covers topics such as concepts of net present values and cost of capital, valuation of debt instruments (bonds) and equities, firm valuation and portfolio theories. The course uses simple problem sets that require students to calculate net present values or to build models analyzing ROEs and other important ratios.

MAN560F2

Global Economic Issues and Innovative Solutions

Global Economic Issues and Innovative Solutions

谷口　和繁

単位数：**2 単位**
学期：**春学期後半**/Spring(2nd half)
授業分類：**専門講義**
Global MBA

その他属性：

【Outline and objectives】
In order to become a successful policy maker and/or a business leader, it is critical to understand the state of global economic development and policy issues such as sustainable development goals (climate change, global health and gender equality, etc.). This course will provide you with knowledge and methodology to identify issues and find possible policy options, particularly focusing on innovative solutions. You will learn cross-country analysis and cross-sectoral approach to make your proposal more convincing and operational. You will also learn lessons from Japan's experiences. In addition, you will learn the important role of private sector and social entrepreneurship.

【Goal】
Upon completion of the class, you will be able to:
1. Understand and evaluate the current global economic developments and key policy issues such as climate change, global health and gender equalities;
2. Understand Japan's economic and social experiences after the collapse of bubble and rapid aging as a reference for other countries;
3. Design policy options and operational measures with cross-country analysis and cross-sectoral approach that are commonly used in the managerial/operational decision making in the World Bank; and
4. Understand the importance of innovative approach with financial and technological instruments.
5. Skills to make presentation.
6 (if requested by students) Skills to improve CVs.

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP2","DP3"and"DP4".

【Method(s)】
Lecturing with Power Point presentation, reading/researching relevant info/data through websites, class discussions, and individual and group presentations.

【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
第 1 回	Overview of class objectives Current developments of global economies	Increased role of developing countries. Increased cross-border activities. Importance of demographic trend. Global risks and opportunities.
第 2 回	Current/historical developments of Japanese economy	Rapid growth after the war, sluggish economy after the bubble. Huge budget deficit and demographic challenge.
第 3 回	Sustainable development goals	Understanding SDGs and use of cross-sectoral approach and cross-country analysis.
第 4 回	Sustainable development goals - How to achieve?	Class discussion on SDG policy options using cross-sectoral approach and cross-country analysis
第 5 回	Development Assistance - Options of interventions	Increasing number of donors. Increased role of private sector. From charity to investment. Grant, loan and investment. Multilateral and bilateral approaches.
第 6 回	Multilateralism – Agenda and implementation. Human Resource Management.	Key international schemes for multilateral cooperation - United Nations and World Bank. Human resource management and recruitment.
第 7 回	Role of private sectors	Importance of direct Investment and measures to promote it. Importance of small and medium enterprises. Social entrepreneurship.
第 8 回	Ethics of economic development	Negative implications of economic development such as pollution, corruption, and harmful tax practices. Role of safeguard.
第 9 回	Innovation (including technology and finance) social entrepreneurship for economic development	Importance of innovative approaches including technology and finance to avoid bottlenecks and generate sustainable growth.
第 10 回	Specific issues - gender	Champion of cross-sectoral issues. Mainstreaming of gender as policy agenda and business practices.
第 11 回	Specific issues - quality infrastructure	Infrastructure as means of sustainable development including disaster risk management. Importance of logistics.
第 12 回	Specific issues - global health	Global health - cross-sectoral approach (sometimes clean water is more important than medicine) and role of finance.
第 13 回	Individual presentation and discussion – Cross sectoral approach (such as health, education and infrastructure)	Individual presentation - Student will pick one sectoral issue and propose possible solutions with cross-sectoral approaches. Cross-country analysis will be also recommended.
第 14 回	Group presentation and discussion – social entrepreneur and technological/financial solutions	Group will pick one sector/issue and design innovative solutions with new technology and/or financial instruments or new application of existing technology.

【Work to be done outside of class (preparation, etc.)】
Those who are not familiar with the basics of development economics would need some self-study to enhance the level of basic understanding. Lecture notes would be provided in the form of power point presentation and/or short memo. Websites of the World Bank and other relevant institutions are critical to understand the issue. (As a standard, 2 hours for preparation and 2 hours for review: a total of 4 hours.)

【Textbooks】
Textbook will not be used.

【References】
Websites of World Bank and other relevant institutions including Japanese ministry of finance will be used. These include:
https://www.worldbank.org/en/home
https://data.worldbank.org/
https://www.mof.go.jp/english/

【Grading criteria】
Method of evaluation
Group presentation　40 %
Individual presentation 30%
Contribution to the class discussion　30 %

【Changes following student comments】
I appreciate active feedback from the class and encourage each student to contribute to the class discussion and ask questions.

【Equipment student needs to prepare】
PC or other devices to view websites of relevant institutions and prepare presentation.

【Outline (in English)】
In order to become a successful policy maker and/or a business leader, it is critical to understand the state of global economic development and policy issues such as sustainable development goals (climate change, global health and gender equality, etc.). This course will provide you with knowledge and methodology to identify issues and find possible policy options, particularly focusing on innovative solutions. You will learn cross-country analysis and cross-sectoral approach to make your proposal more convincing and operational. You will also learn lessons from Japan's experiences. In addition, you will learn the important role of private sector and social entrepreneurship.

MAN560F2

Human Resource Management in Japan

Human Resource Management in Japan

Nichols, David William

単位数：2 単位
学期：秋学期後半/Fall(2nd half)
授業分類：専門講義
Global MBA
その他属性：

【Outline and objectives】

Every company, government and non-government organization must manage its human resources taking into account how its human resources will be used to support the organization's primary mission.　While companies in Japan have the similar human resource management requirements as other organizations throughout the world, the way that HRM is executed in Japan has been greatly influenced by Japanese history, society and culture.　This course will focus on how human resources are managed in companies in Japan both presently and how it may evolve in the future.

The course objective is to give students an understanding of how and why human resource management is applied by companies operating in Japan and be able to apply that understanding to operate successfully in the Japanese business environment both now and as human resource needs change in the future to address societal, economic and demographic changes.

While HR professionals are welcome, this course is intended to enable line managers to maximize the impact of the human resources they are responsible for managing.

【Goal】

By the end of the course, students should be able to:
- Explain how Human Resources are typically managed by companies in Japan, and the strengths and weaknesses of the Japanese approach
- Understand how historical, cultural, demographic, and other societal factors influenced human resource management in Japan
- Discuss how HRM in Japan differs from other markets around the world
- Analyze the implications for managers building their careers in the Japanese business environment
- Hypothesize how HRM in Japan will evolve in response to the global economy and Japan's changing society

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

Will be able to gain"DP1","DP2","DP3"and"DP4".

【Method(s)】

Lecture / Group discussion / Activity /Presentation
1 Lecture
2 Group discussion
3 Group activity to re-enforce lecture concepts
4 Presentation of final project
Students are expected to read all pre-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 & the fundamentals of HRM	- Self-introduction – students & instructor - HRM and the company mission - 7 policies of traditional Japanese HRM
2	Societal changes impacting Japanese HRM	- Declining & aging population - Female participation in the workforce - Technology - Globalization including foreigners in Japan
3	Lifetime Employment	- Key characteristics of lifetime employment - What % of workforce actually included? (myths of Japanese HRM) - Strengths and weaknesses - Temporary workers
4	Life Inside the Company	- Recruitment - Training & development - Performance evaluation - Explanation of titles - Employee retention - Retirement
5	Life Inside the Company 2	- Compensation and promotion - Legal and market framework - Employee grievances and dispute resolution
6	Japanese HRM Changing to Meet the Future	- Addressing social change - The changing business environment - Diversity & inclusion - Going global and accepting HR imports
7	Summary and Presentations	- Course summary - Project presentations - Group Feedback

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

The students are expected to read the handouts provided before class.(As a standard, 2 hours for preparation and 2 hours for review: a total of 4 hours.)

【Textbooks】

Handouts will be provided.

【References】

None

【Grading criteria】

Class participation and attitude 40%
Group discussion 30%
Peer evaluations 10%
Final project 20%

【Changes following student comments】

Not Applicable

【Equipment student needs to prepare】

Materials and equipment necessary to deliver presentations

【Others】

Office hours: after each lecture

【Outline (in English)】

Every company, government and non-government organization must manage its human resources taking into account how its human resources will be used to support the organization's primary mission.　While companies in Japan have the similar human resource management requirements as other organizations throughout the world, the way that HRM is executed in Japan has been greatly influenced by Japanese history, society and culture.　This course will focus on how human resources are managed in companies in Japan both presently and how it may evolve in the future.

The course objective is to give students an understanding of how and why human resource management is applied by companies operating in Japan and be able to apply that understanding to operate successfully in the Japanese business environment both now and as human resource needs change in the future to address societal, economic and demographic changes.

MAN560F2

Managing Talent

Managing Talent

豊嶋　晴美、白石　清仁

単位数：2 単位
学期：秋学期前半/Fall(1st half)
授業分類：専門講義
Global MBA

その他属性：

【Outline and objectives】
The goal of this course is to understand and be able to explain Japanese work society and its globalization particularly from different aspects, such as business communicating across cultures in workplace, organizational behavior, human capital management, general local recruiting process, and learning and development. This course helps students apply the knowledge to achieve preparation for working in Japan with various nationalities of people and managing organizational people who are critical to achieve their mission. Class will be conducted closely with instructor. This course is applicable to the both corporate size and small size of company, but if we had to choose one, then corporate is more suitable to practice.

【Goal】
By the end of the course:
1. Students are able to practice and develop their business communications skills to communicate with people who have Japanese cultural background, as well as others with various different cultural backgrounds.
2. Students are able to understand what managing talent means today on the front lines.
3. Students are able to understand the importance of the basic concepts of recruiting, training, OJT (On the Job Training), feedback and counselling in managing talent.

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP2","DP3","DP4"and"DP5".

【Method(s)】
IN-CLASS ACTIVITY WORKSHEETS:
This course uses In-Class Activity Worksheets as a way to facilitate students' in-class discussion activities (e.g., group discussions) as an important learning activity of this course. This worksheet lists several open-ended questions relevant to the main topic of the class and provide some space for each question in which to handwrite the answer.
LECTURES WITH POWERPOINT SLIDES:
Each lecture is delivered with a set of PowerPoint presentation slides that will be projected in the classroom.
Over the course of this semester, students are required to take notes on all major information delivered through the PowerPoint lecture slides in each class.
PRESENTATION AND FINAL PAPER:
The topic to be announced in the early stage of this course. The topic of both the final paper and the presentation will be the same.

【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	Welcome to this course (Lectured by Harumi Toyoshima)	-Course & Class Introduction
2	What is managing talent? (Lectured by Harumi Toyoshima)	-Human Capital Management
3	Japan business uniqueness (Lectured by Harumi Toyoshima)	-Japan labor environment -Japan organization structure and behavior -Retention
4	What does talent value? (Lectured by Harumi Toyoshima)	- Competency - Specialty
5	How can we measure? (Lectured by Harumi Toyoshima)	- Social skills
6	Communications (Lectured by Harumi Toyoshima)	-Communications style with people who have Japanese cultural background
7	What are key concepts for talent managing by recruiting leader/learning and development leader? (Lectured by Kiyohito Shiraishi)	- Recruiting - Learning - On the job training(counseling/feedback)
8	What are you being expected by recruiter from company? (Lectured by Harumi Toyoshima)	-Recruiting process and placement
9	What is effective way of communications? (Lectured by Harumi Toyoshima)	- Diversity, Equity, and Inclusiveness - Work ethic
10	Comparisons between Japanese working style and other country's (Lectured by Harumi Toyoshima)	-Students will be allowed to choose one country to compare with Japan work society
11	Presentation by students (Lectured by Harumi Toyoshima)	-Topic to be announced
12	Presentation by students(Lectured by Harumi Toyoshima)	-Topic to be announced
13	Human Resources technology today at front line (Lectured by Harumi Toyoshima)	-People data analytics -People engagement -Digital HR
14	Course wrap-up (Lectured by Harumi Toyoshima)	Course wrap-up

【Work to be done outside of class (preparation, etc.)】
Students are expected to prepare their assignments, presentation, and final paper by the due date. Students' preparation and review time will be 4 hours per course. Further details will be announced in the course.

【Textbooks】
For this course, students are NOT required to purchase any textbook. Instead, students are expected to research by their own outside of class for paper.

【References】
Again Students are NOT expected to buy any books. The books are only references.
GALLUP and Tom Rath
StrengthsFinder 2.0
The new book has your unique access code to take the assessment. This access code is valid for one use only. Do not buy this book if this packet has been opened, therefore the used book is not suitable.
Erin Meyer
Culture Map

【Grading criteria】
1. Class Attendance: 20%
2. Class Participation: 30%
3. In-class Paper Presentation: 10 %
4. Final Research Paper: 40 %

【Changes following student comments】
More case studies to be included to practice

【Equipment student needs to prepare】
N/A

【Others】
N/A

【Contact】
Contact: If you have questions or other needs for communication with the instructors, please send email to;
Harumi Toyoshima's email :
harumi.toyoshima.33@hosei.ac.jp
Kiyohito Shiraishi's email: kiyoinstructor@gmail.com

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

【Outline (in English)】
The goal of this course is to understand and be able to explain Japanese work society and its globalization particularly from different aspects, such as business communicating across cultures in workplace, organizational behavior, human capital management, general local recruiting process, and learning and development. This course helps students apply the knowledge to achieve preparation for working in Japan with various nationalities of people and managing organizational people who are critical to achieve their mission. Class will be conducted closely with instructor. This course is applicable to the both cooperate size and small size of company, but if we had to choose one, then corporate is more suitable to practice.

MAN560F2

Opportunity and Entrepreneurship in Japan

Opportunity and Entrepreneurship in Japan

KENNETH G PECHTER

単位数：**2 単位**
学期：**春学期後半/Spring(2nd half)**
授業分類：**専門講義**
Global MBA

その他属性：

【Outline and objectives】
This course provides an introduction to entrepreneurship and related opportunities in Japan. This is done in the context of lessons from the study of the innovation process, which at its core seeks to link the power of emerging ideas to the development of profitable business. Entrepreneurship is a key mode for this linkage. The Japan specific context for entrepreneurship is explored, along with the evolving nature of work and the career opportunities and challenges connected to this evolution.

