

Graduate School of Global Business Syllabus, 2021

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Course number: (GB)MAN551E		
Name of Course	Credit	Name of Professor
Information Ethics A	2 credits	Andrew Alexander ADAMS
Course Summary and Objectives		
<p>Information ethics is the study of the social impact of information flow enabled by technological computer and communication devices. A brief overview of ethical approaches will be given, together with studies of some of the key thinkers on these issues: Zittrain, Lessig, Castells, Bynum and Rogerson, Wiener. This is one of two modules on this issue which together provide a broad and deep examination of the subject. This module focusses on questions of openness or closure. Lectures 13 and 14 will be in-depth discussions on specific topics of interest to the students.</p>		
Course Contents		
<p>第1回 : Introduction: Information Ethics 第2回 : Ethical Theory for Information Ethics 第3回 : Copyfights 第4回 : Information Wants to be Free, People Want to be Paid 第5回 : Data Formats 第6回 : Digital Education 第7回 : Freedom of Expression 第8回 : Freedom to Tinker 第9回 : Freedom of Information 第10回 : Unwanted Electronic Attention I: Spam 第11回 : Unwanted Electronic Attention II: Harassment 第12回 : Unwanted Electronic Attention III: Fraud in the Digital World 第13回 : Science Fiction and Information Ethics From 1984 to Ghost in the Shell 第14回 : Conclusions</p>		
Prerequisites and Registration Requirements		
<p>The course will be given in English. For Lectures 3-13, one or more students (depending on class size, may also be none for some weeks) will be required to prepare a 5-10 minutes presentation (with slides) on the relevant topic. Other students will be expected to critique the presentation. The lecturer will then present a broader analysis of the topic, followed by a discussion of the issues raised. The student (s) who prepared the presentation will then write a report on the outcomes of the session, including a revised written form of their presentation (taking into account feedback from other students and the lecture), the main topics of the discussion and related questions.</p>		
Preparation and Review		
<p>The course will be given in English. For Lectures 3-13, at least one student (depending on class size) will be required to prepare a 5-10minutes presentation (with slides) on the relevant topic. Other students will be expected to critique the presentation. The lecturer will then present a broader analysis of the topic, followed by a discussion of the issues raised. The student (s) who prepared the presentation will then write a report on the outcomes of the session, including a revised written form of their presentation (taking into account feedback from other students and the lecturer), the main topics of the discussion and related questions.</p>		

Textbook(s)
Pandora's Box: Social and professional Issues of the Information Age. Andrew A. Adams and Rachel J. McCrindle.
Reference(s)
See the module handout for a list of reference materials for each session.
Grading and Evaluation
90%: S 80%: A 70%: B 60%: C Below 59%: Fail Presentations: 50% Post-Presentation Reports: 50%
Other
None.

Course number: (GB)MAN551E		
Name of Course	Credit	Name of Professor
Information Ethics B	2 credits	Andrew Alexander ADAMS
Course Summary and Objectives		
<p>Information ethics is the study of the social impact of information flow enabled by technological computer and communication devices. A brief overview of ethical approaches will be given, together with studies of some of the key thinkers on these issues: Zittrain, Lessig, Castells, Bynum and Rogerson, Wiener. This is one of two modules on this issue which together provide a broad and deep examination of the subject. This module focusses on questions of Information and Identity. Lectures 13 and 14 will be in-depth discussions on specific topics of interest to the students.</p>		
Course Contents		
<p>第1回 : Introduction: Information Ethics 第2回 : Ethical Theory for Information Ethics 第3回 : Privacy and Data Protection 第4回 : DNA 第5回 : Digital Health 第6回 : Information, Sex and Technology 第7回 : Online Crime and Real Punishment 第8回 : Cyber-Warfare 第9回 : Artificial Intelligence 第10回 : (Anti-) Social Media 第11回 : Digital Entertainment 第12回 : Working in the Wired World 第13回 : Living in a Networked World 第14回 : Conclusions</p>		
Prerequisites and Registration Requirements		
<p>The course will be given in English. For Lectures 3-12, a student (or none, or more, depending on class size) will be required to prepare a 5-10 minutes presentation (with slides) on the relevant topic. Other students will be expected to critique the presentation. The lecturer will then present a broader analysis of the topic, followed by a discussion of the issues raised. The student (s) who prepared the presentation will then write a report on the outcomes of the session, including a revised written form of their presentation (taking into account feedback from other students and the lecturer), the main topics of the discussion and related questions.</p>		
Preparation and Review		
<p>The course will be given in English. For Lectures 3-12, a student (or none, or more, depending on class size) will be required to prepare a 5-10 minutes presentation (with slides) on the relevant topic. Other students will be expected to critique the presentation. The lecturer will then present a broader analysis of the topic, followed by a discussion of the issues raised. The student (s) who prepared the presentation will then write a report on the outcomes of the session, including a revised written form of their presentation (taking into account feedback from other students and the lecturer), the main topics of the discussion and related questions.</p>		
Textbook(s)		

Pandora's Box: Social and professional Issues of the Information Age. Andrew A. Adams and Rachel J. McCrindle.

Reference(s)

See the module handout for a list of reference materials for each session.

Grading and Evaluation

90%: S 80%: A 70%: B 60%: C Below 59%: Fail

Presentations: 50%

Post-Presentation Reports: 50%

Other

None.

Course number: (GB)MAN551E		
Name of Course	Credit	Name of Professor
Information Science A	2 credits	Andrew Alexander ADAMS
Course Summary and Objectives		
<p>The Knowledge Economy is a key element of modern business. Information processing is the core technology which underpins the knowledge economy. Key concepts of information processing as part of a modern business will be presented in this course, together with links to the work of key thinkers in the role of information and knowledge in modern businesses. This is one of two courses which may be taken independently, but which together will add up to a broad understanding of the role of information and information technology in business. In this course the focus is on information within the organisation and the links between information technology, organisational structures and internal business processes. The lectures are arranged into three themes: Technology, Security, People.</p>		
Course Contents		
<p>第1回 : Introduction: Information, Technology and Business Organisation 第2回 : Key Ideas: Place, Network, Interaction, Leverage 第3回 : Technology 1: Database Theory 第4回 : Technology 2: Information, Data, Knowledge 第5回 : Technology 3: Knowledge Management Theory 第6回 : Security 1: Information Security Concepts 第7回 : Security 2: Internal Information Security Policies 第8回 : People 1: Data Protection 第9回 : People 2: The Individual and the Role 第10回 : Security 3: Communication Technology and Strategy 第11回 : Technology 4: Communication Tools 第12回 : People 3: International Team-Working 第13回 : Principles of HCI Design 第14回 : Conclusions: The Information Revolution and the Knowledge Economy</p>		
Prerequisites and Registration Requirements		
<p>The course will be given in English. Each student will be asked to prepare a 5-10 minute presentation for at least three classes. Depending on the number of students more than one student may be asked to present in any particular class, or students may be given the opportunity to make more than three presentations. Other students will be expected to critique the presentation. The lecturer will then present a broader analysis of the topic, followed by a discussion of the issues raised. The student (s) who prepared the presentation will then write a report on the outcomes of the session, including a revised written form of their presentation (taking into account feedback from other students and the lecturer), the main topics of the discussion and related questions. The best two presentations and the best two reports will be used to calculate the final grade for the module.</p>		
Preparation and Review		
<p>The course will be given in English. Each student will be asked to prepare a 5-10 minute presentation for at least three classes. Depending on the number of students more than one student</p>		

may be asked to present in any particular class, or students may be given the opportunity to make more than three presentations. Other students will be expected to critique the presentation. The lecturer will then present a broader analysis of the topic, followed by a discussion of the issues raised. The student (s) who prepared the presentation will then write a report on the outcomes of the session, including a revised written form of their presentation (taking into account feedback from other students and the lecturer), the main topics of the discussion and related questions. The best two presentations and the best two reports will be used to calculate the final grade for the module.

Textbook(s)

See the module handout for a list of reference materials for each session.

Reference(s)

See the module handout for a list of reference materials for each session.

Grading and Evaluation

90%: S 80%: A 70%: B 60%: C Below 59%: Fail

Presentations: 50%

Post-Presentation Reports: 50%

Other

None.

Course number: (GB)MAN551E		
Name of Course	Credit	Name of Professor
Information Science B	2 credits	Andrew Alexander ADAMS
Course Summary and Objectives		
<p>The Knowledge Economy is a key element of modern business. Information processing is the core technology which underpins the knowledge economy. Key concepts of information processing as part of a modern business will be presented in this course, together with links to the work of key thinkers in the role of information and knowledge in modern businesses. This is one of two courses which may be taken independently, but which together will add up to a broad understanding of the role of information and information technology in business. In this course the focus is on information flows into and out of the organisation, including legal requirements to provide information to regulators, customer and public relations, and inter-organisational information flow. The lectures are arranged into three themes: Technology, Security, People.</p>		
Course Contents		
<p>第1回 : Introduction: Information, Technology and Business Organisation 第2回 : Key Ideas: Place, Network, Interaction, Leverage 第3回 : Technology 1: External Communications: From the Letter to the Web Order 第4回 : Technology 2: The Internet and the Web 第5回 : Technology 3: Interfaces 第6回 : Security 1: Information Security Concepts 第7回 : Security 2: External Information Security Policies 第8回 : People 1: Game Theory 第9回 : People 2: Competition 第10回 : People 3: Cooperation 第11回 : Security 3: Mashup Corporations 第12回 : Security 4: Legal Requirements on Information 第13回 : Security 5: Social Engineering Tricks and Counter-Measures 第14回 : Conclusions: The Information Revolution and the Knowledge Economy</p>		
Prerequisites and Registration Requirements		
<p>The course will be given in English. Each student will be asked to prepare a 5-10 minute presentation for at least three classes. Depending on the number of students more than one student may be asked to present in any particular class, or students may be given the opportunity to make more than three presentations. Other students will be expected to critique the presentation. The lecturer will then present a broader analysis of the topic, followed by a discussion of the issues raised. The student (s) who prepared the presentation will then write a report on the outcomes of the session, including a revised written form of their presentation (taking into account feedback from other students and the lecturer), the main topics of the discussion and related questions. The best two presentations and the best two reports will be used to calculate the final grade for the module.</p>		
Preparation and Review		
<p>The course will be given in English. Each student will be asked to prepare a 5-10 minute presentation for at least three classes. Depending on the number of students more than one student</p>		

may be asked to present in any particular class, or students may be given the opportunity to make more than three presentations. Other students will be expected to critique the presentation. The lecturer will then present a broader analysis of the topic, followed by a discussion of the issues raised. The student (s) who prepared the presentation will then write a report on the outcomes of the session, including a revised written form of their presentation (taking into account feedback from other students and the lecturer), the main topics of the discussion and related questions. The best two presentations and the best two reports will be used to calculate the final grade for the module.

Textbook(s)

See the module handout for a list of reference materials for each session.

Reference(s)

See the module handout for a list of reference materials for each session.

Grading and Evaluation

90%: S 80%: A 70%: B 60%: C Below 59%: Fail

Presentations: 50%

Post-Presentation Reports: 50%

Other

None.

Course number: (GB)ECN511E		
Name of Course	Credit	Name of Professor
Economics A	2 credits	KATO RAY Ryuta
Course Summary and Objectives		
<p>The aims of this course are to introduce the fundamental framework of microeconomics to students who are not familiar with microeconomics. Thus, no background in economics is required. While use of mathematical tools will be minimized, several key mathematical tools will be taught to help students understand analytical methods. One of the purposes of this course is to let students understand how much the microeconomic framework is useful to tackle many problems in our society, and thus, in particular, focus will be given on applications of the analytical tools common in microeconomics to lots of issues related to public policies. The goal of this course is to let students understand how much the economics framework can be used for actual issues, and also use the framework to explore several hot issues in our society. Thus, students are expected to equip themselves with analytical tools which are getting more and more common in the social science.</p>		
Course Contents		
<p>1st Economic Models I Chapter 1 2nd Economic Models II Chapter 1 3rd Preferences, Choices and Utility Maximization I Chapter 2 4th Preferences, Choices and Utility Maximization II Chapter 2 5th Demand Curves and Elasticity I Chapter 3 6th Demand Curves and Elasticity II Chapter 3 7th Production I Chapter 6 8th Production II Chapter 6 9th Cost Functions I Chapter 7 10th Cost Functions II Chapter 7 11th Profit Maximization and Supply I Chapter 8 12th Profit Maximization and Supply II Chapter 8 13th Perfect Competition Chapter 9 14th Final exam and answers Final exam and provision of answers</p>		
Prerequisites and Registration Requirements		
<p>There is no specific prerequisite. However, interests in economics and enthusiasm to try to use the economics framework to tackle social problems in our real world are both required. If economics background is relatively weak, strong efforts to get familiar with mathematical tools are also essential.</p>		
Preparation and Review		
<p>Students are strongly suggested to go through suggested study materials such as supplementary textbooks prior to each session. If the background in economics and/or mathematical tools is relatively weak, additional materials will be introduced, which should also be studied before attending the session.</p>		
Textbook(s)		
<p>Nicholson, Walter, and Christopher Snyder (2015) , Intermediate Microeconomics and Its Application, 12th Edition, Cengage</p>		

ISBN-13: 9781133189022 | ISBN-10: 1133189024

Reference(s)

While any textbook on microeconomics is useful to understand this course, the following book is suggested to go through.

Varian, Hal R (2014) Intermediate Microeconomics with Calculus: A Modern Approach, WW Norton & Co

ISBN-10: 0393937143; ISBN-13: 978-039393714537143

Grading and Evaluation

Two written exams (midterm and final exams) : 80%

Two assignments : 20%

Note: Two written exams (midterm and final) are both open exams.

Other

None.

Course number: (GB)ECN511E		
Name of Course	Credit	Name of Professor
Economics B	2 credits	KATO RAY Ryuta
Course Summary and Objectives		
<p>The aims of this course are to introduce the fundamental framework of macroeconomics to students who are not familiar with macroeconomics. Thus, no background in economics is required. While use of mathematical tools will be minimized, several key mathematical tools will be taught to help students understand analytical methods. One of the purposes of this course is to let students get able to critically analyze several fiscal and monetary policies within the macroeconomics framework. The goal of this course is to let students understand how much the macroeconomics framework can be used for stabilizing the economy. Thus, students are expected to equip themselves with analytical tools which are getting more and more essential to judge on-going actual government macroeconomic policies</p>		
Course Contents		
<p>1st Introduction: Macroeconomics What is macroeconomics? 2nd Data on macroeconomics GDP, inflation and unemployment 3rd Mathematical tools Differentiation 4th Mathematical tools Applications to macroeconomics 5th Economic Growth I Growth Accounting and Solow Model I 6th Economic Growth II Solow Model II 7th Economic Growth III Endogenous Growth Model 8th Macroeconomics without Microeconomic Foundations I What is the IS-LM model? 9th Macroeconomics without Microeconomic Foundations II Extensions of the IS-LM model 10th Market, Prices, Supply and Demand Optimal Decision and Markets 11th Consumption, Saving, and Investment Optimal Behavior of Households in Macroeconomics 12th An Equilibrium Business Cycle Model Short-run Fluctuations and Model Prediction 13th Capital Utilization and Unemployment Elastic supply of capital services and unemployment 14th Final exam and answers Final exam and provision of answers</p>		
Prerequisites and Registration Requirements		
<p>There is no specific prerequisite. However, interests in economics and enthusiasm to try to use the economics framework to tackle social problems in our real world are both required. If economics background is relatively weak, strong efforts to get familiar with mathematical tools are also essential.</p>		
Preparation and Review		
<p>Students are strongly suggested to go through suggested study materials such as supplementary textbooks prior to each session. If the background in economics and/or mathematical tools is relatively weak, additional materials will be introduced, which should also be studied before attending the session.</p>		
Textbook(s)		
<p>Barro, Robert J., Angus C. Chu, and Guido Cozzi (2017), Intermediate Macroeconomics, 1st Edition,</p>		

Cengage

ISBN-13: 9781473725096 | ISBN-10: 1473725097

Reference(s)

While any textbook on macroeconomics is useful to understand this course, the following book is suggested to go through.

Mankiw, N Gregory (2017) Principles of Economics, 8th edition, South-Western Pub

ISBN-10: 1305585127, ISBN-13: 978-1305585126

Grading and Evaluation

Two written exams (midterm and final exams) : 80%

Two assignments : 20%

Note: Two written exams (midterm and final) are both open exams.

Other

None.

Course number: (GB)ECN641E		
Name of Course	Credit	Name of Professor
Private Sector Development	2 credits	KAMEYAMA Takuji
Course Summary and Objectives		
<p>In the era of globalization, international community has been reaching a broad consensus that Private Investment can be a major driving force for economic growth and poverty alleviation. Indeed Private Investment in particular Foreign Direct Investment (FDI) can bring capital, enhance international trade and transfer higher technology as well as generate employment. In this regard, most countries are competing each other to attract more FDI. Therefore, <u>the critical challenge is how to attract more valuable investment by improving Investment Climate, the policy and business environment that fosters entrepreneurship and private sector development.</u></p> <p><u>The objective of this course is to explore the practical approaches to improve Investment Climate to stimulate private sector activities by discussing theories and practices through various articles and case materials in both developed and developing countries.</u> However, the course will focus more on developing countries that badly need capital and technology.</p> <p>This course consists of three parts. The first introductory part will discuss the critical factors and policy measures to attract investment, particularly FDI. The second part will examine key 10 issues on investment climate such as infrastructure, business formalization, international trade, financial access and flexible labour market. Finally, students will make presentation to analyze one of the issues covered by the course for particular country (ies) and make recommendations with a view to improving Investment Climate and promote investment in the country (ies) concerned.</p>		
Course Contents		
<p>〈The 1st Class〉 Course Overview : Why private sector development? In this first class, students will be introduced course overview.</p> <p>〈The 2nd Class〉 FDI Theory • Why FDI matters? • Why firms invest abroad?</p> <p>〈The 3rd Class〉 Key Issue (1) : Entrepreneurship (Business Start Up) • Benefits of Entrepreneurship • Regulatory issues • Case Study</p> <p>〈The 4th Class〉 Key Issue (2) : Business Linkage between MNCs and SMEs • Why business linkage needed? • Importance of SMEs • Case Study</p> <p>〈The 5th Class〉 Key Issue (3) : Financial Access • Financial access cost • Regulatory issues • Case Study</p> <p>〈The 6th Class〉 Key Issue (4) : Trade and Logistics • Cross border transaction/logistic cost • Regulatory issues • Case Study</p>		

〈The 7th Class〉 Key Issue (5) : Labour ・ Important issues for labour

- Case Study

〈The 8th Class〉 Key Issue (6) : Public Privat Partnership (PPP)

- Key infrastructure development
- Concept of PPP
- Case Study

〈The 9th Class〉 Key Issue (7) : Special Economic Zone (SEZ)

- Land acquisition and registration
- Industrial Parks and SEZ
- Case Study

〈The 10th Class〉 Key Issue (8) : Regulatory Reform

- Why regulatory reform is needed?
- Regulatory Impact Assessment (RIA)
- Best practices for regulatory reform

〈The 11th Class〉 Key Issue (9) : Sustainable Tourism

- Why tourism?
- How to promote Sustainable Tourism
- Case Study

〈The 12th Class〉 Key Issue (10) : Social Impact Investment

- SDGs and Social Impact Investment
- Case Study

〈The 13th Class〉 Case Study : Examples of Private Sector Development Projects by Japan International Cooperation Agency (JICA)

In this class, some of JICA's technical cooperation project in Private Sector Development will be introduced and discussed.

〈The 14th Class〉 Presentation On completing this course, students will make presentation of specific country (ies) 's case to promote private sector development by improving investment climate. Students can focus any of the issues in this course and discuss the strategy and methodology how to practically solve the problems.

Prerequisites and Registration Requirements

Class Participation and Class Preparation

Reading cases and course materials in advance are absolute requirement. Students' active participation of class discussion is strongly encouraged.

Preparation and Review

Students are requested to read cases and make critical summaries in accordance with the instruction of the lecturer.

Textbook(s)

World Bank, World Development Report 2005: A Better Investment Climate for Everyone, World Bank and Oxford University Press.

OECD, Policy Framework for Investment, 2017 Edition

Students will be distributed other materials in class.

Reference(s)
<p>Gudrun Kochendorfer-Lucius and Boris Pleskovic Ed., Investment Climate, Growth, and Poverty, Berlin Workshop Series 2005, World Bank</p> <p>World Bank, Doing Business 2021</p> <p>Further reading will be announced.</p>
Grading and Evaluation
<p>Class Participation and Case Summaries : 50%</p> <p>Presentation : 50%</p>
Other
<p>None.</p>

Course number: (GB) IND515E		
Name of Course	Credit	Name of Professor
Qualitative Research Methods	2 credits	HAYASHI Akiko
Course Summary and Objectives		
<p>This course aims to develop students' knowledge of qualitative research methods and their ability to apply these methods to conduct a masters thesis research project. The course covers various approaches and methods of qualitative research including interviewing, observation, ethnography, case study, and narrative inquiry.</p> <p>Because most of the students in the class will be preparing to write a masters thesis, attention in each class session will be given to hands-on activities that will give students the opportunity to experience how each method works and to get a sense of which of these methods would be the best fit for their research question.</p>		
Course Contents		
<p>1st Introduction of the course What is qualitative research? Qualitative research paradigms; Relationship of qualitative to quantitative approaches: Qualitative vs. Quantitative Qualitative or Quantitative Qualitative and Quantitative</p> <p>2nd Interviewing 1 Interview formats</p> <p>3rd Interviewing 2 Interview structure Cued-responses formats</p> <p>4th Observation 1 Types of observation: Participant observation Naturalistic observation Time sampling Event sampling</p> <p>5th Observation 2 Subjectivity and Objectivity</p> <p>6th Ethnography 1 What makes an Ethnography Ethnographic?</p> <p>7th Ethnography 2 Video/Visual ethnography Educational ethnography Classroom ethnography Multi-context/Multi-sited ethnography</p> <p>8th Narrative Inquiry 1 Qualitative research writing as story telling</p> <p>9th Narrative Inquiry 2</p> <p>10th Case Study 1 What is a case?</p> <p>11th Case Study 2</p> <p>12th Students' Presentations Presentation on mini-research project (final paper) conducted by students</p> <p>13th Students' Presentations Presentation on mini-research project (final paper) conducted by students</p> <p>14th Closing Course wrap-up</p>		

Prerequisites and Registration Requirements
The final paper requires students to conduct a qualitative mini-research project by using the qualitative research methods we covered in the class.
Preparation and Review
This course is designed for students to come to understand qualitative methods through collaborative, collective experience. I therefore expect and value preparation to participate in the class discussions and hands-on activities.
Textbook(s)
To be announced in the class.
Reference(s)
Teaching Embodied: Cultural Practice in Japanese Preschools (2015) , Hayashi and Tobin, The University of Chicago Press Other reading materials to be announced in the class.
Grading and Evaluation
Class Participation (50%) Research project paper (30%) Class Presentation (20%)
Other
None.