This course also contributes to the three core learning objectives of the GMBA Program, which are to instill the following skills:
1 Practical Management Competency
2 Critical Analysis Competency
3 Communication Competency

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

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain "DP1", "DP2" and "DP5".

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

【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 entrepreneurship, and what opportunities does it create?
2	Innovation & Organizations	The interaction between organizational dynamics and the innovation process
3	Entrepreneurship	The role of entrepreneurship in innovation
4	Entrepreneurship in Japan	Long-term postwar growth, the bubble economy, the lost decades, 311 and the Olympics
5	Escalators vs Elevators	Models for career advancement
6	Work, Love, Play and The Gig Economy	New opportunities for work in the Gig Economy
7	What's Next?	Outlook for opportunity & entrepreneurship

【Work to be done outside of class (preparation, etc.)】
Readings will be assigned during class, either via handouts or URLs for downloads. These materials are to be read thoroughly, and the student ready for discussion during the next class meeting and a quiz. Assignments in the form of short reports, presentations and take-home exams will be given as needed. A final exam, report and/or presentation will be required at the end of the course.
(In general students may expect 1 to 3 hours per week required outside of class for reading and assignments.)

【Textbooks】
No textbook will be used. Handouts and reading material will be provided. Access to the internet will be needed both during and outside of class, as well as a computer for access and writing.

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

【Grading criteria】
Participation and ability to use concepts 50%
Mid-term assignments 20%
Final assignments 30%
Overall assessments are made in consideration of the three core learning objectives of the GMBA Program, which are instilling the following competencies:
1 Practical Management Competency
Learning Outcome 1a. Management Planning:
Student demonstrates competency in the application of the principles of management theory & practice to the planning of new business and/or the assessment of existing business
Learning Outcome 1b. Strategy Execution:
Student demonstrates competency in the application of the principles of management strategy to the planning of new business and/or the assessment of existing business
2 Critical Analytical Competency
Learning Outcome 2a. Hypothesis Setting:
Demonstrates competency in the formulation of hypotheses used to validate the planning of new business and/or the assessment of existing business
Learning Outcome 2b. Hypothesis Testing:
Demonstrates competency in the evaluation of hypotheses used to validate the planning of new business and/or the assessment of existing business
3 Communication Competency
Learning Outcome 3a. Written Communication
Demonstrates competency in professional written communication
Learning Outcome 3b. Spoken Communication
Demonstrates competency in professional spoken communication

【Changes following student comments】
Not applicable

【Equipment student needs to prepare】
Students should have use of a computer for internet access and writing, should bring the computer to class, and have access to the internet outside of class as well.

【Others】

1) Office Hours:

Class Days (Friday) 18:00-18:30 (appointment advised)

2) Due to the COVID-19 pandemic, courses this year will be held either in person or online according to the decisions of Hosei University, the Business School of Innovation Management, and the GMBA Program. Please check the university website and communications from the university for the final decision each quarter. In case of online course, please check the HOPPII system (学習支援システム) for specific online instructions of each course.

3) Each class above (1~7) uses two class periods of 1 hour 40 minutes each, for a total of 3 hours 20 minutes per class

【Outline (in English)】

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

This course also contributes to the three core learning objectives of the GMBA Program, which are to instill the following skills:

1 Practical Management Competency

2 Critical Analysis Competency

3 Communication Competency

MAN560F2

Media and Entertainment

Media and Entertainment

KENNETH G PECHTER

単位数：**2 単位**
学期：**春学期前半**/Spring(1st half)
授業分類：**専門講義**
Global MBA

その他属性：

【Outline and objectives】
This course provides an introduction to the Media & Entertainment industries. This is done in the context of lessons from the study of the innovation process, which at its core points to a major challenge of such industries: developing profitable business out of creative activity. These industries include TV, film, animation, gaming, publishing and other creative industries, with an emphasis on the situation in Japan.
This course also contributes to the three core learning objectives of the GMBA Program, which are to instill the following skills:
1 Practical Management Competency
2 Critical Analysis Competency
3 Communication Competency

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

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP2","DP3"and"DP5".

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

【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 are the media & entertainment industries, and why do they matter?
2	Media & Economic Development	The role of the media & entertainment industries in economic development
3	Media & Innovation	Creative industries and innovation in Japan
4	Film & TV Industries	Film industry, TV industry, etc.
5	Entertainment & Other Visual Media Industries	Visual media entertainment, manga, anime, games, etc.
6	Music & Media Industries	Music industry, distribution & payment models
7	What's Next?	Outlook for media & entertainment

【Work to be done outside of class (preparation, etc.)】
Readings will be assigned during class, either via handouts or URLs for downloads. These materials are to be read thoroughly, and the student ready for discussion during the next class meeting and a quiz. Assignments in the form of short reports, presentations and take-home exams will be given as needed. A final exam, report and/or presentation will be required at the end of the course.
(In general students may expect 1 to 3 hours per week required outside of class for reading and assignments.)

【Textbooks】
No textbook will be used. Handouts and reading material will be provided. Access to the internet will be needed both during and outside of class, as well as a computer for access and writing.

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

【Grading criteria】
Participation and ability to use concepts 50%
Mid-term assignments 20%
Final assignments 30%
Overall assessments are made in consideration of the three core learning objectives of the GMBA Program, which are instilling the following competencies:
1 Practical Management Competency
Learning Outcome 1a. Management Planning:
Student demonstrates competency in the application of the principles of management theory & practice to the planning of new business and/or the assessment of existing business
Learning Outcome 1b. Strategy Execution:
Student demonstrates competency in the application of the principles of management strategy to the planning of new business and/or the assessment of existing business
2 Critical Analytical Competency
Learning Outcome 2a. Hypothesis Setting:
Demonstrates competency in the formulation of hypotheses used to validate the planning of new business and/or the assessment of existing business
Learning Outcome 2b. Hypothesis Testing:
Demonstrates competency in the evaluation of hypotheses used to validate the planning of new business and/or the assessment of existing business
3 Communication Competency
Learning Outcome 3a. Written Communication
Demonstrates competency in professional written communication
Learning Outcome 3b. Spoken Communication
Demonstrates competency in professional spoken communication

【Changes following student comments】
Not applicable

【Equipment student needs to prepare】
Students should have use of a computer for internet access and writing, should bring the computer to class, and have access to the internet outside of class as well.

【Others】
1) Office Hours:
Class Days (Friday) 18:00-18:30 (appointment advised)

2) Due to the COVID-19 pandemic, courses this year will be held either in person or online according to the decisions of Hosei University, the Business School of Innovation Management, and the GMBA Program.　Please check the university website and communications from the university for the final decision each quarter. In case of online course, please check the HOPPII system (学習支援システム) for specific online instructions of each course.

3) Each class above (1~7) uses two class periods of 1 hour 40 minutes each, for a total of 3 hours 20 minutes per class

【Outline (in English)】

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

This course also contributes to the three core learning objectives of the GMBA Program, which are to instill the following skills:

1 Practical Management Competency

2 Critical Analysis Competency

3 Communication Competency

MAN560F2

Marketing in Japan

Marketing in Japan

大澤　裕

単位数：2 単位
学期：秋学期後半/Fall(2nd half)
授業分類：専門講義
Global MBA

その他属性：

【Outline and objectives】
The objectives of this course are to learn practical marketing method in Japan and to gain a deeper understanding of its theory.
Specifically, the students will learn how to effectively attract interest in products/services, and how to build win-win relationships with sales partners in Japan.
(Each student will choose a product or service that he/she would like to sell in Japan.)

【Goal】
The goals of this course are as follows;
1) To master how to advertise products/services attractively, how to create marketing materials, and how to make presentations.
2) To master negotiation skills for creating win-win relationships with sales partners in Japan.

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP2","DP3"and"DP5".

【Method(s)】
Lecture / Presentation / Discussion
Each student will create marketing materials and make presentations to market a product of his/her choice in Japan.
Presentations will be made several times. By getting feedback from other classmates and outside guests, you will come to understand your strengths and weaknesses.

【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	Lecture	· Types of sales partners · Difficulties of marketing in Japan
2	Self-Introduction	· Self-introduction and introduction of a classmate
3	Lecture	· Business practice in Japan · Win-win relationships with sales partners
4	Presentation /Discussion	· Presentation and discussion of what products/services you want to sell in Japan
5	Lecture	· How to prepare catalogs and marketing materials · Tradeshows
6	Presentation /Discussion	· Presentation to end-users in Japan · Discussion about the presentations
7	Lecture	· Sales Promotion · How to approach distributor
8	Presentation / Discussion	· Presentation to distributors in Japan · Discussion about the presentations
9	Lecture	· Pricing Strategy · How to approach manufacturer
10	Presentation / Discussion	· Presentation to manufacturers · Discussion about the presentations
11	Presentation / Discussion	Presentations for end-users, distributors and manufactures
12	Presentation / Discussion	· Discussion regarding marketing materials and presentations
13	Presentation / Discussion	· Final presentations for end-users, distributors and manufactures
14	Presentation / Discussion	· Final presentations for end-users, distributors and manufactures

【Work to be done outside of class (preparation, etc.)】
Each student will prepare six PowerPoint presentations.(As a standard, 4 hours for preparation and 1 hour for review: a total of 5 hours.)

【Textbooks】
None

【References】
None

【Grading criteria】
Class participation 30%
1-6th presentation 30%
Final presentation 40%

【Changes following student comments】
The restriction on the amount of presentation materials has been removed. This is for reducing the burden of homework.

【Equipment student needs to prepare】
Personal computer

【Outline (in English)】
The objectives of this course are to learn practical marketing method in Japan and to gain a deeper understanding of its theory.
Specifically, the students will learn how to effectively attract interest in products/services, and how to build win-win relationships with sales partners in Japan.
(Each student will choose a product or service that he/she would like to market in Japan.)

MAN560F2

Service Management in Japan

Service Management in Japan

KENNETH G PECHTER

単位数：**2 単位**
学期：**秋学期後半/Fall(2nd half)**
授業分類：**専門講義**
Global MBA

その他属性：

【Outline and objectives】
This course provides an introduction to Service Management in Japan. This is done in the context of lessons from the study of the innovation process, for which the service sector is a key and growing platform, and which also provides a framework for understanding challenges to service sector growth in Japan. The Japan-specific context for Service Management is explored, with special attention on such cultural artifacts as "omotenashi" - Japanese style hospitality - which is widely considered to be a core asset of Japanese service offerings.
This course also contributes to the three core learning objectives of the GMBA Program, which are to instill the following skills:
1 Practical Management Competency
2 Critical Analysis Competency
3 Communication Competency

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

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP2","DP3","DP4"and"DP5".

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

【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 service management?
2	Global Promise of Services	Economic development and the service sector
3	Promise of Services in Japan	Economic development and Japan's service sector
4	Services & Innovation	Problem solving, organizational dynamics and service management
5	Inside the Black Box of Service Businesses	Japanese-style communication and the service business value chain
6	Tourism and Omotenashi	What is Omotenashi, and does it make an industry?
7	What's Next?	Outlook for service management

【Work to be done outside of class (preparation, etc.)】
Readings will be assigned during class, either via handouts or URLs for downloads. These materials are to be read thoroughly, and the student ready for discussion during the next class meeting and a quiz. Assignments in the form of short reports, presentations and take-home exams will be given as needed. A final exam, report and/or presentation will be required at the end of the course.
(In general students may expect 1 to 3 hours per week required outside of class for reading and assignments.)

【Textbooks】
No textbook will be used. Handouts and reading material will be provided. Access to the internet will be needed both during and outside of class, as well as a computer for access and writing.

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

【Grading criteria】
Participation and ability to use concepts 50%
Mid-term assignments 20%
Final assignments 30%
Overall assessments are made in consideration of the three core learning objectives of the GMBA Program, which are instilling the following competencies:
1 Practical Management Competency
Learning Outcome 1a. Management Planning:
Student demonstrates competency in the application of the principles of management theory & practice to the planning of new business and/or the assessment of existing business
Learning Outcome 1b. Strategy Execution:
Student demonstrates competency in the application of the principles of management strategy to the planning of new business and/or the assessment of existing business
2 Critical Analytical Competency
Learning Outcome 2a. Hypothesis Setting:
Demonstrates competency in the formulation of hypotheses used to validate the planning of new business and/or the assessment of existing business
Learning Outcome 2b. Hypothesis Testing:
Demonstrates competency in the evaluation of hypotheses used to validate the planning of new business and/or the assessment of existing business
3 Communication Competency
Learning Outcome 3a. Written Communication
Demonstrates competency in professional written communication
Learning Outcome 3b. Spoken Communication
Demonstrates competency in professional spoken communication

【Changes following student comments】
Not applicable

【Equipment student needs to prepare】
Students should have use of a computer for internet access and writing, should bring the computer to class, and have access to the internet outside of class as well.

【Others】
1) Office Hours:
Class Days (Thursday) 18:00-18:30 (appointment advised)

2) Due to the COVID-19 pandemic, courses this year will be held either in person or online according to the decisions of Hosei University, the Business School of Innovation Management, and the GMBA Program. Please check the university website and communications from the university for the final decision each quarter. In case of online course, please check the HOPPII system (学習支援システム) for specific online instructions of each course.

3) Each class above (1~7) uses two class periods of 1 hour 40 minutes each, for a total of 3 hours 20 minutes per class

【Outline (in English)】

This course provides an introduction to Service Management in Japan. This is done in the context of lessons from the study of the innovation process, for which the service sector is a key and growing platform, and which also provides a framework for understanding challenges to service sector growth in Japan. The Japan-specific context for Service Management is explored, with special attention on such cultural artifacts as "omotenashi" - Japanese style hospitality - which is widely considered to be a core asset of Japanese service offerings.

This course also contributes to the three core learning objectives of the GMBA Program, which are to instill the following skills:

1 Practical Management Competency
2 Critical Analysis Competency
3 Communication Competency

MAN560F2

Innovation in Global business

Innovation in Global business

米倉　誠一郎

単位数：2 単位
学期：秋学期前半/Fall(1st half)
授業分類：専門講義
Global MBA

その他属性：

【Outline and objectives】
In this course, we will study two very important issues in the 21st Century; innovation and globalization. As to innovation, we will focus on"social innovation," in particular. As to globalization, two very interesting cases will be picked up; Juchheim and Toraya in confectionery industry.
1)What is innovation? and what is social innovation?
2)How traditional companies try to global their business?

【Goal】
1) To understand the theoretical framework on innovation
2) To understand of a historical development of the global business
3) To create your own innovative business ideas

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP2","DP3","DP4"and"DP5".