Course number: (GB)LAN512E		
Name of Course	Credit	Name of Professor
Elementary Academic English	2 credits	NAOUMI EVELYN Joyce
Course Summary and Objectives		
<p>This course is designed to review basic academic writing skills. It offers students an opportunity to revisit their academic experiences through short writing assignments which reflect the conventions of academic writing. At the end of the course students must submit an 800 word writing assignment on a topic of their choice. The paper should conform to the expectations of an academic paper by being written in an academic style and by being adequately supported by other sources, which are correctly cited and referenced.</p> <p>The intended learning outcomes for this course (ILOs) are:</p> <ol style="list-style-type: none"> 1. Develop a critical approach to reading and writing 2. Improve academic writing style 3. Develop citation and reference skills 4. Produce short essays displaying command of discourse patterns, citation and reference skills 		
Course Contents		
<p>1st What is academic writing? This introduces the features of academic writing that will be covered by the course.</p> <p>2nd The paragraph - the building block of academic writing Students will analyze the structure of academic sentences and paragraphs</p> <p>3rd Different types of paragraph Introduction to description, process, opinion, comparison and contrast paragraphs</p> <p>4th Essay structure Important elements in introductions, body paragraphs and conclusions</p> <p>5th Essay types 1 - Description and process Analyzing description and process essays - the importance of outlines - Assignment 1</p> <p>6th What are your areas of difficulty in academic writing? Common errors in academic writing</p> <p>7th Essay types 2 - opinion Analyzing opinion essays - the difference between fact and opinion - Assignment 2</p> <p>8th Summary and paraphrase In class worksheets</p> <p>9th Citation and reference In class worksheets</p> <p>10th Describing visuals In class worksheets</p> <p>11th Essay types 3 - comparison and contrast Analyzing comparison and contrast essays - cohesion and coherence - Assignment 3</p> <p>12th Narrowing topics - using sources more effectively In class worksheets - Final Assignment</p> <p>13th Checking the first draft Common errors in academic writing - the importance of checklists</p> <p>14th What have you learnt about academic writing?</p>		

In class worksheets
Prerequisites and Registration Requirements
None.
Preparation and Review
All materials given by the instructor must be previewed and assigned tasks completed before and after class.
Textbook(s)
All materials will be provided by the instructor.
Reference(s)
A list of references will be provided by the instructor.
Grading and Evaluation
In class participation and worksheets 40%; assignments 1,2 and 3 35%; Final paper 25%.
Other
None.

Course number: (GB)LAN512E		
Name of Course	Credit	Name of Professor
Intermediate Academic English (Writing)	2 credits	NAOUMI EVELYN Joyce
Course Summary and Objectives		
<p>This class offers students the opportunity to practice more advanced writing skills necessary for writing up research. By the end of the course students will have written a 2,000 word research paper that introduces a problem, evaluates objectively alternative solutions and concludes with a recommendation. The paper should conform to the expectations of academic writing introduced during the course. There will be an emphasis on effective paraphrasing and summarizing skills and the importance of critical thinking.</p> <p>The intended learning outcomes for this course (ILOs) are:</p> <ol style="list-style-type: none"> 1. Develop a critical approach to reading and writing 2. Improve academic writing style 3. Develop citation and reference skills 4. Produce a 2000-word research paper displaying command of discourse patterns, citation and reference 		
Course Contents		
<p>1st Academic writing basics Review of basic academic writing conventions - Assignment 1</p> <p>2nd Research writing skills Critical reading and effective note-taking and citation and referencing</p> <p>3rd Avoiding plagiarism Quotation, paraphrase and summary - in class worksheets</p> <p>4th Stance Critical reviews - Assignment 2</p> <p>5th Describing problems Analyzing cause and effect in introducing problems</p> <p>6th Background and previous research Analyzing the use of background information and previous research</p> <p>7th The cause and effect essay Analyzing a cause and effect essay - Assignment 3 - 800 word cause and effect essay</p> <p>8th Evaluating alternative solutions Analyzing different ways of presenting arguments</p> <p>9th Support Data description, fact versus opinion and taking a stance towards solutions</p> <p>10th Writing recommendations Hedges and boosters - how well is the recommendation supported?</p> <p>11th Planning a paper Revising outlines - submit an outline for the final paper</p> <p>12th Revising a paper 1 The first draft - revisiting stance, support and avoiding plagiarism</p> <p>13th Revising a paper 2 Proof reading and editing</p> <p>14th Presenting a paper</p>		

Presentation of paper content
Prerequisites and Registration Requirements
Students need to be familiar with the basics of academic writing conventions, including summary, citation and reference as this course assumes a basic grasp of these.
Preparation and Review
Students are expected to preview and review the materials assigned by the instructor. Students are expected to use the skills taught in this course in research and writing their paper.
Textbook(s)
The instructor will provide all materials.
Reference(s)
The instructor will recommend materials during the course.
Grading and Evaluation
In class participation and assigned tasks 40%; critical review 25%; final paper 35%.
Other
Students are expected to resubmit revisions of assignments.

Course number: (GB)LAN512E		
Name of Course	Credit	Name of Professor
Intermediate Academic English (Communication)	2 credits	NAOUMI EVELYN Joyce
Course Summary and Objectives		
<p>This course develops communication skills in academic settings. Listening and note-taking skills, skills for more effective participation in seminars, and research presentation skills are all problematic areas for students studying specialized content through the medium of English. The materials used in this course offer students the opportunity to develop their skills by engaging with stimulating content and reflecting on their performance. By the end of the course students should be able to lead and participate more effectively in seminars, make effective presentations and evaluate their progress.</p> <p>The intended learning outcomes for this course (ILOs) are:</p> <ol style="list-style-type: none"> 1. Develop lecture listening and note-taking skills 2. Develop seminar discussion skills 3. Develop presentation skills 4. Produce a final presentation revised according to feedback received 		
Course Contents		
<p>1st Introductions Introduction to the course, self-introductions and introducing others</p> <p>2nd Interaction in English Language for discussion, cultural issues</p> <p>3rd Replicating lectures 1 Listening and note-taking skills, discussion based on content</p> <p>4th Replicating lectures 2 Use of visuals, discussion</p> <p>5th Five-slide presentation 1 Focused presentations - Q&A - Presentation 1</p> <p>6th Five-slide presentation 2 Student presentations - preparation for discussion on criteria for evaluating presentations</p> <p>7th What is an effective presentation? Presentation criteria</p> <p>8th Reading for seminars Exchanging articles - summary skills</p> <p>9th Discussion Student led discussion and written summary</p> <p>10th Discussion Student led discussion and written summary</p> <p>11th Problem-solution presentation Revising presentations - Presentation 2</p> <p>12th Student presentations Feedback</p> <p>13th Revised Student presentations self- assessment task</p>		

14th What have I learnt this semester?
Discussion
Prerequisites and Registration Requirements
Open for all students.
Preparation and Review
Students must prepare for class by doing the assigned pre-class assignments and follow up tasks.
Textbook(s)
All materials will be provided by the instructor.
Reference(s)
Reference materials will be recommended by the instructor.
Grading and Evaluation
Participation and in class presentations 50%; individual assignments 40%; self -evaluation 10%.
Other
None.

Course number: (GB)LAN512E		
Name of Course	Credit	Name of Professor
Advanced Academic English	2 credits	NAOUMI EVELYN Joyce
Course Summary and Objectives		
<p>Listening to lectures, effective note-taking skills and the ability to summarize and recall lectures have been identified as problematic for students taking English medium courses. Students use the information obtained from the listening materials in discussions and short in - class presentations in the first part of the course. The second part focusses more on research presentations and developing presentation skills.</p> <p>By the end of the course students should have more confidence in discussing and presenting their research.</p> <p>The intended learning outcomes for this course (ILOs) are:</p> <ol style="list-style-type: none"> 1. Develop lecture listening and note-taking skills 2. Develop seminar discussion skills 3. Develop research presentation skills 4. Produce a final presentation revised according to feedback received 		
Course Contents		
<p>1st Introductions Introduction to the course, self-introductions and introducing others</p> <p>2nd Lecture Listening to lectures, note-taking and recall, language for group interaction</p> <p>3rd The 5-slide presentation Presentation skills - focus and structure</p> <p>4th The 5-slide presentation Student presentations</p> <p>5th Lecture Listening to lectures, note-taking and recall, language for group interaction</p> <p>6th What makes a good presentation? In class discussion - criteria for evaluating presentations</p> <p>7th Presentation Students evaluate a presentation</p> <p>8th Lecture Students use the lecture to make their own presentations</p> <p>9th Presentation skill development 1 Delivery skills and Q&E</p> <p>10th Presentation skill development 2 Using visuals effectively</p> <p>11th Poster presentations How to make an effective poster</p> <p>12th Going it alone Student presentations and feedback</p> <p>13th Revised presentations and feedback</p>		

14th Self-evaluation

Discussion activity

Prerequisites and Registration Requirements

Students with less confidence in their English interactive skills are recommended to take an intermediate academic English course focusing on communication in academic settings before this course.

Preparation and Review

Students are expected to review materials assigned by the instructor before class and to practice the skills taught in this class in their other classes. Students will be given the lecture theme the week before and are expected to familiarize themselves with it. There will be reflection activities after class.

Textbook(s)

All materials will be provided by the instructor.

Reference(s)

None.

Grading and Evaluation

Participation and preparation 50%; assignments 40%; self-evaluation 10%.

Other

The course may be tailored to suit student needs.

Course number: (GB)MAN561E		
Name of Course	Credit	Name of Professor
Transnational Management A	2 credits	SUMI Atsushi
Course Summary and Objectives		
<p>〈Outline〉</p> <p>Globalization of nation's socio-economy influences corporations in a variety of ways, and one of its salient characteristics could be seen in increasing cross border trade and foreign direct investment. This is most evident in the recent shift in the strategic goals of many corporations; the change from the export-oriented, multi-domestic strategy where corporations focus on internationalizing only selected divisions to the more global strategy where corporations actively aim at building profit centers worldwide.</p> <p>Global competition has increased its complexity as well. The emerging newly industrialized nations as represented by the BRICs, and the increasing emphasis on regionalization and regional economic alliances have necessitated corporations to change their managerial practices to cope with the turbulent global environments. Under these changes in today's international political economy, Japanese corporations are compelled to develop the international human resources who are able to actively cope with urgent global challenges. Foreign affiliated companies in Japan, in contrast, are known to be more successful in the localization of their management practices. The course aims at addressing these rising challenges and issues in the international management and understanding them from wider perspectives. The course will have more emphases on theories of international management as compared to the undergraduate class. The class will consist of English lectures and presentations by students.</p> <p>〈Objectives〉</p> <p>By using English language, students will have good understandings of globalization and the international environments, and the ways in which they affect companies doing business abroad.</p>		
Course Contents		
<p>1a : Course Introduction</p> <p> b : What is International Management?</p> <p>2. Globalization</p> <p>3a : Globalization</p> <p> b : Discussion</p> <p>4-5. National Differences in Political Economy</p> <p>6a : National Differences in Political Economy</p> <p> b : Discussion</p> <p>7. Political Economy and Economic Development</p> <p>8a : Political Economy and Economic Development</p> <p> b : Discussion</p> <p>9-11. Differences in Culture</p> <p>12a : Differences in Culture</p> <p> b : Discussion</p> <p>13. TBA</p> <p>14. TB②</p>		

Prerequisites and Registration Requirements
<p>Students who wish to enroll in this course must attend the first class on course introduction.</p> <p>※本科目の履修に必要な英語力の目安は、TOEIC 700 程度である。</p> <p>The TOEIC level necessary for registering for this course is around 700.</p>
Preparation and Review
<p>The course facilitator (lecturer) envisages employing real-time delivery (with Zoom video-conferencing technology), on-demand type (pre-recorded short lectures), and face to face (in-person) interactions in combination as instruction types for delivering this course. Nevertheless, all learning partners are advised to check regularly with Oh-o! Meiji System about changes that the university will introduce to delivering instructions that are applicable to all schools and graduate schools across the university.</p>
Textbook(s)
<p>International Business: Competing in the Global Marketplace, 12th edition (2019), by Charles W. L. Hill and G. Tomas M. Hult, McGraw-Hill. (Kindle Version ¥4648)</p>
Reference(s)
<p>Will be introduced whenever necessary in class.</p>
Grading and Evaluation
<p>Course Evaluation will be based on the following criteria: PLAN A or PLAN B to be discussed in the first class meeting.</p> <p>PLAN A</p> <ul style="list-style-type: none"> • Case Report 90% (English report: A4 4~5 pages, 1200-1600 words) • Overall Class Participation 10% (including group discussions) <p>PLAN B</p> <ul style="list-style-type: none"> • Each student will deliver an oral report of the textbook sections with brief resume for 5 to 6 times during the semester. 90% • Overall Class Participation 10%
Other
<p>None.</p>

Course number: (GB)MAN551E		
Name of Course	Credit	Name of Professor
E Commerce A	2 credits	Andrew Alexander ADAMS
Course Summary and Objectives		
<p>E Commerce is often represented as a new way of doing business. Commerce has been conducted electronically since the introduction of the telegraph system in the mid-19th century, however. Legal issues such as contracts, regulatory issues such as advertising control, and a broad range of other concepts have all gradually evolved as more and different modes of electronic commerce have become available. In this module, the development and implications of ecommerce involving general customers/consumers is presented, covering both business to customer (B2C) and customer to customer (C2C) ecommerce issues.</p>		
Course Contents		
<p>第1回 : Introduction to E Commerce 第2回 : Theories of E Commerce 第3回 : B2C Basics 第4回 : Infrastructure 1: Front Ends 第5回 : Infrastructure 2: Payment Systems 第6回 : Infrastructure 3: Fulfilment 第7回 : B2C Etail 第8回 : B2C Services 第9回 : Social Platforms and E Commerce 第10回 : C2C Basics 第11回 : Infrastructure 4: Reputation 第12回 : Case Study: Amazon 第13回 : Case Study: Rakuten 第14回 : Conclusions</p>		
Prerequisites and Registration Requirements		
<p>The course will be given in English. For Lectures 3-13, a student (or none, or more than one, depending on class size) will be required to prepare a 5-10 minutes presentation (with slides) on the relevant topic. Other students will be expected to critique the presentation. The lecturer will then present a broader analysis of the topic, followed by a discussion of the issues raised. The student (s) who prepared the presentation will then write a report on the outcomes of the session, including a revised written form of their presentation (taking into account feedback from other students and the lecturer), the main topics of the discussion and related questions.</p>		
Preparation and Review		
<p>The course will be given in English. For Lectures 3-14, a student (or none, or more than one, depending on class size) will be required to prepare a 5-10 minutes presentation (with slides) on the relevant topic. Other students will be expected to critique the presentation. The lecturer will then present a broader analysis of the topic, followed by a discussion of the issues raised. The student (s) who prepared the presentation will then write a report on the outcomes of the session, including a revised written form of their presentation (taking into account feedback from other students and the lecturer), the main topics of the discussion and related questions.</p>		

Textbooks
E-commerce: Business Technology, Society (9th Edition). Laudon Traver. Pearson. 2013.
Reference(s)
See the module handout for a list of reference materials for each session.
Grading and Evaluation
90%: S 80%: A 70%: B 60%: C Below 59%: Fail Presentations: 50% Post-Presentation Reports: 50%
Other
None.

Course number: (GB)MAN551E		
Name of Course	Credit	Name of Professor
E Commerce B	2 credits	Andrew Alexander ADAMS
Course Summary and Objectives		
<p>E Commerce is often represented as a new way of doing business. Commerce has been conducted electronically since the introduction of the telegraph system in the mid-19th century, however. Legal issues such as contracts, regulatory issues such as advertising control, and a broad range of other concepts have all gradually evolved as more and different modes of electronic commerce have become available. In this module, the development and implications of ecommerce involving businesses and government is presented, covering both business to business (B2B) and business to government (B2G) and government to business (G2B) ecommerce issues.</p>		
Course Contents		
<p>第1回 : Introduction to E Commerce 第2回 : Theories of E Commerce 第3回 : B2B Basics 第4回 : B2B Infrastructure 第5回 : B2B Fulfilment 第6回 : B2G Services 第7回 : G2B Case Study: Go2Paper 第8回 : B2B Case Study: Toyota Production System: Just in Time 第9回 : B2B Case Study: Shutterstock 第10回 : B2G Basics 第11回 : B2G Case Study: e-procurement and anti-corruption 第12回 : G2B Basics 第13回 : G2B Case Study: NIC Inc. 第14回 : Conclusions</p>		
Prerequisites and Registration Requirements		
<p>The course will be given in English. For Lectures 3-12, a student (or none, or more, depending on class size) will be required to prepare a 5-10 minutes presentation (with slides) on the relevant topic. Other students will be expected to critique the presentation. The lecturer will then present a broader analysis of the topic, followed by a discussion of the issues raised. The student (s) who prepared the presentation will then write a report on the outcomes of the session, including a revised written form of their presentation (taking into account feedback from other students and the lecturer), the main topics of the discussion and related questions.</p>		
Preparation and Review		
<p>The course will be given in English. For Lectures 3-12, at least one student (or none, or more, depending on class size) will be required to prepare a 5-10 minutes presentation (with slides) on the relevant topic. Other students will be expected to critique the presentation. The lecturer will then present a broader analysis of the topic, followed by a discussion of the issues raised. The student (s) who prepared the presentation will then write a report on the outcomes of the session, including a revised written form of their presentation (taking into account feedback from other students and the lecturer), the main topics of the discussion and related questions.</p>		

Textbooks
E-commerce: Business Technology, Society (9th Edition). Laudon & Traver. Pearson. 2013.
Reference(s)
See the module handout for a list of reference materials for each session.
Grading and Evaluation
90%: S 80%: A 70%: B 60%: C Below 59%: Fail Presentations: 50% Post-Presentation Reports: 50%
Other
None.

Course number: (GB)MAN521E		
Name of Course	Credit	Name of Professor
Business Management and Organization 1A	2 credits	NAKAMURA Toraaki
Course Summary and Objectives		
<p>This course is intended to provide in-depth knowledge of Japanese economic history and management systems. The course will also explain archetypal organizational structures and operational systems in Japanese organizations such as the business affiliation and small-medium sized companies after the bubble economy. Through this course, students will learn the essential knowledge for functioning effectively in a Japanese economic history and have the discussion of each topic with your master thesis. We sometimes go outside of classroom and take a factory or company tour.</p>		
Course Contents		
<p>第1回 Introduction/Research Design 第2回 The post-World War II: Economic Expansion of Japan 第3回 Era of High-speed Economic Growth 第4回 Bubble Economy Burst 第5回 After Bubble Economy Burst and Management Style 第6回 Japanese Socioeconomic Condition 2000-2010 第7回 Japanese Socioeconomic Condition at the Present Time 第8回 Introduction of Case Study 1: Japanese Central Economic Policy 第9回 Introduction of Case Study 2: Japanese Local Economic Policy 第10回 Introduction of Case Study 3: Japanese Culture and Management 第11回 Introduction of Case Study 4: Local Industry (Shopping Street) 第12回 Introduction of Case Study 5: Small and Medium-Size Enterprises 第13回 Introduction of Case Study 6: Global Partnership 第14回 Summary</p>		
Prerequisites and Registration Requirements		
<p>Students should regard classes as important and attend all classes. Students should be at school before the first bell rings and should not be late for school or absent from school.</p>		
Preparation and Review		
<p>Students should develop an effective resume that can be utilized for your next class and give students who take this course a resume of your report.</p>		
Textbooks		
<p>Morgan, James C. and Morgan, J Jeffrey (1991) Cracking the Japanese Market: Strategies for Success in the New Global Economy, The Free Press/New York</p>		
Reference(s)		
<p>Bucknall, Kevin B. (2006) Japan: Doing Business in a Unique Culture, Boson Books</p>		
Grading and Evaluation		
<p>1. Participation in class 20% (participation in activities) 2. Presentations 20% 3. Course Questionnaire 10% 4. Homework 20% 5. Term Paper 30%</p>		
Other		
<p>None.</p>		

Course number: (GB)MAN521E		
Name of Course	Credit	Name of Professor
Business Management and Organization 1B	2 credits	NAKAMURA Toraaki
Course Summary and Objectives		
<p>This course is intended to provide in-depth knowledge of Japanese culture and management systems. The course will clarify the unique features of organizational behavior in the typical Japanese organizational culture and management culture. The course will also explain archetypal organizational structures and operational systems in small-medium sized companies. Through this course, students will learn the essential knowledge for functioning effectively in a Japanese organization and have the discussion of each topic. We sometimes go outside of classroom and take a factory or company tour. This course will help you to write your thesis too.</p>		
Course Contents		
<p>第1回 Introduction/Research Design 第2回 Inside the Japanese Market 1: Structure of Japanese Market and Policy 第3回 Inside the Japanese Market 2: Structure of Japanese Market and Industry 第4回 Japanese Private Company and Culture 1: Business Culture 第5回 Japanese Private Company and Culture 2: Organizational Culture 第6回 Japanese Public Management and Culture 1: Structure of Japanese Government and Management 第7回 Japanese Public Management and Culture 2: Public Management and Policy 第8回 Introduction of Case Study 1: Small and Medium-Size Enterprises 第9回 Introduction of Case Study 2: Large Corporation 第10回 Introduction of Case Study 3: Comparative Study, US and Japan 第11回 Introduction of Case Study 4: Comparative Study, UK and Japan 第12回 Introduction of Case Study 5: Traditional Culture 第13回 Introduction of Case Study 6: History and Culture 第14回 Summary</p>		
Prerequisites and Registration Requirements		
<p>Students should regard classes as important and attend all classes. Students should be at school before the first bell rings and should not be late for school or absent from school.</p>		
Preparation and Review		
<p>Students should develop an effective resume that can be utilized for your next class and give students who take this course a resume of your report.</p>		
Textbooks		
<p>Ivancevich, John M. Robert, Konopaske, Matteson, Michale T. (2011) <i>Organizational Behavior and Management</i>, McGraw-Hill: Irwin</p>		
Reference(s)		
<p>Bucknall, Kevin B. (2006) <i>Japan: Doing Business in a Unique Culture</i>, Bosen Books Morgan, J. Jeffrey and Morgan, James C. (1991) <i>Cracking The Japanese Market</i>, A Division of Macmillan, Inc.</p>		
Grading and Evaluation		
<p>1. Participation in class 20%(participation in activities) 2. Presentations 20% 3. Course Questionnaire 10% 4. Homework 20% 5. Term Paper 30%</p>		

Other

None.

Course number: (GB)MAN521E		
Name of Course	Credit	Name of Professor
Business Management and Organization 2A	2 credits	Jean-Lauren Germain VIVIANI
Course Summary and Objectives		
The course will present decision methods under risk and uncertainty and how to take into account the risk dimension in Management Control analysis		
Course Contents		
<ol style="list-style-type: none"> 1. Notion of risk and uncertainty 2. Attitudes toward risk and uncertainty 3. Paradoxes in choice theory (Allais, Ellsberg...) 4. Behavioral psychology 5. Basic decision analysis in uncertainty 6. Case study: Decision trees 7. Identifying Strategic Risk 8. Managing Strategic Risk 9. Strategic Management and real option theory 10. Real option valuation 11. Case study in real option 12. Cost Volume Profit analysis and demand uncertainty 13. Case study on Cost Volume Profit analysis and demand uncertainty (Hotel) 14. Risk diversification 		
Prerequisites and Registration Requirements		
<p>This course is conducted in English. Basic knowledge in statistics is required.</p> <p>Course contents may be modified according to circumstances such as number of students and academic ability.</p>		
Preparation and Review		
<p>This course is conducted in English. Basic knowledge in statistics is required.</p> <p>Course contents may be modified according to circumstances such as number of students and academic ability.</p>		
Textbooks		
None.		
Reference(s)		
Reference documents will be distributed at each class.		
Grading and Evaluation		
Class attendance and participation (40%), group work (30%), final exam (30%)		
Other		
None		

Course number: (GB)MAN521E		
Name of Course	Credit	Name of Professor
Business Management and Organization 2B	2 credits	Jean-Lauren Germain VIVIANI
Course Summary and Objectives		
<p>The purpose of the course is for students to know what the various levers of control are and to analyze their interdependence from the theoretical, methodological and empirical point of view. The course will expose technical aspects of interdependence analysis.</p>		
Course Contents		
<ol style="list-style-type: none"> 1. Management control and performance 2. The problem of goal alignment and its solutions 3. Objectives and context in management control 4. Management control dimensions 5. Levers of control: presentation of the Simons view 6. Levers of control: analysis and improvement 7. Levers of control: the influence of strategic uncertainty 8. Levers of control: the influence of culture and innovation 9. Levers of control interdependence: theory 10. Levers of control interdependence: the production function approach 11. Levers of control interdependence: the configurational approach 12. Levers of control interdependence: empirical studies 13. Qualitative Comparative Analysis: presentation 14. Qualitative Comparative Analysis: implementation 		
Prerequisites and Registration Requirements		
None.		
Preparation and Review		
<p>The courses will be given in English.</p> <p>Course contents may be modified according to circumstances such as number of students and academic ability.</p>		
Textbooks		
Simons, 1995, Levers of Control, Boston: Harvard Business School Press		
Reference(s)		
Reference documents and papers will be distributed at each class.		
Grading and Evaluation		
Class attendance and participation (40%), group work (30%), final report (30%)		
Other		
None.		