【Method(s)】
1) Class discussion
2) Group work and group discussion
3) Group presentation and direct discussion with real global business leaders

【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
09/25	Introduction	Why you study in Japan? Why do we need innovation?What is globalization business?
09/25	A theoretical frame work of innovation	Innovation: Schumpeter's 5 factors and Abernathy's four cell model. What is social innovation?
10/02	How to make a domestic industries global.	Students have to figure out possible strategies for a very domestic industries or companies to be
10/02	A preparation of strategic proposal to CEO of Fast Beauty	Three teams will Three teams compete for the best strategic presentation to Guest (1)
10/9	The best presentation will be presented to Guest (1)CEO of Fast Beauty	Comments on the presentation by Guest Mr. Ken Takahashi, CEO of Fast Beauty
10/9	Lecture and Dialogue with Guest (1)Fast Beauty	Lecture and Dialogue with Guest (1)Fast Beauty
10/16	The Climate Change and Corporate responsibility	We will study how serious the climate change is now and think of possible measures.
10/16	Students will prepare and present their strategic proposal to reduce CO2 and to stop the climate change to Ms. Tomoko Sawada, an Al Gore Climate Reality Leader.	Tomoko Sawada,an Al Comments and dialogue by/with Ms.Tomoko Sawada, Gore Climate Reality Leader.
10/23	How can English school in Japan be innovative and global.	Three teams compete for the best A preparation fo strategic presentations to Guest(2): Mr. Shogo Okada, CEO off ProGrit
10/23	How can English school in Japan be innovative and global.	Three teams compete for the best strategic presentation to Guest(2) Mr. Shogo Okada
10/30	Field study on the Japanese English language schools	A comparative study on overall strategies of the Japanese English language school
10/30	Field study on the Japanese English language schools	A comparative study on overall strategies of the Japanese English language school
11/06	Students will have a pitch competition for their strategic proposal to Guest (2)	Comments on students' presentation by Guest Mr. Shogo Okada
11/06	A Creative discussion over globalization and global business with Guest (2)	Lectured by Guest2: Mr. Shogo Okada

【Work to be done outside of class (preparation, etc.)】
In order to prepare a group presentation to invited business leaders, Approximately 4-6 hours group works are required. It will be a little bit hard, but will be worthwhile. (As a standard, 2 hours for preparation and 2 hours for review: a total of 4 hours.)

【Textbooks】
Seiichiro Yonekura and Anis Uzzaman, "CVC 4.0 A great reset of Japanese companies"

【References】
Al Gore, An Incovenient Truth, to be distributed.

【Grading criteria】
1) Class participation (30%)
2) Group work participation and leadership (30%)
3) A final term paper (40%)

【Changes following student comments】
I will make more basic lecture by Seiichiro Yonekura

【Outline (in English)】
In this course, we will study two very important issues in the 21st Century; innovation and globalization. As to innovation, we will focus on"social innovation," in particular. Was to globalization, two very interesting cases will be picked up; Juchheim and Toraya in confectionery industry.

MAN560F2

Innovators and Leaders

Innovators and Leaders

米倉　誠一郎

単位数：2 単位
学期：**春学期後半**/Spring(2nd half)
授業分類：**専門講義**
Global MBA

その他属性：

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

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

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP2","DP3","DP4"and"DP5".

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

【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: 6/6	Introduction	Why we need innovators and leaders?lectured by Dr. Yonekura
2: 6/6	Innovation and Innovator in theory	A theoretical relationship between innovation and innovators lectured by Dr. Yonekura
3: 6/13	Innovators and Leaders: Power of Two	Why we need innovators and leaders lectured by Dr. Yonekura
4: 6/13	Innovation and Innovator in practice	How to learn from historical examples of power of two lectured by Dr. Yonekura
5: 6/20	How to penetrate Asian Market (1)?	What are core strategic factors of global marketing lectured by Lecturer Kazuki Moribe, CEO of Spyder Initiative
6:6/20	How to build competitive advantages in Asian Market (2)?	How to differentiate product, proecss, and guality in global marketing by Lecturer Moribe
7: 6/26	Leadership ad Innovation for Global Climate Change (1)	Lectured by Tomoko Sawada, a Climate Change Leader
8: 6/26	Leadership and Innovation for Global Climate Change (2)	Lectured by Tomoko Sawada, a Climate Change Leader
9: 7/4	Leadership development in a cultural differences (1)	Lectured by Professor Shiaw Jia Eyo, Global International Studies, Hosei University
10 7/4	Leadership development in a cultural differences (2)	Lectured by Professor Shiaw Jia Eyo, Global International Studies, Hosei University
11: 7/11	Presentation Picth on a strategic proposal for Fast Beauty(1)	Case study on Fast Beauty, a new venture for beauty care
12: 7/11	Presentation Picth on a strategic proposal for Fast Beauty(2)	Case study on Fast Beauty, a new venture for beauty care
13: 7/18	Strtegic presentation to Ken Takahashi, CEO of Fast Beauty	Feedback fro Ken Takahashi
14: 7/18	Dialogue with Ken Takahashi	Lecture by Ken Takahashi and dialogue with him.

【Work to be done outside of class (preparation, etc.)】
1) Group work for a case analysis
2) Group presentation preparation
3) Participation to the 2017 Nikkei BP Innovators Award
(As a standard, 2 hours for preparation and 2 hours for review: a total of 4 hours.)

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

【References】
Cusumano, Microsoft Secrets
米倉誠一郎『企業家の条件』
米倉誠一郎『イノベーターたちの日本史』

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

【Changes following student comments】
I will do more basic lectures.

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

MAN560F2

Applied Marketing

Applied Marketing

坂本　和子

単位数：2 単位
学期：**春学期後半**/Spring(2nd half)
授業分類：**専門講義**
Global MBA

その他属性：

【Outline and objectives】
This lecture aims to acquire cutting-edge marketing knowledge and practical methodologies through the reading of Marketing 5.0 by Kotler.

【Goal】
Understand the transition of marketing and acquire practical utilization methods that are in line with the needs of the times.
Be able to master marketing adapted to technological progress.
Grasp various business environment problems from a marketing perspective and acquire clues to solve them.

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP2","DP3"and"DP4".

【Method(s)】
The lecture proceeds primarily with the use of textbooks and slide materials.
"Marketing 5.0" the latest in a trilogy that Kotler calls Marketing X.0, will be used as the textbook.
The group responsible for each chapter is decided in advance, and each group presents a summary of one chapter, including examples applied to real-world companies and consumer behavior.
Students will deepen their understanding of the presentation through questions and discussions.
Additionally, students will be required to submit a reflection sheet after each class, where they will state what they have learned, their newfound awareness, and any remaining questions they may have.

【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
第 1 回	Introduction	Course overview, intro of group project, some house-keeping works
第 2 回	Prior to Marketing 5.0 ①	Overview of Marketing 1.0 ＋ 2.0 ： Traditional Marketing Theory
第 3 回	Prior to Marketing 5.0 ②	Overview of Marketing 3.0 ＋ 4.0 ： Value Principle and Self-Actualization
第 4 回	Introducing Marketing 5.0	Technology for Humanity
第 5 回	Generation Gap in Marketing 5.0	Report by group ： Baby Boomers,X,Y,Z
第 6 回	Prosperity Polarization in Marketing 5.0	Report by group ： Creating Inclusivity and Sustainability for Society
第 7 回	Digital Divide in Marketing 5.0	Report by group ： Markting Tech Personal,Social,and Experiential
第 8 回	The Digital-Ready Organization in Marketing 5.0	Report by group ： One Strategy Doesn't Fit All
第 9 回	The Next Tech in Marketing 5.0	Report by group ： It's Time for Human-Life Technology Take Off
第 10 回	The New CX in Marketing 5.0	Report by group ： Machines Are Cool,but Humans Are Warm
第 11 回	Data-Driven Marketing in Marketing 5.0	Report by group ： Building a Data Ecorosystem for Better
第 12 回	Predictive Marketing in Marketing 5.0	Report by group ： Anticipating Market Demand with Proactive Actor
第 13 回	Contextual Marketing in Marketing 5.0	Report by group ： Making a Personalised Sense-and-Respond Experience
第 14 回	Augmented Marketing and Marketing in Marketing 5.0	Report by group ： Delivering Tech-Empowerd Human Interaction，Executing Operations Pace and Scale

【Work to be done outside of class (preparation, etc.)】
· Each group should prepare presentation materials for the chapters assigned to them.
· They should also review the chapters that are not assigned to them and come up with some relevant questions in advance.
· The standard preparation and review time for this class is 2 hours each.

【Textbooks】
Philip Kotler,Hermawam Kartajaya,Iwan Setiawan (2021), "Marketing 5.0: Technology for Humanity", Wiley.

【References】
Philip Kotler,Hermawam Kartajaya,Iwan Setiawan (2016), "Marketing 4.0: Moving from Traditional to Digital ", Wiley.
Philip Kotler,Hermawam Kartajaya,Iwan Setiawan (2010), "Marketing 3.0: From Products to Customers to the Human Spirit ", Wiley.
Philip Kotler, Waldemar Pfoertsch, Uwe Sponholz(2020), "H2H Marketing: The Genesis of Human-to-Human Marketing"，Springer.

【Grading criteria】
Method of evaluation
Group presentation: 50%
Contribution to the class: 20 %
Reflection sheets ： 30 %

【Changes following student comments】
Ingeniously create lecture content and materials to increase interest.

【Outline (in English)】
This lecture aims to acquire cutting-edge marketing knowledge and practical methodologies through the reading of Marketing 5.0 by Kotler.

MAN560F2

MBA Special Lecture

MBA Special Lecture

CHANG WEI-LUN

単位数：2 単位
学期：夏期集中/Intensive(Summer)
授業分類：専門講義
Global MBA

その他属性：

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

【Goal】
This module aims to offer an entertaining course for Information Technology and Management.　It provides students a chance to appreciate what are the essentials of the Information Technology and Management and how to analyze selected cases.　In recent years, innovative types of Information Technology have emerged as an important indicator for IT field.　This course can help us to understand the essentials of the Information Technology and Management and action in real-life organizational contexts; it has the potential to produce deep insights into organizational phenomena. As the interest in managing an innovative business has increased over time, however, many people have raised questions about what innovative Business Information Systems are and how their qualities can be assessed.　Through an appreciation of existing cases, this module seeks to help students to respond to some of these questions and to become familiar with the principles for the Information Technology and Management and evaluation of a business application.
1.　Understand the concept of information technology and management and the applications (e.g., business process re-engineering, enterprise resource planning, customer relationship management, and supply chain management).
2.Analyze certain benchmarks of information technology and management.
3.Apply and evaluate the cases of information technology and management by case analysis.

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain "DP1", "DP3" and "DP4".

【Method(s)】
This class will be lectured by Case-Based Teaching (case analysis).　Students have to read required materials and prepare questions/comments in order to facilitate the discussion. Active participation and interaction is required during the class. The used method aims to achieve:
1.Searching for answers
2.Flexible application
3.Rich contexts
4.Two-way dialogue

【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
8 月 28 日	Introduction & Orientation	Introduce the concept and requirements
8 月 28 日	The importance of ICT	Understand the pros and cons of ICT.
8 月 28 日	The competition of ICT in enterprises	Understand the competitive advantage ICT
8 月 28 日	Case: Case-Cirque du Soleil	Case discussion
8 月 29 日	Business Process Reengineering	Understand the basic idea of BPR and steps to conduct it
8 月 29 日	Case: PNB Housing Finance Limited	Case discussion
8 月 29 日	Enterprise Resource Planning (ERP)	Understand what ERP is in enterprises
8 月 29 日	Case: VLF Hospital	Case discussion
8 月 30 日	Customer relationship management (CRM)	Understand the concept and key factors of CRM
8 月 30 日	Case: HEC Montréal	Case discussion
8 月 30 日	Supply chain management (SCM)	Understand the new ICT on SCM.
8 月 30 日	Case: Walmart	Case discussion
8 月 31 日	Final Presentation	Each student will need to select a local case related to IT industry for final presentation.
8 月 31 日	Final Presentation	Each student will need to select a local case related to IT industry for final presentation.

【Work to be done outside of class (preparation, etc.)】
Group participation and discussion are required in the class. individual presentation is needed for final case analysis in the last class.(As a standard, 2 hours for preparation and 2 hours for review: a total of 4 hours.)

【Textbooks】
Handouts and reading materials will be provided by lecturer.

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

【Grading criteria】
In-class group discussion: 50%
Final presentation: 50%

【Changes following student comments】
No records.

【Equipment student needs to prepare】
Students may have own laptops in the class in case the needs of Internet access for group work.

【Others】
Students can contact the lecturer regarding the course details if needed (wlchang@ntut.edu.tw).

【Outline (in English)】

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

MAN650F2

Project 1-A (Internship)

Project 1-A(Internship)

高田　朝子、米倉　誠一郎、Kenneth Pechter

単位数：6 単位
学期：秋学期授業/Fall
授業分類：専門演習
Global MBA

その他属性：

【Outline and objectives】
Project 1-A is an internship (referred to as Internship 1), which generally takes place with a regional government office in Japan. (At the discretion of the faculty, however, in certain cases according to the background of the individual student, placements may be made instead to private sector, non-profit sector or – in rare cases – overseas organizations.) The internship takes place for at least 160 hours over approximately 12 weeks in the November-February time period of the Global MBA (GMBA) Program Academic Year 1.

The purpose of Internship 1 is to provide a real-world business learning experience, while also providing the opportunity for students to be exposed to intensive Japanese language and cultural learning, and to real-world workplace conditions. (In cases where the student is a native Japanese speaker, alternative placements may be made to provide equivalent learning opportunities in a non-Japanese environment.)

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

In certain special cases, students may be accepted into the GMBA program with the understanding that they are unable to participate in Internship 1 for the following specific reasons (to be pre-approved by the faculty):
- People with concurrent full-time jobs who are unable to take leave of absence
- People with full-time childcare duties who are unable to be away from home
- Special institutional arrangements requiring a field research project
- Special company dispatches requiring a field research project
In these cases, students may be permitted to take Project 1-B (Field Research) instead of 1-A, with the specific project to be carried out under supervision of the faculty in order to provide an equivalent experience. (Such cases result from GMBA program decisions, not simply because the student prefers to do a field research project.)

In case of a time conflict during Academic Year 1, it is possible though not recommended that Project 1-A may be taken in Year 2 along with Project 2-A.

This course also contributes to the three core learning objectives of the GMBA Program, which are to instill the following skills:
1 Practical Management Competency
2 Critical Analysis Competency
3 Communication Competency

【Goal】
Internship 1 provides a real-world business learning experience. This serves as a complement to the project-based learning approach promoted in the Hosei Business School of Innovation Management, in which classroom learning is facilitated though the exploration of practical, real-world problem solving. Internship 1 (and later Internship 2 in Academic Year 2) corresponds to the "project method" used in the Japanese MBA programs residing in the Business School alongside the English-language GMBA program. This enables the student to acquire working knowledge and develop critical assessment abilities that form a solid foundation for a career as a management professional.

As the majority of students in the GMBA program are anticipated to be non-native Japanese speakers, Internship 1 also provides the opportunity for students to be exposed to intensive Japanese language and cultural learning while experiencing real-world workplace conditions in Japan. This enables the student to cultivate the global perspective that the GMBA program values.

The primary job responsibility of interns is to work on projects assigned to them by their host organization, as well as on their own individual project on topics assigned by the GMBA program, such as the improvement of inbound tourism.
Goals:
- To acquire real-world working knowledge of innovation practitioners grounded in management theory and practice
- To experience real-world work conditions in Japan, in order to cultivate the critical thinking skills of innovation practitioners
- To cultivate the global perspective that the GMBA program values, through exposure to intensive Japanese language and cultural learning, in order to become innovation practitioners grounded in effective communication

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP2","DP3","DP4"and"DP5".

【Method(s)】
In order to clarify the purpose and procedures, and to explain the specific goal and deliverables of Internship 1, orientation meetings are provided in the months prior to the internship, and this is furthermore supported by individual discussions with the internship coordinators.

The internship itself is a required over 160 hours, during which the student works with the internship organization under the direction of a supervisor in the assigned organization. The general format for the internship is small-group hybrid format, in which, say, two to five students are assigned to work with a regional organization, and work is carried out via a range of remote and face-to-face action. This range goes from online video meetings to city visits and/or city stays.

This amount of time varies over the course of the internship, but the total hours by the end of February will be at least 160 hours.

Weekly timesheets and periodic internship reports in English are required, as will be specified during the orientation and assignment period, with the final report of the same format due within a week of finishing the internship.

Towards the end of the internship students will make a Summary Presentation to their host organizations at the internship location (face-to-face if possible, but online is acceptable). A Final Presentation will be made at the Internship Presentation Conference in Tokyo in late February.

【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	Internship 1 Orientation Period Week 1	General information on Internship 1
2	Internship 1 Orientation Period Week 2	General information on Internship 1
3	Internship 1 Orientation Period Week 3	General information on Internship 1
4	Internship 1 Planning Period Week 1	Familiarization with host region and organization
5	Internship 1 Planning Period Week 2	Familiarization with host region and organization
6	Internship 1 Planning Period Week 3	Familiarization with host region and organization
7	Internship 1 Preparation Week 1	Determination of internship project topic
8	Internship 1 Preparation Week 2	Determination of internship project topic
9	Internship 1 Preparation Week 3	Determination of internship project topic
10	Internship 1 Internship Week 1	Finalization of project work in coordination with regional organization
11	Internship 1 Internship Week 2	Finalization of project work in coordination with regional organization
12	Internship 1 Internship Week 3	Finalization of project work in coordination with regional organization
13	Internship 1 Internship Week 4	Summary Presentation at internship location
14	Internship 1 Final Week	Final Presentation in Tokyo

【Work to be done outside of class (preparation, etc.)】
The student must attend the orientation meetings (dates to be announced).

During the first part of the internship, students will work in small groups to learn about their assigned regions, and start interacting with internship hosts.

As this interaction proceeds, student groups will work with their hosts to develop an appropriate project topic or two, which they will work towards completion by the end of the internship. Faculty will support the students in this effort.

Students will keep track of their working hours in weekly timesheets and submit these regularly, as will be specified during the orientation and assignment period.

During the term of the internship, periodic internship reports in English are required, as will be specified during the orientation and assignment period, with the final report of the same format due within a week of finishing the internship.

Towards the end of the internship, the student will make a presentation to their host organization summarizing their assigned duties during the internship, their own individual project (for example, promotion of inbound tourism), and their feelings on the overall internship experience. The student is encouraged to do this Summary Presentation in Japanese (or bilingual Japanese and English) if at all possible, both as a goal for improving Japanese ability, and as an expression of gratitude to hosts who have so kindly accepted the student for the internship. Ideally this would be done at the internship location, although remote presentation is also acceptable.

After returning to Tokyo a Final Presentation will be made at the Internship Presentation Conference. This presentation is generally in English, although students for whom their English is stronger than their Japanese may challenge themselves to presenting in Japanese if they desire.

(In general students may expect 2 to 4 hours per week of preparation prior to the internship, 10 to 20 hours per week during the internship and in preparation for the Final Presentation after the internship.)

【Textbooks】
Not applicable

【References】
Not applicable

【Grading criteria】
[Final grade is determined by]
· Administrative Cooperation 30%
· Professional Communications 30%
· Project Planning & Execution 40%
Students will be judged on their overall professional attitude and completion of assigned tasks.
The assigned tasks include:
- Attendance at orientation and training sessions
- Creation and maintenance of a weekly timesheet (detailed instructions to be provided during the orientation period)
- On-time submission of regular reports in English (detailed instructions to be provided during the orientation period)
- Submission of final weekly report, and a Summary Presentation (in Japanese if possible) at the internship location, and a Final Presentation (usually in English but Japanese also possible) at the Internship Presentation Conference following the internship (detailed instructions to be provided during the orientation period)
Professional attitude will be judged on characteristics including the following:
- Positive and cooperative attitude during the orientation and assignment period
- Active participation in training
- Proper and business-like communications in email and report submissions
- Critical assessment and decision-making during the internship
- Collegial relationships with colleagues in both the GMBA program and at the internship locations
- Responsible communication with the GMBA program office, GMBA faculty, and adherence to rules and guidelines
In making the assessments, the GMBA faculty also works with the internship hosting organizations, so that the overall grade will also take account of the intern's performance as assessed by the intern's supervisor in the organization.
Overall assessments are made in consideration of the three core learning objectives of the GMBA Program, which are instilling the following competencies:
1 Practical Management Competency
Learning Outcome 1a. Management Planning:
Student demonstrates competency in the application of the principles of management theory & practice to the planning of new business and/or the assessment of existing business
Learning Outcome 1b. Strategy Execution:
Student demonstrates competency in the application of the principles of management strategy to the planning of new business and/or the assessment of existing business
2 Critical Analytical Competency
Learning Outcome 2a. Hypothesis Setting:
Demonstrates competency in the formulation of hypotheses used to validate the planning of new business and/or the assessment of existing business
Learning Outcome 2b. Hypothesis Testing:
Demonstrates competency in the evaluation of hypotheses used to validate the planning of new business and/or the assessment of existing business

3 Communication Competency
Learning Outcome 3a. Written Communication
Demonstrates competency in professional written communication
Learning Outcome 3b. Spoken Communication
Demonstrates competency in professional spoken communication

【Changes following student comments】
Although the small-group hybrid internship format is robust, it is always possible that operations of the internship could be affected by COVID-19 pandemic. The faculty and/or the Innovation Management Office will provide guidance should this happen.

【Equipment student needs to prepare】
Students should have use of a computer for internet research, communication and writing, should bring the computer to their internships, and have access to the internet as well.

【Others】
Due to the COVID-19 pandemic, courses this year will be held either in person or online according to the decisions of Hosei University, the Business School of Innovation Management, and the GMBA Program. Please check the university website and communications from the university for the final decision each quarter. In case of online course, please check the HOPPII system (学習支援システム) for specific online instructions of each course.
Specifically in the case of internship courses, the internship may be changed to a full online or hybrid online/face-to-face format.

【Outline (in English)】
Project 1-A is an internship (referred to as Internship 1), which generally takes place with a regional government office in Japan. (At the discretion of the faculty, however, in certain cases according to the background of the individual student, placements may be made instead to private sector, non-profit sector or – in rare cases – overseas organizations.) The internship takes place for at least 160 hours over approximately 12 weeks in the November-February time period of the Global MBA (GMBA) Program Academic Year 1.
The purpose of Internship 1 is to provide a real-world business learning experience, while also providing the opportunity for students to be exposed to intensive Japanese language and cultural learning, and to real-world workplace conditions. (In cases where the student is a native Japanese speaker, alternative placements may be made to provide equivalent learning opportunities in a non-Japanese environment.)
The internships are arranged and assigned by the GMBA program faculty.
In certain special cases, students may be accepted into the GMBA program with the understanding that they are unable to participate in Internship 1 for the following specific reasons (to be pre-approved by the faculty):
- People with concurrent full-time jobs who are unable to take leave of absence
- People with full-time childcare duties who are unable to be away from home
- Special institutional arrangements requiring a field research project
- Special company dispatches requiring a field research project
In these cases, students may be permitted to take Project 1-B (Field Research) instead of 1-A, with the specific project to be carried out under supervision of the faculty in order to provide an equivalent experience. (Such cases result from GMBA program decisions, not simply because the student prefers to do a field research project.)
In case of a time conflict during Academic Year 1, it is possible though not recommended that Project 1-A may be taken in Year 2 along with Project 2-A.

This course also contributes to the three core learning objectives of the GMBA Program, which are to instill the following skills:
1 Practical Management Competency
2 Critical Analysis Competency
3 Communication Competency

MAN650F2

Project 1-B (Field Research)

Project 1-B(Field Research)

KENNETH G PECHTER

単位数：6 単位
学期：秋学期授業/Fall
授業分類：専門演習
Global MBA

その他属性：

【Outline and objectives】
Project 1-B (Field Research) and Project 2-B (Field Research), for Global MBA (GMBA) Program students in Year 1 and Year 2 respectively, is offered only in special cases for GMBA students who have been permitted to take these courses instead of Project 1-A (Internship) and Project 2-A (Internship) for the following reason.

In certain special cases, students may be accepted into the GMBA program with the understanding that they are unable to participate in Project 1-A (Internship) and Project 2-A (Internship) for the following specific reasons (to be pre-approved by the faculty):
- People with concurrent full-time jobs who are unable to take leave of absence
- People with full-time childcare duties who are unable to be away from home
- Special institutional arrangements requiring a field research project
- Special company dispatches requiring a field research project
In these cases, students may be permitted to take Project 1-B (Field Research) and Project 2-B (Field Research) instead, with the specific Field Research project to be carried out under supervision of the faculty in order to provide an equivalent experience to the internship courses. (Such cases result from GMBA program decisions, not simply because the student prefers to do a Field Research project.)

The purpose of the Project 1-A & 2-A (Internship) and the Project 1-B & 2-B (Field Research) courses is to provide a real-world business learning experience known as Project-based Learning or Active Learning, in support of the course work encountered in the GMBA program.

As the mission of the Business School of Innovation Management is to foster innovation practitioners in companies, organizations and society at large, grounded in management theory & practice, critical thinking, and effective communication, the emphasis of this Field Research project work is not purely academic. Rather, the focus is on practical analysis and problem-solving on par with the type of problems encountered by management professionals. Accordingly the reports and presentations of this course do not constitute a standard Master's Thesis, nor do they necessarily guarantee advancement to further doctoral study such as PhD.

This course also contributes to the three core learning objectives of the GMBA Program, which are to instill the following skills:
1 Practical Management Competency
2 Critical Analysis Competency
3 Communication Competency

【Goal】
Field Research provides real-world business learning experiences. Project 1-B (Field Research) in Academic Year 1 and Project 2-B (Field Research) in Academic Year 2 correspond to the "project method" (also known as Project-based Learning) used in the Japanese MBA programs residing in the Business School alongside the English-language GMBA program, in which learning is facilitated though the exploration of practical, real-world problem solving. This enables the student to acquire working knowledge and develop critical assessment abilities that form a solid foundation for a career as a management professional.

The emphasis of this project work is not purely academic, but rather the focus is on practical analysis and problem-solving on par with the type of problems encountered by management professionals, especially those in Japanese organizations or organizations based in Japan.

It is permissible but not required for the Project 2-B (Field Research) project in Year 2 to build on the work done in Year 1 for the Project 1-B (Field Research) project

Goals:
- To acquire real-world working knowledge of innovation practitioners grounded in management theory and practice
- To experience real-world work conditions in Japan, in order to cultivate the critical thinking skills of innovation practitioners
- To cultivate the global perspective that the GMBA program values, through exposure to intensive Japanese language and cultural learning, in order to become innovation practitioners grounded in effective communication

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain "DP1", "DP2", "DP3", "DP4" and "DP5".

【Method(s)】
The student is to develop and carry out a Field Research project plan in consultation with and under the guidance of a faculty advisor or advisors. In order to do this, the student will first identify a general area or areas of interest based on past and current work experience and career interest. Then with this as a starting point, the student will meet with the faculty advisor(s) to be determined by the GMBA faculty.

The project is to be identified through the literature search and consultation with the faculty adviser(s) to identify a company or topic for the project. Appropriate methods of inquiry both qualitative and quantitative will be used, including but not limited to interviews, survey questionnaires and data analysis. The findings of the project should be synthesized into business recommendations and summarized in a project report. Upon approval by the faculty adviser(s), the report will be submitted to the GMBA Administrative office.

In the process of the above consultation, specific goals and procedures will be identified, and specific deliverables clarified. While the exact form and format of these deliverables is up to the faculty advisor(s), they will likely include development in turn of a problem statement, project thesis, project plan, and initial, midterm, and final reports.

It is permissible but not required for the Project 2-B (Field Research)h project in Year 2 to build on the work done in Year 1 for the Project 1-B (Field Research) project.

The emphasis of this project work is not purely academic, but rather the focus is on practical analysis and problem-solving on par with the type of problems encountered by management professionals, especially those in Japanese organizations or organizations based in Japan.

Although the Field Research project is not strictly comparable to the Internships on an hourly basis, the student should keep in mind that the internships require over 160 hours. Using that as a general baseline, over the course of a 4-6 month project, the student will likely spend at least 5-10 hours per week minimum on the project.