Course number: (GB)MAN521E		
Name of Course	Credit	Name of Professor
Organizational Behavior A	2 credits	Dassanayake Mudiyanselage SAMAN
Course Summary and Objectives		
<p>Human behavior in an organization is a critical determinant of a) its profitability, growth, and survival as well as b) performance and well-being of its employees. This micro Organizational Behavior course aims to provide learning partners (students) with an opportunity to undertake an in-depth examination of individual and group/team behavior in organizations with related theories, concepts, and practices. Furthermore, it builds a platform for these learning partners to appreciate an interdisciplinary behavioral science approach to understanding, predicting, and managing individual and group behavior in organizational settings.</p> <p>At the end of this course, learning partners will be able to:</p> <ol style="list-style-type: none"> a) define broadly concepts of individual and group behavior in organizations b) understand theories related to explaining individual and group behavior in organizations c) apply theoretical and conceptual knowledge to describe behavioral phenomena occurring in real world organizations. 		
Course Contents		
<p>Session 1 The nature of human beings and human behavior in organizations: A cursory glance through fundamentals</p> <p>Session 2 Individual behavior, personality, and values</p> <p>Session 3 Perceiving ourselves and others in organizations</p> <p>Session 4 Workplace emotions, attitudes, and stress</p> <p>Session 5 Case study analysis 1: Oral presentation</p> <p>Session 6 Foundations of employee motivation</p> <p>Session 7 Case study analysis 2: Oral presentation</p> <p>Session 8 Decision making and creativity</p> <p>Session 9 Team dynamics</p> <p>Session 10 Communicating in teams and organizations</p> <p>Session 11 Case study analysis 3: Oral presentation</p> <p>Session 12 Leadership in organizational settings</p> <p>Session 13 Case study analysis 4: Written assignment and oral presentation</p> <p>Session 14 Reflections and course wrap up</p>		
Prerequisites and Registration Requirements		
<p>There is no pre-requisite course/s.</p> <p>Learning partners could select freely this course, depending on their learning needs and interests. They are welcome to contributing considerably to offering this course by participating actively in classroom meetings.</p> <p>Learning and teaching methods: Short lectures, interactive conversations, chapter-based presentations by learning partners, and case study analysis and presentation by learning partners</p> <p>Note: Chapter-based presentations and case study analysis and presentation in combination offers learning partners' considerable opportunities for improving continuously their oral communication</p>		

and public speaking skills in a friendly environment.

Preparation and Review

Each learning partner is required to read relevant chapters in the textbook as a preparatory exercise prior to attending each classroom meeting. Similarly, learning partners are also encouraged to associate themselves with reputable journals (indexed in Social Sciences Citation Index [SSCI] or Scopus) in Organizational Behavior for understanding current issues of topics covered in this course.

Textbooks

McShane, S. L., & Von Glinow, M. A. (2021). Organizational behavior: Emerging knowledge. Global reality (9th ed.). NY: McGraw-Hill Education.

Reference(s)

Learning partners are motivated to read other relevant books too (the latest edition available) and journals on Organizational Behavior for broadening and deepening their knowledge and understanding of micro Organizational Behavior.

Journals (suggestive): Journal of Organizational Behavior, Organizational Dynamics, Academy of Management Perspectives

Grading and Evaluation

- a) Active participation in classroom meetings—70%
 - b) Case study analysis, i.e. written assignment and oral presentation—30%
- No final written examination at the end of the semester

Other

Let us learn together about human beings and their behavior in organizations.

Your suggestions and insights are welcome at all times for improving continuously the quality and the relevance of this course as we progress through.

This faculty member is reachable at msamand62@meiji.ac.jp

Course number: (GB)MAN521E		
Name of Course	Credit	Name of Professor
Strategic Management A	2 credits	Dassanayake Mudiyanselage SAMAN
Course Summary and Objectives		
<p>This course is about strategy making and strategy implementing in organizations operating in a complex, dynamic, and competitive business environment. It aims to provide learning partners (students) with an overview of basic concepts and related theories needed for understanding the process of making business strategies and putting them into practice.</p> <p>Furthermore, the ongoing COVID-19 pandemic has compelled business organizations and their leaders to reflect broadly and deeply on what implications it extends for short-term, medium-term, and long-term profitability, growth, and survival of their organizations. The nature and scale of these implications vary across business organizations so that their resilience depends on, among others, choices these leaders make in strategy formulation and execution. Thus, this course also purports to build a platform for learning partners to discuss and understand issues of managing strategy in business organizations in the context of implications of COVID-19 pandemic.</p> <p>At the end of this course, learning partners will be able to:</p> <ol style="list-style-type: none"> understand the overall process of how business organizations formulate strategies and executive them identify practical issues of strategy formulation and strategy execution in business organizations analyze various business situations and visualize appropriate strategies for dealing with such situations. 		
Course Contents		
<p>Session 1 What strategic management is all about: The nature and scope</p> <p>Session 2 External environment of a business organization: Opportunities, threats, industry competition, and competitor analysis</p> <p>Session 3 Internal environment of a business organization: Resources, capabilities, core competencies, and competitive advantages</p> <p>Session 4 Business-level strategy</p> <p>Session 5 Competitive rivalry and competitive dynamics</p> <p>Session 6 Analysis of strategic focus and mini-case study 1</p> <p>Session 7 Corporate-level strategy</p> <p>Session 8 Analysis of strategic focus and mini-case study 2</p> <p>Session 9 Merger and acquisition strategies</p> <p>Session 10 International strategy</p> <p>Session 11 Corporate governance</p> <p>Session 12 Blue ocean strategy</p> <p>Session 13 Case study analysis: Written assignment and oral presentation</p> <p>Session 14 Reflections and course wrap up</p>		
Prerequisites and Registration Requirements		
There is no pre-requisite course/s.		

Learning partners could select freely this course, depending on their learning needs and interests. They are welcome to contributing significantly to offering this course by participating actively in classroom meetings.

Learning and teaching methods: Short lectures, interactive conversations, chapter-based presentations by learning partners, analysis and presentation of strategic foci and mini case studies by learning partners, and invited/guest speaking by a business manager (tentative)

Note: Chapter-based presentations and analysis and presentation of strategic foci and mini case studies in combination offers learning partners considerable opportunities for improving continuously their oral communication and public speaking skills in a friendly environment.

Preparation and Review

Each learning partner is required to read relevant chapters in the textbook as a preparatory exercise prior to attending each classroom meeting. Similarly, all learning partners are also encouraged to associate themselves with reputable journals (indexed in Social Sciences Citation Index or Scopus) in Strategic Management for understanding current issues of topics covered during the course.

Textbook(s)

Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2017). Strategic management: Competitiveness & globalization: Concepts and cases (12th ed.). Boston, MA: Cengage Learning.

Reference(s)

Learning partners are motivated to read other relevant books too (the latest edition available) and journals on Strategic Management for broadening and deepening their knowledge and understanding.

Journals (suggestive): Strategic Management Journal, Harvard Business Review, Management Decision, MIT Sloan Management Review

Grading and Evaluation

- a) Active participation in classroom meetings—70%
 - b) Case study analysis, i.e. written assignment and oral presentation—30%
- No final written examination at the end of the semester

Other

Let us learn together about Strategic Management for developing a bird's-eye view of a business organization.

Your suggestions and insights are welcome at all times for improving continuously the quality and the relevance of this course as we progress through.

This faculty member is reachable at msamand62@meiji.ac.jp

Course number: (GB)MAN521E		
Name of Course	Credit	Name of Professor
Strategic Management B	2 credits	Dassanayake Mudiyanseelage SAMAN
Course Summary and Objectives		
<p>This is a continuation of Strategic Management A. The aim of this course is to provide learning partners (students) with a learning environment for broadening and deepening their knowledge and understanding of strategy formulation and strategy execution in business organizations functioning in a complex, dynamic, and competitive environment. Predominantly, the emphasis is given to discussing research-based literature, i.e. journal articles, so that learning partners could develop an in-depth understanding of the ongoing debates on topics of Strategic Management. The analysis of strategic foci and mini-case studies will complement this.</p> <p>Furthermore, the ongoing COVID-19 pandemic has compelled business organizations and their leaders to reflect broadly and deeply on what implications it extends for short-term, medium-term, and long-term profitability, growth, and survival of their organizations. Thus, this course also purports to build a platform for learning partners to discuss and understand issues of managing strategy in business organizations in the context of implications of COVID-19 pandemic.</p> <p>At the end of this course, learning partners will be able to:</p> <ol style="list-style-type: none"> know deeply practical issues/phenomena/scenarios of the process of strategy formulation and execution in business organizations identify major influences on and challenges of strategy formulation and execution in present day business organizations recognize the significance of strategic management as a discipline and practice that draws upon all functional areas of management whilst integrating them for developing a bird's-eye view of a business organization. 		
Course Contents		
<p>Session 1 What Strategic Management is all about: A cursory glance through fundamentals</p> <p>Session 2 Short lecture on a selected topic 1</p> <p>Session 3 Short lecture on a selected topic 2</p> <p>Session 4 Short lecture on a selected topic 3</p> <p>Session 5 Analysis of strategic focus and mini-case study 1</p> <p>Session 6 Reading and reviewing a journal article 1</p> <p>Session 7 Reading and reviewing a journal article 2</p> <p>Session 8 Reading and reviewing a journal article 3</p> <p>Session 9 Short lecture on a selected topic 4</p> <p>Session 10 Reading and reviewing a journal article 4</p> <p>Session 11 Analysis of strategic focus and mini-case study 2</p> <p>Session 12 Reading and reviewing a journal article 5</p> <p>Session 13 Case study analysis: Written assignment and oral presentation</p> <p>Session 14 Reflections and course wrap up</p>		
Prerequisites and Registration Requirements		
There is no pre-requisite course/s.		

Learning partners could select freely this course, depending on their learning needs and interests. All prospective learning partners are advised to be aware of what is covered in Strategic Management A course offered in the spring semester. They are welcome to contributing significantly to offering this course by participating actively in classroom meetings.

Learning and teaching methods: Short lectures, interactive conversations, chapter-based presentations by learning partners, journal article-based presentations by learning partners, and analysis and presentation of strategic foci and mini case studies by learning partners

Note: Chapter-based presentations, journal article-based presentations, and analysis and presentation of strategic foci and mini case studies in combination offers learning partners considerable opportunities for improving continuously their oral communication and public speaking skills in a friendly environment.

Preparation and Review

Course facilitator (lecturer) will inform learning partners during the first classroom meeting itself about strategic foci, mini case studies, and journal articles chosen, so that they will be able to prepare themselves well for discussions and presentations.

Textbook(s)

Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2017). Strategic management: Competitiveness & globalization: Concepts and cases (12th ed.). Boston, MA: Cengage Learning.

Reference(s)

Learning partners are motivated to read other relevant books too (the latest edition available) and journals on Strategic Management for broadening and deepening their knowledge and understanding.

Journals (suggestive): Strategic Management Journal, Harvard Business Review, Management Decision, Long Range Planning, International Business Review, Journal of Management Studies, MIT Sloan Management Review

Grading and Evaluation

- a) Active participation in classroom meetings—70%
 - b) Case study analysis, i.e. written assignment and oral presentation—30%
- No final written examination at the end of the semester

Other

Let us learn together about Strategic Management for developing a bird's-eye view of a business organization.

Your suggestions and insights are welcome at all times for improving continuously the quality and the relevance of this course as we progress through.