The deliverables (problem statement, project thesis, project plan, and initial, midterm, and final report) will be written in English, and based on regular (weekly-to-monthly) meetings with the faculty advisor(s). The final report is due a week prior to the Internship Presentation Conference to be held about February of each year, and will be accompanied by a Final Faculty Presentation to the faculty advisor(s) and other relevant faculty.

A Final Presentation will be made at the Internship Presentation Conference in Tokyo (usually in English but Japanese also possible for students whose English ability is stronger than their Japanese ability).

【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	Orientation	General guidance on the process of Field Research project
2	Research Methods Overview	Overview of general Field Research methodology
3	Problem Identification	Identification of general problem
4	Problem Development	Development of problem issues
5	Presentation of Problem Statement	Presentation of arrived at problem statement for discussion by faculty advisor(s)
6	Project Planning	Discussion and development of project approach
7	Literature Review	Review of literature relevant to the project topic, problem, and methodology
8	Project Design	Bring together project approach and findings from the literature search into a design of the project
9	Presentation of Project Plan	Presentation of arrived at project design for discussion by faculty advisor(s)
10	Field Work 1	Planning of field work (company visits, survey questionnaires, etc)
11	Field Work 2	Carrying out of field work
12	Project Conclusion	Synthesis of problem findings into business recommendations
13	Faculty Presentation	Presentation of project findings and recommendations to faculty advisor(s)
14	Final Presentation	General Presentation of project findings and recommendations at Internship Presentation Conference

【Work to be done outside of class (preparation, etc.)】
The student is to develop and carry out a field research project plan in consultation with and under the guidance of a faculty advisor or advisors.

In order to do this, the student will first identify and general areas of interest based on past and current work experience and career interest, and with this as a starting point, faculty advisor(s) will be determined by the GMBA faculty (but will include the faculty assigned to this course).

The field research is to be conducted through the literature search, and in consultation with the faculty adviser(s) to identify a company and/or topic for the project. Appropriate methods of inquiry both qualitative and quantitative will be used, including but not limited to interviews, survey questionnaires, and data analysis. All of this will be supported by the management principles being learned in the GMBA courses. The findings of the project should be synthesized into business recommendations and summarized in a project report. Upon approval by the faculty adviser(s), the report will be submitted to the GMBA Administrative office.

In the process of the above consultation, specific goals and procedures will be identified, and specific deliverables clarified. While the exact form and format of these deliverables is up to the faculty advisor(s), they will likely include development in turn of a problem statement, project thesis, project plan, and initial, midterm, and final reports.

These deliverables will be written in English, and based on regular (weekly-to-monthly) meetings with faculty advisor(s). The final report is due a week prior to the Internship Presentation Conference to be held about February of each year.

Towards the end of the project, the student will make a Final Faculty Presentation to the faculty advisor(s) and any other relevant faculty members, in which the student presents the field research topic, problem, analytical approach, findings and field research conclusion. This is done in English.

After the Field Research is finished, a Final Presentation will be made at the Internship Presentation Conference in Tokyo. This is a simplified version of the Faculty Presentation, suited for a general audience. This presentation is generally in English, although students for whom their English is stronger than their Japanese may challenge themselves to presenting in Japanese if they desire.

It is permissible but not required for the Project 2-B (Field Research)h project in Year 2 to build on the work done in Year 1 for the Project 1-B (Field Research) project.

The emphasis of this project work is not purely academic, but rather the focus is on practical analysis and problem-solving on par with the type of problems encountered by management professionals, especially those in Japanese organizations or organizations based in Japan.

(Although the Field Research project is not strictly comparable to the Internships on an hourly basis, the student should keep in mind that the internships require over 160 hours. Using that as a general baseline, over the course of a 4-6 month project, the student will likely spend at least 5-10 hours per week minimum on the project.)

【Textbooks】
Not applicable

【References】
Not applicable

【Grading criteria】
[Final grade is determined by]
· Administrative Cooperation 30%
· Professional Communications 30%
· Project Planning & Execution 40%

Students will be judged on their overall professional attitude, completion of assigned tasks, development the Field Research project, and findings resulting from the project.

The assigned tasks include:
- Attendance at orientation and regular meetings with the faculty advisor(s)
- Creation of a problem statement, research thesis, and research plan (detailed instructions to be provided during the orientation period)
- On-time submission of initial, midterm, and final reports (detailed instructions to be provided during the orientation period)

- Presentation of Field Research project at the Final Faculty Presentation (in English) and at the Internship Presentation Conference (usually in English but Japanese also possible for students whose English ability is stronger than their Japanese ability)

Detailed instructions on the above task will be provided during the orientation period and via the regular faculty advisor meetings.

Professional attitude will be judge on characteristics including the following:

- Positive and cooperative attitude during the orientation and assignment period

- Active participation in all aspects of the Field Research Project

- Proper and business-like communications in email and report submissions, etc.

- Critical assessment and decision-making during the internship

- Collegial relationships with faculty advisor(s) and other faculty

- Responsible communication with the GMBA program office, GMBA faculty, and adherence to rules and guidelines

For Project 1-B and Project 2-B, assessment of the Field Research project will place greater weight on the planning and the implementation of the project than it will for the project results.

Overall assessments are made in consideration of the three core learning objectives of the GMBA Program, which are instilling the following competencies:

1 Practical Management Competency

Learning Outcome 1a. Management Planning:

Student demonstrates competency in the application of the principles of management theory & practice to the planning of new business and/or the assessment of existing business

Learning Outcome 1b. Strategy Execution:

Student demonstrates competency in the application of the principles of management strategy to the planning of new business and/or the assessment of existing business

2 Critical Analytical Competency

Learning Outcome 2a. Hypothesis Setting:

Demonstrates competency in the formulation of hypotheses used to validate the planning of new business and/or the assessment of existing business

Learning Outcome 2b. Hypothesis Testing:

Demonstrates competency in the evaluation of hypotheses used to validate the planning of new business and/or the assessment of existing business

3 Communication Competency

Learning Outcome 3a. Written Communication

Demonstrates competency in professional written communication

Learning Outcome 3b. Spoken Communication

Demonstrates competency in professional spoken communication

【Changes following student comments】

Not applicable

【Equipment student needs to prepare】

Students should have use of a computer for internet research, communication and writing, should bring the computer to their internships, and have access to the internet as well.

【Others】

As the mission of the Business School of Innovation Management is to foster innovation practitioners in companies, organizations and society at large, grounded in management theory & practice, critical thinking, and effective communication, the emphasis of this Field Research project work is not purely academic. Rather, the focus is on practical analysis and problem-solving on par with the type of problems encountered by management professionals, especially those in Japanese organizations or organizations based in Japan. Given this objective, Field Research reports and presentations are not modeled after typical academic papers, but instead should take the form and style of standard business materials. It does not constitute a standard Master's Thesis.

Moreover, the Business School of Innovation Management is a Professional School, not a research-oriented Master's degree program. For these reasons, the completion of the Field Research project and the attainment of the MBA degree itself do not necessarily guarantee advancement to further doctoral study such as PhD. The decision as to whether the Field Research work supports such advancement is solely at the discretion of the academic program the student may apply to in the future.

Due to the COVID-19 pandemic, courses this year will be held either in person or online according to the decisions of Hosei University, the Business School of Innovation Management, and the GMBA Program. Please check the university website and communications from the university for the final decision each quarter. In case of online course, please check the HOPPII system (学習支援システム) for specific online instructions of each course.

【Outline (in English)】

Project 1-B (Field Research) and Project 2-B (Field Research), for Global MBA (GMBA) Program students in Year 1 and Year 2 respectively, is offered only in special cases for GMBA students who have been permitted to take these courses instead of Project 1-A (Internship) and Project 2-A (Internship) for the following reason.

In certain special cases, students may be accepted into the GMBA program with the understanding that they are unable to participate in Project 1-A (Internship) and Project 2-A (Internship) for the following specific reasons (to be pre-approved by the faculty):

- People with concurrent full-time jobs who are unable to take leave of absence

- People with full-time childcare duties who are unable to be away from home

- Special institutional arrangements requiring a field research project

- Special company dispatches requiring a field research project

In these cases, students may be permitted to take Project 1-B (Field Research) and Project 2-B (Field Research) instead, with the specific Field Research project to be carried out under supervision of the faculty in order to provide an equivalent experience to the internship courses. (Such cases result from GMBA program decisions, not simply because the student prefers to do a Field Research project.)

The purpose of the Project 1-A & 2-A (Internship) and the Project 1-B & 2-B (Field Research) courses is to provide a real-world business learning experience known as Project-based Learning or Active Learning, in support of the course work encountered in the GMBA program.

As the mission of the Business School of Innovation Management is to foster innovation practitioners in companies, organizations and society at large, grounded in management theory & practice, critical thinking, and effective communication, the emphasis of this Field Research project work is not purely academic. Rather, the focus is on practical analysis and problem-solving on par with the type of problems encountered by management professionals. Accordingly the reports and presentations of this course do not constitute a standard Master's Thesis, nor do they necessarily guarantee advancement to further doctoral study such as PhD.

This course also contributes to the three core learning objectives of the GMBA Program, which are to instill the following skills:

1 Practical Management Competency
2 Critical Analysis Competency
3 Communication Competency

MAN650F2

Project 2-A (Internship)

Project 2-A(Internship)

米倉　誠一郎、Kenneth Pechter

単位数：6 単位
学期：年間授業/Yearly
授業分類：専門演習
Global MBA

その他属性：

【Outline and objectives】
Project 2-A is an internship (referred to as Internship 2), which generally takes place at a private sector company in Japan. (At the discretion of the faculty, however, in certain cases according to the background of the individual student, placements may be made instead to other organizations or – in rare cases – overseas organizations). The internship takes place for at least 160 hours sometime in the summer-fall-winter time period of the Global MBA (GMBA) Program Academic Year 2.
The purpose of Internship 2 is to provide a real-world business learning experience, while also providing the opportunity for students to be exposed to intensive Japanese language and cultural learning, and to real-world workplace conditions. (In cases where the student is a native Japanese speaker, alternative placements may be made to provide equivalent learning opportunities in a non-Japanese environment.)
The internships are generally found by the students themselves, but the GMBA program faculty also help support this process and will make appropriate introductions for students in need.
In certain special cases, students may be accepted into the GMBA program with the understanding that they are unable to participate in Internship 2 for the following specific reasons (to be pre-approved by the faculty):
- People with concurrent full-time jobs who are unable to take leave of absence
- People with full-time childcare duties who are unable to be away from home
- Special institutional arrangements requiring a field research project
- Special company dispatches requiring a field research project
In these cases, students may be permitted to take Project 2-B (Field Research) instead of 2-A, with the specific project to be carried out under supervision of the faculty in order to provide an equivalent experience.　(Such cases result from GMBA program decisions, not simply because the student prefers to do a field research project.)
This course also contributes to the three core learning objectives of the GMBA Program, which are to instill the following skills:
1 Practical Management Competency
2 Critical Analysis Competency
3 Communication Competency

【Goal】
Internship 2 provides a real-world business learning experience.　This serves as a complement to the project-based learning approach promoted in the Hosei Business School of Innovation Management, in which classroom learning is facilitated though the exploration of practical, real-world problem solving. Internship 2 (and Internship 1 in Academic Year 1) corresponds to the "project method" used in the Japanese MBA programs residing in the Business School alongside the English-language GMBA program. This enables the student to acquire working knowledge and develop critical assessment abilities that form a solid foundation for a career as a management professional.

As the majority of students in the GMBA program are anticipated to be non-native Japanese speakers, Internship 2 also provides the opportunity for students to be exposed to intensive Japanese language and cultural learning while experiencing real-world workplace conditions in Japan.　This enables the student to cultivate the global perspective that the GMBA program values.
Student interns perform as if they were regular employees of the organization, including expectations of neatness, punctuality, productivity, and openness to supervision (this rule still holds in the case the internship is conducted in remote format according to the judgment of the host company).　The primary job responsibility of interns is to work on projects assigned to them by their host organization, as well as on their own individual project on topics assigned by the GMBA program, such as a competitiveness assessment.　Interns are also expected to do routine tasks and clerical work.
Goals:
- To acquire real-world working knowledge of innovation practitioners grounded in management theory and practice
-To experience real-world work conditions in Japan, in order to cultivate the critical thinking skills of innovation practitioners
- To cultivate the global perspective that the GMBA program values, through exposure to intensive Japanese language and cultural learning, in order to become innovation practitioners grounded in effective communication

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP2","DP3","DP4"and"DP5".

【Method(s)】
In order to clarify the purpose and procedures, and to explain the specific goal and deliverables of Internship 2, orientation meetings are provided in the months prior to the internship, and this is furthermore supported by individual discussions with the internship coordinators.
The internship itself is a required over 160 hours, during which the student works in the internship organization under the direction of a supervisor in the assigned organization.
Based on a maximum full-time work schedule, the internships are expected to last longer than a single month but will often be completed within 2 months.　However, the internship may also take longer than 2 months if the work schedule is fewer than 8 hours a day, 5 days a week; this is fine.
In general students are not permitted to finish the internship in less than a single month.　In cases where the student has a valid reason for wanting to finish the internship within a single month, permission may be granted on a case-by-case basis.　The student is required to bring such requests to the Office in advance for consideration of a grant of permission.
Periodic internship reports in English are required, as will be specified during the orientation and assignment period, with the final report of the same format due within a week of finishing the internship.
Towards the end of the internship the student will make a Summary Presentation to their host organizations at the internship location, A Final Presentation will be made at the Internship Presentation Conference in Tokyo following the internships.