This faculty member is reachable at msamand62@meiji.ac.jp

Course number: (GB)MAN591E		
Name of Course	Credit	Name of Professor
Global Business A	2 credits	YUSOF SHA' RI MOHD
Course Summary and Objectives		
<p>This course will present the current issues relating to Global or International Business from economy, social and political perspective.</p> <p>⟨Goal⟩</p> <ol style="list-style-type: none"> To provide understanding of global business issues for making decisions on internationalization of business. To provide basic managerial perspectives of aspects of global business environment affecting foreign trade and investment. 		
Course Contents		
<ol style="list-style-type: none"> Overview of International Business Era of Globalization Global Market Places and Business Centers 1 Global Market Places and Business Centers 2 Legal Technological and Political Forces Role of Culture in Global Business Ethics and Social Responsibility 1 Ethics and Social Responsibility 2 International Trade and Investment Global Monetary System and Balance of Payments International Financial Markets Formulation of National Trade Policies International Cooperation and Regional Economic Integration 1 International Cooperation and Regional Economic Integration 2 		
Prerequisites and Registration Requirements		
<p>This course is conducted in English. The course content may change according to circumstances of number of students and students' ability.</p>		
Preparation and Review		
<p>Assigned chapters and reading material must be read before classes are conducted. Class discussion and cases study will be used extensively.</p>		
Textbook(s)		
<ol style="list-style-type: none"> Pearson Education, Ricky W. Griffin, Micheal W. Pustay, International Business - A Managerial Perspective 8th (2014) 		
Reference(s)		
<ol style="list-style-type: none"> McGrawHill, Charles W.L. Hill and G. Thomas Hult, International Business - Competing in Global Marketplace 9th edition 		
Grading and Evaluation		
<p>Class Participation and Contribution-20%</p> <p>Test-20%</p> <p>Case Studies-40%</p>		

Group Project-20%
Other
None.

Course number: (GB)ECN558E		
Name of Course	Credit	Name of Professor
Public Financial Management	2 credits	TANAKA Hideaki
Course Summary and Objectives		
<p>This course is intended to provide a framework for thinking about how governments can attain sound fiscal performance and to give guidance on the key elements of a well-performing public financial management (PFM) . PFM is concerned with the planning, management, control and accountability of public financial resources and typically includes budgeting, financial management, accounting and auditing. The course presents the theoretical and practical setting for the management of financial resources in the government sector. Students can learn best practices on PFM in the world.</p> <p>Across the world, recent reforms have seen the transfer of management authority from central government to line agencies, and budget and accounting systems adopt more commercially focused models. It is so called, “New Public Management” . The course will also examine the idea of NPM critically, and discuss the transformation of public sector and public governance in the wider sense. The course will focus on not only experiences in developed countries including Japan but also those in developing countries. Students will be encouraged to discuss and analyze issues and problems in their own countries.</p> <p>This course is aimed at officials in the public sector and those who are interested in managing government finances.</p> <p>The first part (class No. 1-3) introduces the framework of public financial management. The second part (class No. 4-13) discusses financial management, budgeting and accounting. The last part (class No.14) covers wider issues and reform of budgetary institutions.</p>		
Course Contents		
<p>[Week 1] Introduction Objective and outline of course Scope of government Public financial management, budget and political institutions</p> <p>[Week 2] Political economy of public finance and fiscal institutions Nature and problems of government finance including common pool problem Budget and fiscal institutions, political institutions and electoral system Determination of deficit and debt</p> <p>[Week 3] Fiscal policy and rules Overall fiscal trend in OECD (general government balance and debt) Macroeconomic framework of government finance Fiscal policy and roles of fiscal rules Good and bad rules, conditions for making fiscal rules effective in keeping fiscal discipline</p> <p>[Week 4] Medium-term fiscal framework How to manage medium-term fiscal framework (MTFF)</p> <p>[Week 5-7] Evaluation and performance Theories of evaluation and performance measurement Logic model and short exercise</p> <p>[Week 8] Performance budgeting</p>		

<p>Theories and practices of performance budgeting</p> <p>How to link evaluation and resource allocation</p> <p>[Week 9] State own enterprise and privatization</p> <p>Nature and classification of goods and services</p> <p>Pros and Cons of SOE and Government corporations</p> <p>Development of privatization</p> <p>[Week 10] Agency, outsourcing and PFI/PPP</p> <p>Unbundle of government services</p> <p>Alternatives to provide public services</p> <p>Private Finance Initiative (PFI) / Public Private Partnership (PPP)</p> <p>[Week 11] Procurement and corruption</p> <p>Some countries have been reforming procurement system in terms of VFM.</p> <p>Privatization and decentralization are likely to cause corruption, so the importance of protecting public money should be strengthened.</p> <p>[Week 12] Public sector accounting and audit</p> <p>Role of accounting, budgetary accounting and financial accounting, Activity-based cost management</p> <p>Accounting system and standard, cash and accrual accounting</p> <p>[Week 13] New public management and public sector governance</p> <p>Theories and ideas of NPM, pros and cons of NPM</p> <p>Understanding public administration and civil service system</p> <p>Relevance of other countries' reform to your countries</p> <p>Public governance and accountability</p> <p>Beyond NPM and agenda for modernizing government</p> <p>Promote fiscal responsibility, assessing budgetary institutions</p> <p>Transparency, citizens participation</p> <p>Legislature and independent fiscal institutions</p> <p>[Week 14] Conclusion</p> <p>Summary and conclusion of the course</p>
Prerequisites and Registration Requirements
None.
Preparation and Review
<p>Each class is basically organized as follows.</p> <ol style="list-style-type: none"> 1. All of students are expected to read some of references before a class and are required to have short presentations on a few references from the list or other research questions except the first few classes. 2. The instructor makes comments on students' presentation and provides further information and knowledge, in particular actual examples and experiences. Students are expected to contribute to each session through discussing issues and problems on each topic.
Textbook(s)
No textbook, but the list of references is provided at the first class.
Reference(s)
The list of references is provided at the first class, which includes the following as general

references.

World Bank, 1998, Public Expenditure Management Handbook

OECD, 2001, Managing Public Expenditure: A Reference Book for Transition Countries

Richard Allen, Salvatore Schiavo-Campo and Thomas Columkill Garrity, 2004, Assessing and Reforming Public Financial Management: A New Approach, The World Bank

Anwar Shah, 2007, Budgeting and Budgetary Institutions, World Bank

World Bank, 2011, Public Financial Management: Performance Measurement Framework

Justin Marlowe and David Matkin, 2012, Financial Management in the Public Sector, SAGE Library of the Public Sector

Marco Cangiano, Teresa Curristine and Michel Lazare, 2013, Public Financial Management and Its Emerging Architecture, International Monetary Fund

Richard Allen, Richard Hemming and Barry H. Potter, 2013, The International Handbook of Public Financial Management, Palgrave Macmillan

Carlo Cottarelli, Philip Gerson and Abdelhak Senhadji, 2014, Post-Crisis Fiscal Policy, The MIT Press

IMF, 2016, Public Financial Management in Latin America: The Key to Efficiency and Transparency

Salvatore Schiavo-Campo, 2017, Government Budgeting and Expenditure Management: Principles and International Practice, Routledge

L'udovit Odor, 2017, Rethinking Fiscal Policy after the Crisis, Cambridge University Press

OECD, 2019, Budgeting and Public Expenditures in OECD Countries 2019

Grading and Evaluation

Participation and discussions: 30%, Presentation at class: 30%, Term paper: 40%

A presentation summarizes the content of references above in which a student is interested.

They can also choose other references based on the lecturer's approval. Score of a presentation depends on the following criteria.

(1) Are major points summarized clearly?

(2) A longer presentation may lose points for score. It should be completed within 20 minutes in principle.

A term paper will be due on a date after the week 158, which will be suggested later. Students are recommended to turn in a paper which describes an outline they are going to write by the end of this course in order to direct them to a term paper. A student is suggested to choose a theme from the following examples. He or she can choose other topic which is relevant to the lectures based on lecturer's approval.

(1) To assess PEM, fiscal transparency and other fiscal or budget institution of your country with a standard which international organizations provided.

(2) To describe the nature and characteristics of one or a few of following areas in your country and analyze major problems of it; budgeting, resource allocation, accounting, audit, financial management, privatization and outsourcing.

administration, agency or state-owned enterprise) and propose a reform plan.

(3) To describe a NPM-type reform in your country and assess it critically.

(4) To compare your country's budgeting and financial management with Japanese or other countries' one.

Score of a term paper depends on the following criteria.

- (1) Are an objective and theme clearly addressed?
- (2) Are issues and problems explained and analyzed with a theoretical framework?
- (3) Is what you learned at classes referred?
- (4) Is a conclusion consistent to main explanations and analysis?
- (5) Are references quoted precisely?

Other

None.

Course number: (GB)ACC541E		
Name of Course	Credit	Name of Professor
Management Control Systems A	2 credits	Jean-Lauren Germain VIVIANI
Course Summary and Objectives		
The course will present the importance of performance measurement and management in Management Control.		
Course Contents		
<ol style="list-style-type: none"> 1. Objective of the company: shareholders' approach 1 2. Objective of the company: shareholders' approach 2 3. Objective of the company: stakeholders' approach 1 4. Objective of the company: stakeholders' approach 2 5. Corporate Social Responsibility (CSR) 6. Corporate governance 1 7. Corporate governance 2 8. Performance measurement system: financial performance 9. Performance measurement system: nonfinancial performance 1 10. Performance measurement system: nonfinancial performance 2 11. Management compensation 1 12. Management compensation 2 13. Case study 14. Students presentation 		
Prerequisites and Registration Requirements		
None.		
Preparation and Review		
<p>This course is conducted in English.</p> <p>Course contents may be modified according to circumstances such as number of students and academic ability.</p>		
Textbook(s)		
Management Control Systems Robert N Anthony, Vijay Govindarajan		
Reference(s)		
Additional materials including academics papers and business cases will be provided during the class.		
Grading and Evaluation		
Class attendance and participation (40%), groupwork (30%), final report (30%)		
Other		
None.		

Course number: (GB)ACC541E		
Name of Course	Credit	Name of Professor
Management Control Systems B	2 credits	Jean-Lauren Germain VIVIANI
Course Summary and Objectives		
The course will present some important aspects of management control in non-for-profit organizations.		
Course Contents		
<ol style="list-style-type: none"> 1. Non-for profit organizations 2. Hybrid organizations 3. Specificities of MC in Non-for profit organizations 4. Performance Management System in Non-for-profit organizations 5. Dysfunctional consequences of performance measurement (PM) in the public sector 6. Management control in interfirms relationship 7. Relative performance information and professional identity 8. Performance indicators 9. PMS and levers of control 10. Management Control in Hospitals 11. Casemix mechanic 12. Dynamics under casemix 13. Casemix and HE strategies 14. Critics of casemix 		
Prerequisites and Registration Requirements		
None.		
Preparation and Review		
<p>Basic knowledge in Management Control</p> <p>Course contents may be modified according to circumstances such as number of students and academic ability.</p>		
Textbook(s)		
Reference documents will be distributed at each class.		
Reference(s)		
None.		
Grading and Evaluation		
Class attendance and participation (40%), groupwork (30%), final report (30%)		
Other		
None.		

Course number: (GB)ACC531E		
Name of Course	Credit	Name of Professor
Advanced Financial Accounting A	2 credits	NAKASHIMA Masumi
Course Summary and Objectives		
<p>This course provides a comprehensive knowledge of financial accounting and reporting. For each topic covered, the theory and technical details of the U.S. Generally Accepted Accounting Principles (GAAP) are presented and after that, we discuss the differences between the U.S. GAAP and the International Financial reporting (IFRS). The goal is to acquire an in-depth understanding of financial accounting and reporting as accounting profession.</p>		
Course Contents		
<ol style="list-style-type: none"> 1. Introduction: Financial Accounting and Accounting Standards 2. Database Learning (1) 3. Database Learning (2) 4. Conceptual Framework for Financial Reporting 5. The Accounting Information System 6. Income Statement and Related Information 7. Balance Sheet and Statement of Cash Flows 8. Midterm Exam 9. Cash and Receivables 10. Valuation of Inventories: A Cost-Basis Approach 11. Inventories: Additional Valuation Issues 12. Acquisition and Disposition of Property, Plant, and Equipment 13. Depreciation, Impairments, and Depletion 14. Final Exam 		
Prerequisites and Registration Requirements		
<p>Since every class proceeds using Power Point, please bring a laptop computer to each class.</p>		
Preparation and Review		
<p>Please read the content of each chapter before the class following the syllabus. After lecture, please do the assignments for each chapter as the review.</p>		
Textbook(s)		
<p>Donald E. Kieso, Jerry J. Weygandt, Terry D. Warfield. Intermediate Accounting, 17th Edition. ISBN: 978-1-119-50368-2 February 2019</p>		
Reference(s)		
<p>None.</p>		
Grading and Evaluation		
<p>Contribution to class: 10%, Assignment: 20%, Midterm Exam: 30%, and Final Exam: 40%</p>		
Other		
<p>None.</p>		

Course number: (GB)ACC531E		
Name of Course	Credit	Name of Professor
Advanced Financial Accounting B	2 credits	NAKASHIMA Masumi
Course Summary and Objectives		
<p>This course extends a comprehensive knowledge of financial accounting to advanced topics. The goal is to obtain an in-depth knowledge of current topics in financial accounting area and to acquire the skills for interpreting financial information.</p>		
Course Contents		
<ol style="list-style-type: none"> 1. Intangible Assets 2. Data Learning (1) 3. Data Learning (2) 4. Current Liabilities and Contingencies 5. Long-Term Liabilities 6. Stockholders' Equity 7. Revenue Recognition 8. Accounting for Income Taxes 9. Accounting for Pensions and Postretirement Benefits 10. Accounting for Leases 11. Statement of Cash Flows 12. Full Disclosure in Financial Reporting 13. Presentation (1) 14. Presentation (2) 		
Prerequisites and Registration Requirements		
<p>Since every class proceeds using Power Point, please bring a laptop computer to each class.</p>		
Preparation and Review		
<p>Please read the content of each chapter following the syllabus. After class please do the assignment for each chapter as a review.</p>		
Textbook(s)		
<p>Donald E. Kieso, Jerry J. Weygandt, Terry D. Warfield. 2019. Intermediate Accounting, 17th Edition. Wiley. Intermediate Accounting, 17th Edition. ISBN: 978-1-119-50368-2 February 2019.</p>		
Reference(s)		
<p>None.</p>		
Grading and Evaluation		
<p>Class Contribution 15% Assignments 20% Presentation 20% Paper 45%</p>		
Other		
<p>None.</p>		

Course number: (GB)ACC531E		
Name of Course	Credit	Name of Professor
Financial Statement Analysis A	2 credits	NAKASHIMA Masumi
Course Summary and Objectives		
<p>This course provides a comprehensive framework for business analysis and valuation by using financial statement information. Students can learn not only the concepts and principles for evaluating a firm's financial performance and predicting its future economic condition but also tools for the financial statements analysis. Topics are covered: Strategy Analysis, Accounting Analysis, Financial Analysis, and Prospective Analysis. The goal is to understand the basic principles of fundamental analysis and to obtain skills and techniques to analyze the financial statements and determine the fundamental value.</p>		
Course Contents		
<p>Class 1 : Introduction: Framework for Business Analysis and Valuation Class 2 : Strategic Analysis Class 3 : Database Learning (1) Class 4 : Database Learning (2) Class 5 : Accounting Analysis (1) Class 6 : Accounting Analysis (2) Class 7 : Financial Analysis Class 9 : Prospective Analysis: Forecasting Class 10 : Prospective Analysis: Valuation Theory and Concepts Class 11 : Earnings quality: Accruals Management Class 12 : Earnings quality: Real Management Class 13 : Paper Presentation (1) Class 14 : Paper Presentation (2)</p>		
Prerequisites and Registration Requirements		
<p>Since every class proceeds using Power Point, please bring a laptop computer to each class.</p>		
Preparation and Review		
<p>Please read the content of each chapter following the syllabus. After class, please do the assignments for each chapter as a review.</p>		
Textbook(s)		
<p>Business Analysis Valuation: Using Financial Statements, Krishna G. Palepu and Paul M. Healy 5th edition, 2013. South-Western College Publishing (ISBN-10: 1111972303 ISBN-13: 978-1111972302). Earnings Management and Earnings Quality: Evidence from Japan, Masumi Nakashima, 2015, Hakuto Shobo Publishing (ISBN: 9784561362104)</p>		
Reference(s)		
<p>None.</p>		
Grading and Evaluation		
<p>Contribution to class: 15%, Assignment: 15%, Presentation: 20%, and Paper: 50%.</p>		
Other		
<p>None.</p>		

Course number: (GB)ACC531E		
Name of Course	Credit	Name of Professor
Financial Statement Analysis B	2 credits	NAKASHIMA Masumi
Course Summary and Objectives		
<p>This course provides a comprehensive framework for business analysis and valuation by using financial statement information. Students can learn not only the concepts and principles for evaluating a firm's financial performance and predicting its future economic condition but also tools for the financial statements analysis. Topics are covered: Strategy Analysis, Accounting Analysis, Financial Analysis, and Prospective Analysis. The goal is to understand the basic principles of fundamental analysis and to obtain skills and techniques to analyze the financial statements and determine the fundamental value.</p>		
Course Contents		
<p>Class 1 : Prospective analysis: Valuation Implementation Class 2 : Database Learning (1) Class 3 : Database Learning (2) Class 4 : Equity Security Analysis Class 5 : Credit Analysis and Distress Prediction (1) Class 6 : Credit Analysis and Distress Prediction (2) Class 7 : Merger and Acquisitions (1) Class 8 : Merger and Acquisitions (2) Class 9 : Communication and Governance (1) Class 10 : Communication and Governance (2) Class 11 : Case Study (1) Class 12 : Case Study (2) Class 13 : Paper Presentation (1) Class 14 : Paper Presentation (2)</p>		
Prerequisites and Registration Requirements		
<p>Since every class proceeds using Power Point, please bring a laptop computer to each class.</p>		
Preparation and Review		
<p>Please read the content of each chapter following the syllabus. After class please do the assignment for each chapter as a review.</p>		
Textbook(s)		
<p>Business Analysis Valuation: Using Financial Statements, Krishna G. Palepu and Paul M. Healy 5th edition, 2013. South-Western College Publishing (ISBN-10: 1111972303 ISBN-13: 978-1111972301). Earnings Management and Earnings Quality: Evidence from Japan, Masumi Nakashima, 2015, Hakuto Shobo Publishing (ISBN: 9784561362104)</p>		
Reference(s)		
<p>None.</p>		
Grading and Evaluation		
<p>Contribution to class: 15%, Assignment: 15%, Presentation: 20%, and Paper: 50%.</p>		
Other		
<p>None.</p>		

Course number: (GB)MAN561E		
Name of Course	Credit	Name of Professor
International Marketing A	2 credits	CHANG, Chiao-Yun Connie
Course Summary and Objectives		
<p>This course is designed to explore key issues and current debates in the field of International Marketing. The main purpose of the module is to reflect both the theory and the application of the subject studied through the use of textbooks, case studies and journal articles. The module is structured as follows:</p> <p>(i) Theoretical concepts in the discipline of international marketing and the importance of how to think globally in business will be discussed.</p> <p>(ii) The impact of political, legal, economic and cultural factors on marketing activities across countries will be investigated.</p> <p>(iii) Students will learn to analyze marketing plans and consumer product strategy at the global level via case studies.</p> <p>To complete the module successfully, attendance at all classes is advised. Students are also expected to work independently, undertake any required background reading or practice exercises, and actively participate in discussions or small group work.</p> <p>Upon completion of this International Marketing module, students will be able to:</p> <ul style="list-style-type: none"> • Understand how the basic principles of marketing are applied in a variety of diverse cultural, political, legal and economic environments. • Be able to analyze foreign markets to determine their overall export potential. • Be able to explain the various methods of entering foreign markets, the degree of commitment required and the associated levels of risk. • Understand the concepts of product life cycle and the classification of goods and their importance for foreign market acceptance, product adaptation and overall marketing strategy decision making. • Apply basic and advanced marketing concepts to develop integrated marketing plans in global markets. 		
Course Contents		
<p>Session 1 Introduction of the module</p> <p>Session 2 Globalization</p> <p>Session 3 Economic Environment</p> <p>Session 4 Financial Environment</p> <p>Session 5 Global Cultural Environment and Buying Behavior I</p> <p>Session 6 Global Cultural Environment and Buying Behavior II</p> <p>Session 7 Political and Legal Environment</p> <p>Session 8 Global Marketing Research</p> <p>Session 9 Global Segmentation and Positioning</p> <p>Session 10 Global Marketing Strategies</p> <p>Session 11 Global Market Entry Strategies</p> <p>Session 12 In-class Activity I</p> <p>Session 13 In-class Activity II</p> <p>Session 14 Wrap up and Final Evaluation</p>		

Prerequisites and Registration Requirements
English is the language used in this module. All activities, including lectures, seminars, tutorials, presentations, essays and examinations, are carried out in the medium of English.
Preparation and Review
Passive learning is to be avoided in the module. Students are encouraged to preview and review material before and after each lecture in order to prepare themselves for class discussions. The aim is not only to equip students with a good degree of understanding of the subject, but also to help them to establish certain skills that can be applied to their future careers.
Textbook(s)
Kotabe, Masaaki and Helsen, Kristiaan (2020), Global Marketing Management, 8th Edition, New York: John Wiley and Sons.
Reference(s)
<ol style="list-style-type: none"> Jagdish, Bhagwati (2005), ``The Globalization Guru,’’ Finance & Development, 42, September 2005: 4-7 (Available at http://www.imf.org/external/pubs/ft/fandd/2005/09/people.htm) Gwynne, Peter (2003), ``The Myth of Globalization?’’ Sloan Management Review, 44: 11 (Available at https://sloanreview.mit.edu/article/global-business-the-myth-of-globalization/) van Ittersum, Koert, and Wong, Nancy (2010), ``The Lexus or the Olive Tree? Trading off between Global Convergence and Local Divergence,’’ International Journal of Research in Marketing, 27(2), pp. 107-118. Hofstede, Geert (2011), ``Dimensionalizing Cultures: The Hofstede Model in Context,’’ Online Readings in Psychology and Culture, 2(1). https://doi.org/10.9707/2307-0919.1014 Hofstede, Geert, Hofstede, Gert Jan and Minkov, Michael (2010), Cultures and Organizations: Intercultural Cooperation and Its Importance for Survival, New York, McGraw-Hill, (Available at http://testrain.info/download/Software%20of%20mind.pdf) V. Kumar (2014), ``Understanding Cultural Differences in Innovation: A Conceptual Framework and Future Research Directions,’’ Journal of International Marketing, 22(3), pp. 1-29. Schwartz, Shalom H. (2012), ``An Overview of the Schwartz Theory of Basic Values,’’ Online Readings in Psychology and Culture, 2(1). https://doi.org/10.9707/2307-0919.1116 Dentsu Conducts Sustainable Lifestyle Receptivity Survey in 14 Countries, Finds ``Sustainablists’’ -People Inclined to Sustainable Lifestyles- Emerging in Growing Markets (Available at http://www.dentsu.com/news/release/pdf-cms/2011064-0607.pdf) Laurent, Andr� (1990), ``A Cultural View of Organizational Change,’’ In. Evans P., Doz Y., Laurent A. (Eds), Human Resource Management in International Firms. Palgrave Macmillan, London. https://doi.org/10.1007/978-1-349-11255-5_5
Grading and Evaluation
Class Discussion (30%) Presentation (30%) In-class Activities (40%)
Other
None.