【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	Internship 2 Orientation Period Week 1	General information on Internship 2

2	Internship 2 Orientation Period Week 2	General information on Internship 2
3	Internship 2 Orientation Period Week 3	General information on Internship 2
4	Internship 2 Search & Negotiation Week 1	Student searches for internship leads, approaches potential host company, and negotiates for internship placement
5	Internship 2 Search & Negotiation Week 2	Student searches for internship leads, approaches potential host company, and negotiates for internship placement
6	Internship 2 Search & Negotiation Week 3	Student searches for internship leads, approaches potential host company, and negotiates for internship placement
7	Internship 2 Internship Week 1	Work at company
8	Internship 2 Internship Week 2	Work at company
9	Internship 2 Internship Week 3	Work at company
10	Internship 2 Internship Week 4	Work at company
11	Internship 2 Internship Week 5	Work at company, make Summary Presentation
12	Internship 2 Follow-up Week 1	Finalizing internship matters and preparing final report and presentation
13	Internship 2 Follow-up Week 2	Finalizing internship matters and preparing final report and presentation
14	Internship 2 Final Week	Final Presentation in Tokyo

【Work to be done outside of class (preparation, etc.)】
The student must attend the orientation meetings (dates to be announced).
During the term of the internship, the student will participate in the activities of the host organization, as well as work on an individual project (such as conducting a competitiveness assessment of the organization).
Periodic internship reports in English are required, as will be specified during the orientation and assignment period, with the final report of the same format due within a week of finishing the internship.
Towards the end of the internship, the student will make a Summary Presentation to their host organization summarizing their assigned duties during the internship, their own individual project (for example, competitiveness assessment, assuming the organization welcomes such an assessment), and their feelings on the overall internship experience. The student is encouraged to do this Summary Presentation in Japanese (or bilingual Japanese and English) if at all possible, both as a goal for improving Japanese ability, and as an expression of gratitude to hosts who have so kindly accepted the student for the internship (unless of course the organization uses English as their standard language).
After the internships are finished, a Final Presentation will be made at the Internship Presentation Conference in Tokyo. This presentation is generally in English, although students for whom their English is stronger than their Japanese may challenge themselves to presenting in Japanese if they desire.

(In general students may expect 2 to 4 hours per week of preparation prior to the internship, just the internship hours worked during the internship, and then 5 to 10 hours per week in preparation for the Final Presentation after the internship.)

【Textbooks】
Not applicable

【References】
Not applicable

【Grading criteria】
[Final grade is determined by]
· Administrative Cooperation 30%
· Professional Communications 30%
· Project Planning & Execution 40%
Students will be judged on their overall professional attitude and completion of assigned tasks.
The assigned tasks include:
- Attendance at orientation and training sessions
- On-time submission of regular reports (detailed instructions to be provided during the orientation period)
- Submission of final weekly report, and a Summary Presentation (in Japanese if possible) at the internship location, and a Final Presentation (usually in English but Japanese also possible) at the Internship Presentation Conference following the internship (detailed instructions to be provided during the orientation period)
Professional attitude will be judge on characteristics including the following:
- Positive and cooperative attitude during the orientation and assignment period
- Active participation in training
- Proper and business-like communications in email and report submissions, etc.
- Critical assessment and decision-making during the internship
- Collegial relationships with colleagues in both the GMBA program and at the internship locations
- Responsible communication with the GMBA program office, GMBA faculty, and adherence to rules and guidelines
In making the assessments, the GMBA faculty also works with the internship hosting organizations, so that the overall grade will also take account of the intern's performance as assessed by the intern's supervisor in the organization.
Overall assessments are made in consideration of the three core learning objectives of the GMBA Program, which are instilling the following competencies:
1 Practical Management Competency
Learning Outcome 1a. Management Planning:
Student demonstrates competency in the application of the principles of management theory & practice to the planning of new business and/or the assessment of existing business
Learning Outcome 1b. Strategy Execution:
Student demonstrates competency in the application of the principles of management strategy to the planning of new business and/or the assessment of existing business
2 Critical Analytical Competency
Learning Outcome 2a. Hypothesis Setting:
Demonstrates competency in the formulation of hypotheses used to validate the planning of new business and/or the assessment of existing business
Learning Outcome 2b. Hypothesis Testing:
Demonstrates competency in the evaluation of hypotheses used to validate the planning of new business and/or the assessment of existing business
3 Communication Competency
Learning Outcome 3a. Written Communication
Demonstrates competency in professional written communication
Learning Outcome 3b. Spoken Communication
Demonstrates competency in professional spoken communication

【Changes following student comments】
Not applicable

【Equipment student needs to prepare】
Students should have use of a computer for internet research, communication and writing, should bring the computer to their internships, and have access to the internet as well.

【Others】
Due to the COVID-19 pandemic, courses this year will be held either in person or online according to the decisions of Hosei University, the Business School of Innovation Management, and the GMBA Program. Please check the university website and communications from the university for the final decision each quarter. In case of online course, please check the HOPPII system (学習支援システム) for specific online instructions of each course.

Specifically in the case of internship courses, the internship may be changed to a full online or hybrid online/face-to-face format.

【Outline (in English)】
Project 2-A is an internship (referred to as Internship 2), which generally takes place at a private sector company in Japan. (At the discretion of the faculty, however, in certain cases according to the background of the individual student, placements may be made instead to other organizations or – in rare cases – overseas organizations). The internship takes place for at least 160 hours sometime in the summer-fall-winter time period of the Global MBA (GMBA) Program Academic Year 2.

The purpose of Internship 2 is to provide a real-world business learning experience, while also providing the opportunity for students to be exposed to intensive Japanese language and cultural learning, and to real-world workplace conditions. (In cases where the student is a native Japanese speaker, alternative placements may be made to provide equivalent learning opportunities in a non-Japanese environment.)

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

In certain special cases, students may be accepted into the GMBA program with the understanding that they are unable to participate in Internship 2 for the following specific reasons (to be pre-approved by the faculty):
- People with concurrent full-time jobs who are unable to take leave of absence
- People with full-time childcare duties who are unable to be away from home
- Special institutional arrangements requiring a field research project
- Special company dispatches requiring a field research project
In these cases, students may be permitted to take Project 2-B (Field Research) instead of 2-A, with the specific project to be carried out under supervision of the faculty in order to provide an equivalent experience. (Such cases result from GMBA program decisions, not simply because the student prefers to do a field research project.)

This course also contributes to the three core learning objectives of the GMBA Program, which are to instill the following skills:
1 Practical Management Competency
2 Critical Analysis Competency
3 Communication Competency

MAN650F2

Project 2-B (Field Research)

Project 2-B(Field Research)

米倉　誠一郎、Kenneth Pechter

単位数：6 単位
学期：年間授業/Yearly
授業分類：専門演習
Global MBA

その他属性：

【Outline and objectives】
Project 1-B (Field Research) and Project 2-B (Field Research), for Global MBA (GMBA) Program students in Year 1 and Year 2 respectively, is offered only in special cases for GMBA students who have been permitted to take these courses instead of Project 1-A (Internship) and Project 2-A (Internship) for the following reason.

In certain special cases, students may be accepted into the GMBA program with the understanding that they are unable to participate in Project 1-A (Internship) and Project 2-A (Internship) for the following specific reasons (to be pre-approved by the faculty):
- People with concurrent full-time jobs who are unable to take leave of absence
- People with full-time childcare duties who are unable to be away from home
- Special institutional arrangements requiring a field research project
- Special company dispatches requiring a field research project
In these cases, students may be permitted to take Project 1-B (Field Research) and Project 2-B (Field Research) instead, with the specific Field Research project to be carried out under supervision of the faculty in order to provide an equivalent experience to the internship courses. (Such cases result from GMBA program decisions, not simply because the student prefers to do a Field Research project.)

The purpose of the Project 1-A & 2-A (Internship) and the Project 1-B & 2-B (Field Research) courses is to provide a real-world business learning experience known as Project-based Learning or Active Learning, in support of the course work encountered in the GMBA program.

As the mission of the Business School of Innovation Management is to foster innovation practitioners in companies, organizations and society at large, grounded in management theory & practice, critical thinking, and effective communication, the emphasis of this Field Research project work is not purely academic. Rather, the focus is on practical analysis and problem-solving on par with the type of problems encountered by management professionals. Accordingly the reports and presentations of this course do not constitute a standard Master's Thesis, nor do they necessarily guarantee advancement to further doctoral study such as PhD.

This course also contributes to the three core learning objectives of the GMBA Program, which are to instill the following skills:
1 Practical Management Competency
2 Critical Analysis Competency
3 Communication Competency

【Goal】
Field Research provides real-world business learning experiences. Project 1-B (Field Research) in Academic Year 1 and Project 2- B (Field Research) in Academic Year 2 correspond to the "project method" (also known as Project-based Learning) used in the Japanese MBA programs residing in the Business School alongside the English-language GMBA program, in which learning is facilitated though the exploration of practical, real-world problem solving. This enables the student to acquire working knowledge and develop critical assessment abilities that form a solid foundation for a career as a management professional.

The emphasis of this project work is not purely academic, but rather the focus is on practical analysis and problem-solving on par with the type of problems encountered by management professionals, especially those in Japanese organizations or organizations based in Japan.

It is permissible but not required for the Project 2-B (Field Research) project in Year 2 to build on the work done in Year 1 for the Project 1-B (Field Research) project

Goals:
- To acquire real-world working knowledge of innovation practitioners grounded in management theory and practice
- To experience real-world work conditions in Japan, in order to cultivate the critical thinking skills of innovation practitioners
- To cultivate the global perspective that the GMBA program values, through exposure to intensive Japanese language and cultural learning, in order to become innovation practitioners grounded in effective communication

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain "DP1", "DP2", "DP3", "DP4" and "DP5".

【Method(s)】
The student is to develop and carry out a Field Research project plan in consultation with and under the guidance of a faculty advisor or advisors. In order to do this, the student will first identify a general area or areas of interest based on past and current work experience and career interest. Then with this as a starting point, the student will meet with the faculty advisor(s) to be determined by the GMBA faculty.

The project is to be identified through the literature search and consultation with the faculty adviser(s) to identify a company or topic for the project. Appropriate methods of inquiry both qualitative and quantitative will be used, including but not limited to interviews, survey questionnaires and data analysis. The findings of the project should be synthesized into business recommendations and summarized in a project report. Upon approval by the faculty adviser(s), the report will be submitted to the GMBA Administrative office.

In the process of the above consultation, specific goals and procedures will be identified, and specific deliverables clarified. While the exact form and format of these deliverables is up to the faculty advisor(s), they will likely include development in turn of a problem statement, project thesis, project plan, and initial, midterm, and final reports.

It is permissible but not required for the Project 2-B (Field Research)h project in Year 2 to build on the work done in Year 1 for the Project 1-B (Field Research) project.

The emphasis of this project work is not purely academic, but rather the focus is on practical analysis and problem-solving on par with the type of problems encountered by management professionals, especially those in Japanese organizations or organizations based in Japan.

Although the Field Research project is not strictly comparable to the Internships on an hourly basis, the student should keep in mind that the internships require over 160 hours. Using that as a general baseline, over the course of a 4-6 month project, the student will likely spend at least 5-10 hours per week minimum on the project.

The deliverables (problem statement, project thesis, project plan, and initial, midterm, and final report) will be written in English, and based on regular (weekly-to-monthly) meetings with the faculty advisor(s). The final report is due a week prior to the Internship Presentation Conference to be held about February of each year, and will be accompanied by a Final Faculty Presentation to the faculty advisor(s) and other relevant faculty.

A Final Presentation will be made at the Internship Presentation Conference in Tokyo (usually in English but Japanese also possible for students whose English ability is stronger than their Japanese ability).

【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	Orientation	General guidance on the process of Field Research project
2	Research Methods Overview	Overview of general Field Research methodology
3	Problem Identification	Identification of general problem
4	Problem Development	Development of problem issues
5	Presentation of Problem Statement	Presentation of arrived at problem statement for discussion by faculty advisor(s)
6	Project Planning	Discussion and development of project approach
7	Literature Review	Review of literature relevant to the project topic, problem, and methodology
8	Project Design	Bring together project approach and findings from the literature search into a design of the project
9	Presentation of Project Plan	Presentation of arrived at project design for discussion by faculty advisor(s)
10	Field Work 1	Planning of field work (company visits, survey questionnaires, etc)
11	Field Work 2	Carrying out of field work
12	Project Conclusion	Synthesis of problem findings into business recommendations
13	Faculty Presentation	Presentation of project findings and recommendations to faculty advisor(s)
14	Final Presentation	General Presentation of project findings and recommendations at Internship Presentation Conference

【Work to be done outside of class (preparation, etc.)】
The student is to develop and carry out a field research project plan in consultation with and under the guidance of a faculty advisor or advisors.

In order to do this, the student will first identify and general areas of interest based on past and current work experience and career interest, and with this as a starting point, faculty advisor(s) will be determined by the GMBA faculty (but will include the faculty assigned to this course).

The field research is to be conducted through the literature search, and in consultation with the faculty adviser(s) to identify a company and/or topic for the project. Appropriate methods of inquiry both qualitative and quantitative will be used, including but not limited to interviews, survey questionnaires, and data analysis. All of this will be supported by the management principles being learned in the GMBA courses. The findings of the project should be synthesized into business recommendations and summarized in a project report. Upon approval by the faculty adviser(s), the report will be submitted to the GMBA Administrative office.

In the process of the above consultation, specific goals and procedures will be identified, and specific deliverables clarified. While the exact form and format of these deliverables is up to the faculty advisor(s), they will likely include development in turn of a problem statement, project thesis, project plan, and initial, midterm, and final reports.

These deliverables will be written in English, and based on regular (weekly-to-monthly) meetings with faculty advisor(s). The final report is due a week prior to the Internship Presentation Conference to be held about February of each year.

Towards the end of the project, the student will make a Final Faculty Presentation to the faculty advisor(s) and any other relevant faculty members, in which the student presents the field research topic, problem, analytical approach, findings and field research conclusion. This is done in English.

After the Field Research is finished, a Final Presentation will be made at the Internship Presentation Conference in Tokyo. This is a simplified version of the Faculty Presentation, suited for a general audience. This presentation is generally in English, although students for whom their English is stronger than their Japanese may challenge themselves to presenting in Japanese if they desire.

It is permissible but not required for the Project 2-B (Field Research)h project in Year 2 to build on the work done in Year 1 for the Project 1-B (Field Research) project.

The emphasis of this project work is not purely academic, but rather the focus is on practical analysis and problem-solving on par with the type of problems encountered by management professionals, especially those in Japanese organizations or organizations based in Japan.

(Although the Field Research project is not strictly comparable to the Internships on an hourly basis, the student should keep in mind that the internships require over 160 hours. Using that as a general baseline, over the course of a 4-6 month project, the student will likely spend at least 5-10 hours per week minimum on the project.)

【Textbooks】
Not applicable

【References】
Not applicable

【Grading criteria】
[Final grade is determined by]
· Administrative Cooperation 30%
· Professional Communications 30%
· Project Planning & Execution 40%

Students will be judged on their overall professional attitude, completion of assigned tasks, development the Field Research project, and findings resulting from the project.

The assigned tasks include:
- Attendance at orientation and regular meetings with the faculty advisor(s)
- Creation of a problem statement, research thesis, and research plan (detailed instructions to be provided during the orientation period)
- On-time submission of initial, midterm, and final reports (detailed instructions to be provided during the orientation period)

- Presentation of Field Research project at the Final Faculty Presentation (in English) and at the Internship Presentation Conference (usually in English but Japanese also possible for students whose English ability is stronger than their Japanese ability)

Detailed instructions on the above task will be provided during the orientation period and via the regular faculty advisor meetings.

Professional attitude will be judge on characteristics including the following:

- Positive and cooperative attitude during the orientation and assignment period
- Active participation in all aspects of the Field Research Project
- Proper and business-like communications in email and report submissions, etc.
- Critical assessment and decision-making during the internship
- Collegial relationships with faculty advisor(s) and other faculty
- Responsible communication with the GMBA program office, GMBA faculty, and adherence to rules and guidelines

For Project 1-B and Project 2-B, assessment of the Field Research project will place greater weight on the planning and the implementation of the project than it will for the project results.

Overall assessments are made in consideration of the three core learning objectives of the GMBA Program, which are instilling the following competencies:

1 Practical Management Competency

Learning Outcome 1a. Management Planning:

Student demonstrates competency in the application of the principles of management theory & practice to the planning of new business and/or the assessment of existing business

Learning Outcome 1b. Strategy Execution:

Student demonstrates competency in the application of the principles of management strategy to the planning of new business and/or the assessment of existing business

2 Critical Analytical Competency

Learning Outcome 2a. Hypothesis Setting:

Demonstrates competency in the formulation of hypotheses used to validate the planning of new business and/or the assessment of existing business

Learning Outcome 2b. Hypothesis Testing:

Demonstrates competency in the evaluation of hypotheses used to validate the planning of new business and/or the assessment of existing business

3 Communication Competency

Learning Outcome 3a. Written Communication

Demonstrates competency in professional written communication

Learning Outcome 3b. Spoken Communication

Demonstrates competency in professional spoken communication

【Changes following student comments】
Not applicable

【Equipment student needs to prepare】
Students should have use of a computer for internet research, communication and writing, should bring the computer to their internships, and have access to the internet as well.

【Others】
As the mission of the Business School of Innovation Management is to foster innovation practitioners in companies, organizations and society at large, grounded in management theory & practice, critical thinking, and effective communication, the emphasis of this Field Research project work is not purely academic. Rather, the focus is on practical analysis and problem-solving on par with the type of problems encountered by management professionals, especially those in Japanese organizations or organizations based in Japan. Given this objective, Field Research reports and presentations are not modeled after typical academic papers, but instead should take the form and style of standard business materials. It does not constitute a standard Master's Thesis.

Moreover, the Business School of Innovation Management is a Professional School, not a research-oriented Master's degree program. For these reasons, the completion of the Field Research project and the attainment of the MBA degree itself do not necessarily guarantee advancement to further doctoral study such as PhD. The decision as to whether the Field Research work supports such advancement is solely at the discretion of the academic program the student may apply to in the future.

Due to the COVID-19 pandemic, courses this year will be held either in person or online according to the decisions of Hosei University, the Business School of Innovation Management, and the GMBA Program. Please check the university website and communications from the university for the final decision each quarter. In case of online course, please check the HOPPII system (学習支援システム) for specific online instructions of each course.

【Outline (in English)】
Project 1-B (Field Research) and Project 2-B (Field Research), for Global MBA (GMBA) Program students in Year 1 and Year 2 respectively, is offered only in special cases for GMBA students who have been permitted to take these courses instead of Project 1-A (Internship) and Project 2-A (Internship) for the following reason.

In certain special cases, students may be accepted into the GMBA program with the understanding that they are unable to participate in Project 1-A (Internship) and Project 2-A (Internship) for the following specific reasons (to be pre-approved by the faculty):

- People with concurrent full-time jobs who are unable to take leave of absence
- People with full-time childcare duties who are unable to be away from home
- Special institutional arrangements requiring a field research project
- Special company dispatches requiring a field research project

In these cases, students may be permitted to take Project 1-B (Field Research) and Project 2-B (Field Research) instead, with the specific Field Research project to be carried out under supervision of the faculty in order to provide an equivalent experience to the internship courses. (Such cases result from GMBA program decisions, not simply because the student prefers to do a Field Research project.)

The purpose of the Project 1-A & 2-A (Internship) and the Project 1-B & 2-B (Field Research) courses is to provide a real-world business learning experience known as Project-based Learning or Active Learning, in support of the course work encountered in the GMBA program.

As the mission of the Business School of Innovation Management is to foster innovation practitioners in companies, organizations and society at large, grounded in management theory & practice, critical thinking, and effective communication, the emphasis of this Field Research project work is not purely academic. Rather, the focus is on practical analysis and problem-solving on par with the type of problems encountered by management professionals. Accordingly the reports and presentations of this course do not constitute a standard Master's Thesis, nor do they necessarily guarantee advancement to further doctoral study such as PhD.

This course also contributes to the three core learning objectives of the GMBA Program, which are to instill the following skills:

1 Practical Management Competency
2 Critical Analysis Competency
3 Communication Competency

MAN570F2

Japanese Management

Japanese Production Management & Supply Chain Management

長谷川　卓也

単位数：2 単位
学期：秋学期前半/Fall(1st half)
授業分類：専門講義
Global MBA

その他属性：

【Outline and objectives】
Since the Meiji Restoration (1868) and the end of World War II (1945), Japan has achieved great success and economic prosperity. While glorious examples are published in textbooks, disappointing examples may or may not be. This course is intended for those who wish to learn about the gap between ideals and reality through unfortunate examples of Japanese-style management and apply the knowledge to future business creation.
1) Identify the gap between ideal and reality
2) Select and analyze a specific case study
3) Identify irrational behavior and countermeasures

【Goal】
In addition to general knowledge of innovation science, students will develop critical thinking based on behavioral and evolutionary economics, recognize stagnation of innovation in the real world, and formulate original hypotheses and responses to overcome it.

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP3"and"DP5".

【Method(s)】
Introduction and discussion with two guest lectures and three group presentations. Students are required to submit a "Final Essay". The essay is a short 6 pages in PowerPoint format, so students are required to maximize the density of information in a limited number of words.

【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 (1)	Self-introduction of the instructor and students
2	Lecture (1)	"Japanese management" by Peter Drucker, Business creation and business operation
3	Group presentation (1)	"Drucker's paper: Difference between 1971 and 2020"
4	Lecture (2)	Structural Inertia, Water bath heating, Peter Thiel & Normal distribution, The PayPal mafia
5	Guest lecture (1)	"Leadership and management" (Hiroshi Tamura, Brand Ambassador of GT-R & Z, Nissan Motor, Japan)
6	Guest lecture (2)	"Leadership and management" (Hiroshi Tamura, Brand Ambassador of GT-R & Z, Nissan Motor, Japan)
7	Lecture (3)	Guest lecture review (short group presentation), Final Essay, Review, Schumpeter theory
8	Lecture (4)	Oslo manual, Confront the stagnation, #1Diversity, #2Future Projection
9	Lecture (5)	#3Nazokake, #4Bystander effect
10	Lecture (6)	Episode ZERO of Birdy Fuel Cells LLC
11	Guest lecture (3)	"A review of the economic concept – ecosystem design" (Xiao Yang, senior consultant, Deloitte Tohmatsu Consulting)
12	Lecture (7)	Long delay, Philosophers
13	Group presentation (3)	"Confront the stagnation"
14	Group presentation (4)	"Confront the stagnation"

【Work to be done outside of class (preparation, etc.)】
Please read before the course starts.
1) Drucker, P.F. (1971). What we can learn from Japanese management. Harvard Business Review (March/April 1971), pp. 110-22. (https://hbr.org/1971/03/what-we-can-learn-from-japanese-management)

2) Thiel, P. A., & Masters, B. (2014). Zero to one: Notes on startups, or how to build the future. Broadway Business.
Anticipated weekly hours:
1. Preparation for each class 120min
2. Review for each class 120min
that may include:
3. Pre-reading of 1)&2) 180min
4. Preparation for group presentation 60min each
5. Preperation for final essay 180min

【Textbooks】
No textbook will be used. Handouts will be provided by the lecturer.

【References】
1934 The Theory of Economic Development 2nd Ed.: Joseph Schumpeter
1970 The Structure of Scientific Revolutions 2nd Ed.: Thomas Kuhn
1997 The Innovator's Dilemma: Clayton Christensen
2000 UBIQUITY: Mark Buchanan
2008 Predictably Irrational: Dan Ariely
2010 HBR's 10 Must Reads The Essentials: Harvard Business School Press
2014 Zero to One: Peter Thiel

【Grading criteria】
Class contribution (40%)
Group discussion and presentation (40%)
Final essay (20%)
- 5% Template (organized?)
- 5% Unique (new?)
- 5% Reasoning (deep?)
- 5% Conclusion (specific?)

【Changes following student comments】
Final essay:
1.Cover page (1 page)
2.Executive Summary (1 page)
3.My Unique Findings (3 pages)
4.Conclusion (1 page)
- Identify the gap.
- Create a nice but tentative idea, break it yourself, create an idea that is just a little better than that, and break it again yourself. Repeat the process three or four times.

【Equipment student needs to prepare】
Notebook computer

【Others】
Work experience of the lecturer:
https://www.linkedin.com/in/takuya-hasegawa-4759243b/
The lecturer has over 30 years of experience in advanced technology and market development with more than 100 team members and 500 suppliers + partners.
In 2012-15, he served as a chief engineer of Nissan's last fuel cell electric vehicle research prototype.
In 2021, he and his co-founder established a Japanese hydrogen technology company to further accelerate the deployment of large-scale energy storage systems with automotive fuel cell and water electrolyzer technologies.
https://www.birdyfuelcells.com/

【Outline (in English)】
Since the Meiji Restoration (1868) and the end of World War II (1945), Japan has achieved great success and economic prosperity. While glorious examples are published in textbooks, disappointing examples may or may not be. This course is intended for those who wish to learn about the gap between ideals and reality through unfortunate examples of Japanese-style management and apply the knowledge to future business creation.
1) Identify the gap between ideal and reality
2) Select and analyze a specific case study
3) Identify irrational behavior and countermeasures

MAN570F2

Japanese Production Management & Supply Chain Management

Japanese Management

長谷川　卓也

単位数：**2 単位**
学期：**春学期前半**/Spring(1st half)
授業分類：**専門講義**
Global MBA

その他属性：

【Outline and objectives】
After World War II, Japan has led the world in all aspects of production and supply chain management, including design, purchasing, manufacturing, transportation, and delivery methods. Today, however, Japan is facing a serious stagnation in innovation. This course will focus on how to recognize and overcome this stagnation in innovation by focusing on raw material and manufacturing costs of various products, with lectures by guest speakers with expertise in the automotive, hydrogen, and semiconductor industries. The objective of this course is not to learn academic theory, but to develop practical skills, especially in cost calculation, necessary for business.

【Goal】
In addition to general knowledge of production management and supply chain management, students will acquire critical thinking based on cost engineering and behavioral economics, recognize stagnation of innovation in the real world, and formulate original hypotheses and countermeasures to overcome it.

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain"DP1","DP2"and"DP4".

【Method(s)】
Introduction and discussion with three guest lectures and four group presentations. Students are required to submit a "Final Essay". The essay is in Power Point format and is only 6 pages long, so students are required to maximize the density of information with a limited number of words.

【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 (1)	Course assessment
2	Lecture (1)	Objectives of this course, About wealth, Basics knowledge, A quiz
3	Lecture (2)	How to dive into the blue ocean, Simple. Simple. Simple., Dichotomy, Skunkworks
4	Group presentation (1), Lecture (3)	Quiz 2 Theory of Constraints, Innovation analysis in industry, A-U Theory, Art of approximation
5	Guest lecture (1)	"Semiconductor Industry" (iXOS Co., Ltd., Koichi Nakajima, President)
6	Guest lecture (2)	"Automotive Industry" (Deloitte Tohmatsu Consulting, Fumikazu Kitagawa, Partner)
7	Group presentation (1)	Art of Approximation
8	Guest lecture (3)	"Hydrogen Industry" (Hywealth, Katsuhiko Hirose, CEO & Chief Consultant)
9	Lecture (4)	Dr. Hasegawa's Fermi Estimate: world energy design
10	Lecture (5)	Value added Price per kg, Trade statistics
11	Group presentation (2), Lecture (6)	Trade statistics , Inertia & Pivot, Schumpeter's five cases, Impairment loss, Five cases + Inertia
12	Lecture (7)	An instinctive problem of disruptive innovation, Prof. Christensen's prescription, Human instincts in economics
13	Group Presentation (3)	"Confront the stagnation"
14	Group Presentation (4)	"Confront the stagnation"

【Work to be done outside of class (preparation, etc.)】
Please read 1) or 2) before the course starts.

1) Goldratt, E. M., & Cox, J. (2016). The goal: a process of ongoing improvement. Routledge.
2) ザ・ゴール コミック版 単行本（ソフトカバー）– 2014/12/5
エリヤフ・ゴールドラット/ジェフ・コックス
Anticipated weekly hours:
1. Preperation for each class 120min
2. Review for each class 120min
that may include:
Anticipated weekly hours:
1. Preperation for each class 120min
2. Review for each class 120min
that may include:
3. Pre-reading of 1) or 2) 120min
4. Preperation for group presentation 60min each
5. Preperation for final essay 180min

【Textbooks】
No textbook will be used. Handouts will be provided by the lecturer.

【References】
Web:
1. http://www.toyota.co.jp/jpn/company/vision/production_system/
2. http://www.nissan-global.com/JP/NISSANCRAFTSMANSHIP/
3. http://keio-ocw.sfc.keio.ac.jp/International_Center/09B-016_e/list.html
Book:
1. https://www.amazon.co.jp/ 英語で kaizen-トヨタ生産方式-成沢-俊子/dp/4526060151

【Grading criteria】
Class contribution (40%)
Group discussion and presentation (40%)
Final essay (20%)
- 5% Template (organized?)
- 5% Unique (new?)
- 5% Reasoning (deep?)
- 5% Conclusion (specific?)

【Changes following student comments】
Final essay:
1.Cover page (1 page)
2.Executive Summary (1 page)
3.My Unique Findings (3 pages)
4.Conclusion (1 page)
- Identify the gap.
- Create a nice but tentative idea, break it yourself, create an idea that is just a little better than that, and break it again yourself. Repeat the process three or four times.