Course number: (GB)MAN561E		
Name of Course	Credit	Name of Professor
International Marketing B	2 credits	CHANG, Chiao-Yun Connie
Course Summary and Objectives		
<p>This course is designed to explore key issues and current debates in the field of International Marketing. The main purpose of the module is to reflect both the theory and the application of the subject studied through the use of textbooks, case studies and journal articles. The module is structured as follows:</p> <p>(i) Theoretical concepts in the discipline of international marketing and the importance of how to think globally in business will be discussed.</p> <p>(ii) The impact of political, legal, economic and cultural factors on marketing activities across countries will be investigated.</p> <p>(iii) Students will learn to analyze marketing plans and consumer product strategy at the global level via case studies.</p> <p>To complete the module successfully, attendance at all classes is advised. Students are also expected to work independently, undertake any required background reading or practice exercises, and actively participate in discussions or small group work.</p> <p>Upon completion of this International Marketing module, students will be able to:</p> <ul style="list-style-type: none"> • Understand how the basic principles of marketing are applied in a variety of diverse cultural, political, legal and economic environments. • Be able to analyze foreign markets to determine their overall export potential. • Be able to explain the various methods of entering foreign markets, the degree of commitment required and the associated levels of risk. • Understand the concepts of product life cycle and the classification of goods and their importance for foreign market acceptance, product adaptation and overall marketing strategy decision making. • Apply basic and advanced marketing concepts to develop integrated marketing plans in global markets. 		
Course Contents		
<p>Session 1 Global Marketing Strategies</p> <p>Session 2 Global Market Entry Strategies</p> <p>Session 3 Case Study</p> <p>Session 4 Global Product Policy Decisions</p> <p>Session 5 Global Pricing</p> <p>Session 6 Case Study</p> <p>Session 7 Communicating with the World Consumer</p> <p>Session 8 Sales Management</p> <p>Session 9 Global Logistics and Distribution</p> <p>Session 10 Case Study</p> <p>Session 11 Export/Import Management</p> <p>Session 12 Planning, Organization, and Control of Global Marketing Operations</p> <p>Session 13 Marketing in Emerging Markets</p> <p>Session 14 Global Marketing and the Internet</p>		

Prerequisites and Registration Requirements
English is the language used in this module. All activities, including lectures, seminars, tutorials, presentations, essays and examinations, are carried out in the medium of English.
Preparation and Review
Passive learning is to be avoided in the module. Students are encouraged to preview and review material before and after each lecture in order to prepare themselves for class discussions. The aim is not only to equip students with a good degree of understanding of the subject, but also to help them to establish certain skills that can be applied to their future careers.
Textbook(s)
Kotabe, Masaaki and Helsen, Kristiaan (2020), Global Marketing Management, 8th Edition, New York: John Wiley and Sons.
Reference(s)
<p>1. Craig, C. Samuel and Douglas, Susan P. (2005), International Marketing Research, 3rd Edition, Chichester, John Wiley and Sons. (Available at https://eclass.aueb.gr/modules/document/file.php/ME231/Books/C. % 20Samuel % 20Craig, % 20Susan % 20P. %20Douglas%20International%20Marketing%20Research. pdf)</p> <p>2. Hassant, Salan and Katsanis, Lea Prevel (1991), ``Identification of Global Consumer Segments: A Behavioral Framework,’’ Journal of International Consumer Marketing, 3(2), pp. 11-28. (Available at https://www.researchgate.net/publication/292831911_Identification_of_Global_Consumer_Segments_A_Behavioral_Framework_Journal_of_International_Consumer_Marketing_Vol_3_No_2_1991_pp_11-28_with_L_Katsanis)</p> <p>3. Kale, Sudhir H. (1995), ``Grouping Euroconsumers: A Culture-Based Clustering Approach,’’ Journal of International Marketing, 3(3), pp. 35-48</p> <p>4. Oburai, Prathap and Baker, Michael (2005), ``International Marketing Strategies in India: An Application of Mixed Method Investigation,’’ Vikalpa The Journal for Decision Makers, 30(4), pp. 11-23.</p> <p>5. The Global Marketing Handbook (Available at http://read.prclt.com/percolate-global-marketing-strategy-handbook. pdf)</p> <p>6. Lasserre, Philippe (1995), ``Corporate Strategies for the Asia Pacific Region,’’ Long Range Planning, 28(1), pp. 18-30.</p> <p>7. Schutte, Hellmut (1995), ``Henkel’s Strategy for Asia Pacific,’’ Long Range Planning, 28(1), pp. 95-103.</p> <p>8. Tihanyi, Laszlo, Griffith, David A. and Russell, Craig J. (2005), ``The Effect of Cultural Distance on Entry Mode Choice, International Diversification and MNE Performance: A Meta-Analysis,’’ Journal of International Business Studies, 36(3), pp. 270-283.</p>
Grading and Evaluation
<p>Class Discussion (30%)</p> <p>Presentation (30%)</p> <p>In-class Activities (40%)</p>
Other
None.

Course number: (GB)MAN561E		
Name of Course	Credit	Name of Professor
Service Marketing A	2 credits	CHANG, Chiao-Yun Connie
Course Summary and Objectives		
<p>The rapid growth of the service industry has generated a significant number of job opportunities. As many graduates may seek jobs in the service industry, it is vital for students to acquire knowledge of this new field in addition to the traditional product-based models of marketing. Indeed, services marketing, which was once a small academic field, has become a thriving area of activity with equally flourishing research effort in both academia and business.</p> <p>This module aims, via attendance at lectures and case analysis seminars, to enable students to examine theoretical concepts surrounding service marketing and to be able to apply those concepts to a variety of service marketing situations. The unique nature of service marketing will be investigated with particular emphasis given to the service industry where customers are present at the site of production.</p> <p>To complete the module successfully, attendance at all classes is advised. Students are also expect to work independently, undertaken any required background reading or practice exercises, and actively participate in discussions or small group work.</p> <p>Learning Goals</p> <p>Upon completion of this Services Marketing module, students will be able to:</p> <ul style="list-style-type: none"> • how customer behavior and expectations play a role in the service environment • key considerations in selling and marketing services • branding, promoting and positioning of services • the complexities of managing demand and capacity in service organizations • distribution and pricing considerations • how to build customer loyalty and assess customer lifetime value • the importance of workforce development and organizational culture in delivering quality • customer research and survey design methods 		
Course Contents		
<p>Session 1 Introduction to the Module</p> <p>Session 2 Introduction to Services</p> <p>Session 3 The Gap Model of Service Quality I</p> <p>Session 4 The Gap Model of Service Quality II</p> <p>Session 5 Consumer Behavior in Services</p> <p>Session 6 Customer Expectations of Service</p> <p>Session 7 In-class Activity</p> <p>Session 8 Customer Perception of Service</p> <p>Session 9 In-class Activity</p> <p>Session 10 Listening to Customers through Research</p> <p>Session 11 In-class Activity</p> <p>Session 12 Case Study I</p> <p>Session 13 Case Study II</p> <p>Session 14 Wrap up and Final Evaluation</p>		

Prerequisites and Registration Requirements
English is the language used in this module. All activities, including lectures, seminars, tutorials, presentations, essays and examinations, are carried out in the medium of English.
Preparation and Review
Passive learning is to be avoided in the module. Students are encouraged to preview and review material before and after each lecture in order to prepare themselves for class discussions. The aim is not only to equip students with a good degree of understanding of the subject, but also to help them to establish certain skills that can be applied to their future careers.
Textbook(s)
Zeithaml, Valarie A., Bitner Mary Jo and Gremler, Dwayne D. (2017), Services Marketing: Integrating Customer Focus Across the Firm, 7th Edition, McGraw-Hill. ISBN: 978-0078-1121-0-2
Reference(s)
<ol style="list-style-type: none"> 1. Levitt, T., (1981), ``Marketing Intangible Products and Product Intangibles'', Harvard Business Review, May/June, pp. 94-102. 2. Lovelock, C.H., (1983), ``Classifying Services to Gain Strategic Marketing Insights'', Journal of Marketing, Vol. 47, Summer, pp. 9-20. 3. Shostack, L.G., (1977), ``Breaking Free from Product Marketing'', Journal of Marketing, Vol. 41, April, pp. 73-80. 4. Zeithaml, V.A., Parasuraman, A. and Berry, L., (1985), ``Problems and Strategies in Services Marketing'', Journal of Marketing, Vol. 49, Spring, pp. 33-46. 5. Evert Gummesson, `Lip Service - A Neglected Area in Services Marketing', Journal of Services Marketing, No. 1, 1987, p. 22 6. Javier Reynoso, `The Evolution of Services Management in Developing Countries: Insights from Latin America', in Tony Meenaghan (ed.), New and Evolving Paradigms: The Emerging Future of Marketing, Dublin: American Marketing Association and University College Dublin, 1997, pp. 112-21 (published on CD-ROM). 7. Light in the Shadows: So Nothing is Uncertain except Death and Taxes? Look at the Growth of the Underground Economy and Think Again about Taxes', The Economist, 3 May 1997. 8. Regis McKenna, Real Time, Boston: Harvard Business School Press, 1997.
Grading and Evaluation
<p>Class Discussion (30%)</p> <p>Presentation (30%)</p> <p>In-class Activities (40%)</p>
Other
None.

Course number: (GB)MAN561E		
Name of Course	Credit	Name of Professor
Service Marketing B	2 credits	CHANG, Chiao-Yun Connie
Course Summary and Objectives		
<p>The rapid growth of the service industry has generated a significant number of job opportunities. As many graduates may seek jobs in the service industry, it is vital for students to acquire knowledge of this new field in addition to the traditional product-based models of marketing. Indeed, services marketing, which was once a small academic field, has become a thriving area of activity with equally flourishing research effort in both academia and business.</p> <p>This module aims, via attendance at lectures and case analysis seminars, to enable students to examine theoretical concepts surrounding service marketing and to be able to apply those concepts to a variety of service marketing situations. The unique nature of service marketing will be investigated with particular emphasis given to the service industry where customers are present at the site of production.</p> <p>To complete the module successfully, attendance at all classes is advised. Students are also expect to work independently, undertaken any required background reading or practice exercises, and actively participate in discussions or small group work.</p> <p>Learning Goals</p> <p>Upon completion of this Services Marketing module, students will be able to:</p> <ul style="list-style-type: none"> • how customer behavior and expectations play a role in the service environment • key considerations in selling and marketing services • branding, promoting and positioning of services • the complexities of managing demand and capacity in service organizations • distribution and pricing considerations • how to build customer loyalty and assess customer lifetime value • the importance of workforce development and organizational culture in delivering quality • customer research and survey design methods 		
Course Contents		
<p>Session 1 Introduction to the Module</p> <p>Session 2 Service Recovery</p> <p>Session 3 Service Innovation and Design</p> <p>Session 4 Customer-Defined Service Standards</p> <p>Session 5 Physical Evidence and the Servicescape</p> <p>Session 6 Employees' Role in Service Delivery</p> <p>Session 7 Customers' Role in Service Delivery</p> <p>Session 8 Delivering Service through Intermediaries and Electronic Channels</p> <p>Session 9 Managing Demand and Capacity</p> <p>Session 10 Integrated Services Marketing Communications</p> <p>Session 11 Pricing of Services</p> <p>Session 12 The Financial and Economic Impact of Service</p> <p>Session 13 Case Study</p> <p>Session 14 Wrap up and Final Evaluation</p>		

Prerequisites and Registration Requirements
English is the language used in this module. All activities, including lectures, seminars, tutorials, presentations, essays and examinations, are carried out in the medium of English.
Preparation and Review
Passive learning is to be avoided in the module. Students are encouraged to preview and review material before and after each lecture in order to prepare themselves for class discussions. The aim is not only to equip students with a good degree of understanding of the subject, but also to help them to establish certain skills that can be applied to their future careers.
Textbook(s)
Zeithaml, Valarie A., Bitner Mary Jo and Gremler, Dwayne D. (2017), Services Marketing: Integrating Customer Focus Across the Firm, 7th Edition, McGraw-Hill. ISBN: 978-0078-1121-0-2
Reference(s)
<ol style="list-style-type: none"> 1. Leonard L. Berry, 'Services Marketing is Different', Business, May-June 1980. 2. W. Earl Sasser, R. Paul Olsen and D. Daryl Wyckoff, Management of Service Operations: Text, Cases, and Readings, Boston: Allyn & Bacon, 1978. 3. G. Lynn Shostack, 'Breaking Free from Product Marketing', Journal of Marketing, April 1977. 4. Bonnie Farber Canziani, 'Leveraging Customer Competency in Service Firms,' International Journal of Service Industry Management, Vol. 8, No. 1, 1997, pp. 5-25. 5. Curtis P. McLaughlin, 'Why Variation Reduction is Not Everything: A New Paradigm for Service Operations', International Journal of Service Industry Management, Vol. 7, No. 3, 1996, pp. 17-31. 6. This section is based on Valarie A. Zeithaml, 'How Consumer Evaluation Processes Differ between Goods and Services', in J.A. Donnelly and W.R. George, Marketing of Services, Chicago: American Marketing Association, 1981, pp. 186-90. 7. Christian Gronroos, 'From scientific management to service management', International Journal of Service Industry Management, Vol. 5, pp5-90. 8. The 4Ps classification of marketing decision variables was created by E. Jerome McCarthy, Basic Marketing: A Managerial Approach, Homewood, IL: Richard D. Irwin, Inc., 1960.
Grading and Evaluation
<p>Class Discussion (30%)</p> <p>Presentation (30%)</p> <p>In-class Activities (40%)</p>
Other
None.