【Equipment student needs to prepare】
Notebook computer

【Others】
Work experience of the lecturer:
https://www.linkedin.com/in/takuya-hasegawa-4759243b/
The lecturer has over 30 years of experience in advanced technology and market development with more than 100 team members and 500 suppliers + partners.
In 2012-15, he served as a chief engineer of Nissan's last fuel cell electric vehicle research prototype.
In 2021, he and his co-founder established a Japanese hydrogen technology company to further accelerate the deployment of large-scale energy storage systems with automotive fuel cell and water electrolyzer technologies.
https://www.birdyfuelcells.com/

【Outline (in English)】
After World War II, Japan has led the world in all aspects of production and supply chain management, including design, purchasing, manufacturing, transportation, and delivery methods. Today, however, Japan is facing a serious stagnation in innovation. This course will focus on how to recognize and overcome this stagnation in innovation by focusing on raw material and manufacturing costs of various products, with lectures by guest speakers with expertise in the automotive, hydrogen, and semiconductor industries. The objective of this course is not to learn academic theory, but to develop practical skills, especially in cost calculation, necessary for business.

MAN570F2

Open Innovation

Open Innovation

RADHAKRISHNAN NAIR

単位数：2 単位
学期：秋学期前半/Fall(1st half)
授業分類：専門講義
Global MBA

その他属性：

【Outline and objectives】
Open Innovation (OI) enables companies to access wider external innovation sources to accelerate the pace of innovation needed to sustain business in the fast changing world and stay competitive. Several global companies successfully created OI strategies which helped them accelerate innovation to market and build business. Procter and Gamble's Connect and Develop (C&D) is one of the well known examples.
The course will start with introducing the need of accelerated innovation in the fast changing world and ,through subsequent lectures and discussions, build an overview of OI strategies, models and successful examples. The course is aimed introducing OI as one of the strategies to build business by accessing external innovation sources.

【Goal】
The course is designed to introduce Open Innovation (OI) mindset through compelling case studies from world's leading innovative companies.
At the end of the course, students will get basic understanding of OI with successful examples through case studies and their own research on companies doing OI.
Students will be introduced to resources through reference books and articles to further enable them to learn more on OI and prepare them to influence the organizations they work for in the future.

【Which item of the diploma policy will be obtained by taking this class?】
Will be able to gain "DP1"

【Method(s)】
Group discussion- debate , lectures, case study analysis. Researching and presentations of OI examples from global and domestic corporations. Group exercise on developing OI strategies for different business scenarios.

【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	Types of Innovation- Introductory Lecture.	Introduction to Types of Innovation.. Sustaining, disruptive. Examples and case studies.
2	Open Innovation frame-work.	Introducing Open Innovation. Why Open Innovation and why companies adapt OI. P&G Case study and examples.
3	Strategic Approach to Open Innovation –	Management strategies for a successful Open Innovation. Leadership Issues and Challenges.
4	Organization Development for Open Innovation.	Developing OI culture in the organization. Identifying Opportunities. Case Studies.
5	Tools for Open Innovation	Different approaches of Open Innovation explained with case studies from companies. Risk Avoidance in OI. Business models for OI. Legal, IP issues in OI. Pitfalls of OI.
6	Developing OI network and building OI partnership.	OI network and partnerships, how to develop effective external eco system. Case studies.
7	Future Vision of Open Innovation	How OI will evolve in the new digital era. Crowd sourcing, Hackathons, Lean Innovation

【Work to be done outside of class (preparation, etc.)】
Reading recommended books, articles, and also some examples (internet search and read)(As a standard, 2 hours for preparation and 2 hours for review: a total of 4 hours.)

【Textbooks】
Reference text books will be recommended.

【References】
(i) A guide to Open Innovation and CrowdSourcing: Advice from Experts in the Field (Edited by Paul Sloane)
(ii) Open Service Innovation (Henry Chesbrough)
(iii)　　　　　　https://hbr.org/2006/03/connect-and-develop-inside-procter-gambles-new-model-for-innovation

【Grading criteria】
(i) Class Participation 50% and 50% on the 3 assignments below)
(ii) Case study and presentation - Students need to research on Open Innovation example of a company of their choice and make presentation.
(iii) Short essay on OI case study - Make a short essay (max 2 pages) based on
the case study research above.
(iv) Group work and presentation - Group work on business case study and short
presentation

【Changes following student comments】
Guest Lecture by Japanese industry expert on Open Innovation.

【Equipment student needs to prepare】
none

【Others】
none

【none】
none

【none】
none

【none】
none

【none】
none

【none】
none

【Outline (in English)】
Open Innovation (OI) enables companies to access wider external innovation sources to accelerate the pace of innovation needed to sustain business in the fast changing world and stay competitive. Several global companies successfully created OI strategies which helped them accelerate innovation to market and build business. Procter and Gamble's Connect and Develop (C&D) is one of the well known examples.
The course will start with introducing the need of accelerated innovation in the fast changing world and ,through subsequent lectures and discussions, build an overview of OI strategies, models and successful examples. The course is aimed introducing OI as one of the strategies to build business by accessing external innovation sources.

MAN570F2

Business Leader Development Ⅱ

Business Leader Development Ⅱ

米倉　誠一郎

単位数：2 単位
学期：**春学期前半/Spring(1st half)**
授業分類：**専門講義**
Global MBA

その他属性：

【Outline and objectives】
世界の経営環境を、人口、経済成長率、ビジネスリーダーに必要なミクロ・マクロにわたる社会経済情報を身につけるだけでなく、現象を表層的ではなく歴史的に捉える思考法を学びます。
また、現代のビジネスリーダーにもっとも必要なイノベーションとリーダーシップついて実例を基に学習します。特に、日本で活躍する実際の経営者をゲストに招き創造的な対話を行います。
また、イノベーションに対する理論的な理解を深めるとともに、イノベーションを遂行する企業家（entrepreneur）のあり方や実践力を学びます。

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

【Which item of the diploma policy will be obtained by taking this class?】
イノベーション・マネジメント研究科のディプロマポリシーのうち、「DP1」「DP2」「DP3」「DP4」「DP5」に関連
Will be able to gain"DP1","DP2","DP3","DP4"and"DP5".

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

【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:(4/15)	・イントロダクション ・日本の長期停滞現象について	授業の進め方について 日本やグローバル経済の現状認識に関する講義
2: (4/15)	・デジタル・トランスフォーメーションとは？ ・シュムペーターのイノベーション	・生産性向上と DX パワーと ・5つの新結合要素
3: (4/22)	・クリステンセンのイノベーションと多様性 ・教育とソーシャル・ビジネス	
4: (4/22)		アジアにおける海外進出を担う戦略的リーダーシップについて学ぶ
5: (4/29)	イノベーションとは何か	イノベーションとは何かについて概括的に理解する
6: (4/29)	Entrepreneurship とは何か	日本で企業家精神あるいは起業家精神と訳されている「アントルプルヌアシップ」ついて理解する
7: (5/13)	グループワーク発表（1）	グループによるゲスト経営者①
8: (5/13)	グループワーク発表（2）	グループによるゲスト経営者①
9: (5/20)	ゲスト経営者①へのプレゼンテーション	プレゼン選出チームによる経営者へのプレゼン
10: (5/20)	ゲスト経営者①とのディスカッション	ゲスト経営者①の講評と講話
11: (5/27)	グループワーク発表（3）	グループによるゲスト経営者②への提言内容を発表（3チーム）
12: (5/27)	グループワーク発表（4）	グループによるゲスト経営者②への提言内容を発表（3チーム）
13: (7/22)	ゲスト経営者②への戦略提言	プレゼン選出チームによる経営者へのプレゼン
14: (7/22)	ゲスト経営者②とのディスカッション	ゲスト経営者②による講評と経営論・戦略論の講義

【Work to be done outside of class (preparation, etc.)】
授業では、事前課題を読んでくる必要があります。
グループ学習では、課題対象となった企業や経営者の戦略分析あるいはリーダーシップ分析について、グループで集まって自主的に勉強会およびプレゼンの準備が要請される。現在、日本で活躍する企業家の招聘を調整しています。楽しみに。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】
『経営革命の構造』（岩波新書）、『2枚目の名刺』（講談社 α 新書）、『イノベーターたちの日本史』（東洋経済新報社）

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

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

【Changes following student comments】
フィードバックが来た段階で前向きに修正していきたいと思います。

【Equipment student needs to prepare】
パワーポイントによるプレゼンテーション

【Outline (in English)】
この講義では、1）ビジネスリーダーに必要なリーダーシップのあり方、2）ビジネスリーダーとイノベーションとの関係、3）ビジネスリーダーのケーススタディ、4）実際にリーダーとして活躍している企業経営者への戦略提案・ディスカッション、の4項目でで行われます。

MAN570F2

Entrepreneurship and New Business Creation

Entrepreneurship and New Business Creation

小村　隆祐

単位数：2 単位
学期：**春学期後半**/Spring(2nd half)
授業分類：**専門講義**
Global MBA

その他属性：

【Outline and objectives】
This course focuses on "Entrepreneurship", the way to survive/ thrive in the VUCA(*) world. The students will learn about the unique mindset & way of behaviors that entrepreneurs practice through class discussions and experiencing the business formulation process in group and individually. This course is an action-oriented course with several hands-on experiences & workshops. The students are encouraged to embrace teamwork, unleash creativity and actually take action.
*The acronym of "Volatility, Uncertainty, Complexity and Ambiguity."

【Goal】
Upon the completion of this course, the students should be able to:
Understand the mindset & the unique way of behaviors that entrepreneurs have and practice it
Acquire the fundamental understanding of knowledge & terminologies in the sphere of startup/ entrepreneurship
Gain the confidence as an entrepreneur or to be entrepreneurial to make a difference in the uncertain world (Yes you can do it!)

【Which item of the diploma policy will be obtained by taking this class?】
Program is intended to acquire all of dp1 to dp5. But order is illustrated in terms of Likelihood of acquiring.

【Method(s)】
1. Class discussions & Lectures
2. Workshop
3. Dialogue with gusset speakers (Entrepreneur, VC etc)
4. The students will formulate two types (group and individual) of launch plan(*) of their business(or NPO) throughout the course with learnings from each class and present (pitch) them in the course
*We use the term, "Launch Plan" instead of "Business Plan" as entrepreneurial activities are dynamic and must be always adaptive to possible changes. In other words, there is no definite plan for a business especially in the early phase with much uncertainty. What we can do is fairly create a "launch plan".

【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	Entrepreneurial Mindset (& Action)	How can we be an entrepreneur? Or what is entrepreneurship after all!? In this session, we will focus on the unique mindset & way of behaviors that entrepreneurs practice to start your entrepreneurial journey.
2	Unleashing Your Creativity	Can anybody be creative? Yes creativity is for everyone. We will unleash (y)our creativity through some hands-on experience.
3	The power of team	Collaboration is the source of innovation but it can be a really tiring process. We will look into what is good about "team" and how we can unleash the possibility of team.
4	Evolving as a team	In this session, we will cultivate the teamwork with group-work.
5	Design Thinking - Introduction	Design thinking emphasizes direct observation, engagement, and deep understanding of user needs and behavior. The fundamental framework of Design Thinking is introduced in this session.
6	Design Thinking - Practice	Design thinking emphasizes direct observation, engagement, and deep understanding of user needs and behavior. We will practice several methodologies of Design Thinking following the introduction.
7	The Pitch	Entrepreneurship is a process of acquiring resources to pursue an opportunity from the external. We will focus on the effective way of communication in the form of "pitch" to practice entrepreneurship.
8	Business Model	Business Model Canvas is introduced. You will map out your business idea on the framework to examine the feasibility of your idea.
9	Rocket Pitch (Mid-term presentation)	Rocket Pitch is a pitch format of 3 minutes & 3 slides. You will present your business ideas with the format.
10	Guest Speaker Session 1	We will dialogue with a real entrepreneur in order to cultivate the understanding of entrepreneurship.
11	Startup Finance - Primer	The foundation of startup finance is introduced.
12	Guest Speaker Session 2	We will dialogue with a real entrepreneur in order to cultivate the understanding of entrepreneurship.
13	Final Pitch Presentation	You will pitch your launch plan in the class.
14	Reflection & Growing Pain	In the world of entrepreneurship, action trumps everything but also reflection trumps everything too. We will reflect the journey you have taken throughout the course and extract the learning out of it. As a final topic we will also touch upon the frequent pitfalls that entrepreneurs/ startups face as they grow.

【Work to be done outside of class (preparation, etc.)】
The students are required to work on two types of the business ideas (group and individual) outside the class. Assignments will be announced after each class. The students are expected to dedicate, on average, two hours for the preparation for each class.

【Textbooks】
N/A

【References】
· Leonard A. Schlesinger, Charles F. Kiefer, Paul B. Brown.(2012) Just Start: Take Action, Embrace Uncertainty, Create the Future | ISBN-10 : 1422143619 | ISBN-13 : 978-1422143612

【Grading criteria】
1. Class Participation/ : 50%
The course contains a number of interactive discussions. Class Participation is judged on quantity and quality of the contribution to the discussion/group-work within the classes. Leadership Contribution that deepen the class learning is highly valued.
2. Rocket Pitch(Mid-term Presentation) 10%
The students are required to submit & perform the pitch based on the pitch format suggested in the class.
3. Final Presentation 40%
The final presentation will be judged by 1) Entrepreneurship (how much action/ experiment to be taken in order to improve your business ides), 2) Persuasiveness (How convincing your presentation is), 3)Social Impact (How promising your business idea is to create social impact, whether it is really feasible in terms of technology or with your team)

【Changes following student comments】
N/A

【Equipment student needs to prepare】
PC or other devices that is needed to work on the launch plan within the classes

【Others】
Ryusuke is a passionate supporter for entrepreneurs of all kinds and an experienced entrepreneur himself.　He started his career as an intrapreneur within a Japanese major corporation.　After having received MBA degree from Babson College, he worked for GLOBIS as a senior consultant.　At GLOBIS he was involved with a number of projects of executive education for Japanese major corporations & organization development of startup.　He was also engaged with developing several cases that focus on entrepreneurship & startup for a business school.　Since 2018 he has been leading the establishment of Venture Café Tokyo, the innovation ecosystem/ community builder in Japan that is part of a global innovation network from Boston(Venture Café Global Institute).

【Outline (in English)】
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