

Course number: (GB)MAN526E		
Name of Course	Credit	Name of Professor
Fundamentals of Management	2 credits	HSU YUHSU
Course Summary and Objectives		
<p>Course ILOs:</p> <ol style="list-style-type: none"> 1. Display understanding of management roles, organizational structure and culture and how organizations can change 2. Develop and display a strong understanding of the role of ethics, social responsibility and sustainability in modern business 3. Develop and display problem-solving and communication skills 4. Display understanding of the need to incorporate a more global perspective in personal management practices <p>Management is a module provides students with insights into the principal ideas and developments in management theory and practice. Apart from the traditional management thinking, the most recent management ideas applied in organisations will also be introduced and discussed. Managerial issues regarding planning, organising, controlling and leading will be covered. Case studies and discussion are employed in class as they not only serve as a platform for mutual learning amongst students in an educational setting, but they also enable students to apply theories/models learnt from the module and equip them with sound analytical skills which will have a significant impact on their future career.</p>		
Course Contents		
<ol style="list-style-type: none"> 1) Introduction to the module: What is management? 2) Business and Management 3) Management Theory (1): Scientific Management, Bureaucracy and TQM 4t) Management Theory (2): The Hawthorne Studies and Contingency Theory 5) The Functions of Management: Planning, Organising, Leading and Controlling 6) Introduction to Organisational Studies: Macro versus Micro Perspectives 7) Group Project Presentation (I) 8) Group Project Presentation (II) 9) Strategic Management (1): The Strategy Process, Level of Strategy in Organisations 10) Strategic Management (2): Environment Analysis, Strategy Option and Choose, Alternatives Methods for Delivering Strategy 11) Business Ethics 12) 		

Corporate Social responsibility

13)

Individual Presentation (1)

14)

Individual Presentation (2)

15)

Individual Presentation (3)

Prerequisites and Registration Requirements

All the classes will be conducted in English. Students are expected to apply their own experience and knowledge in the discussion activities in English and do the reading assignments so this is not a class for students with low proficiency in English.

"マネジメント基礎論" and "Fundamentals of Management" are the same course. Registering either course will be admitted.

Preparation and Review

Students should read the material and analyse cases assigned.

Students should obtain a copy of the textbook prior to the beginning of the course.

Textbook(s)

Combe, C. (2014) . [i]Introduction to Management[/i]. Oxford: Oxford university Press

Reference(s)

Pride, W.M., Hughes, R.J. & Kapoor, J.R. (2017; 2019) [i] Foundations of Business.[/i] Boston, M.A: Cengage

Wilkinson, A., Armstrong, S.J. & Lounsbury, M. (2017) [i]The Oxford Handbook of Management[/i]. Oxford: Oxford University Press

Drucker, P.F. (2008) . [i]The Essential Drucker[/i]. New York: Harper Collins

Further reading will also be announced in-class.

Grading and Evaluation

In class discussions 40%; Group Presentation 20%; Final presentation 20%, Final Report 20%

Other

Traditional lecture method is not adopted in this module. Accordingly, students should prepare for and proactively participate in in-class discussion.

Course number: (GB)ACC531E

Name of Course

Credit

Name of Professor

Fundamentals of Accounting

2 credits

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Course Summary and Objectives

Accounting is the language of business, and the connections between accounting and finance have existed for hundreds of years. Whether your background is in marketing, manufacturing, distribution, R&D, or the current technologies, you need an accounting and financial knowledge and skills if you are to understand your company's decision-making, financial and overall business processes. This course aims to help the business students to gain a basic understanding of accounting and finance, however, focusing on accounting. It emphasizes the business issue instead of calculation and bookkeeping. It teaches what accountants do and why. It tells the students how to read a pro forma financial statement based on the knowledge of the accounting equation, the assumptions of the accounting process, and the ideas behind the capital investment. It also provides a great deal of information on how the finance department contributes to the profitability and performance of the company.

Course ILOs:

After learning 14 chapters, the students should be able to:

1. Understand the structure of financial statements
2. Understand how transactions are recorded using the financial statements template
3. Conduct financial statement analysis
4. Making decisions using accounting knowledge

Course Contents

1.

What is accounting

2.

Business activities and financial statements

3.

Understanding financial information (1) – the income statement

4.

Understanding financial information (2) – the balance sheet

5.

Understanding financial information (3) – the statement of cash flows

6.

Case study- cash flow analysis of a start-up company

7.

Analysis of financial statements

8.

Case study – the story of two restaurants

9.

Using ROA and contribution income statements to measure profit centers

10.

Overhead allocation

11.

Decision-making for improved profitability - analysis of business profitability

12.

Case study- analysis of new business opportunity

13.

Financial statement forecasting

14.

Comprehensive case study

15.

Summary

Prerequisites and Registration Requirements

Students do not have to have accounting knowledge. Those who have learned bookkeeping but lack an understanding of how accounting information is used in business are also welcome.

All students should pay attention to the following requirements:

1. It is inappropriate to text or answer your smartphone or take pictures or videos without permission in class. Please turn off your smartphone before class.
2. Attending class.
3. Preparing diligently for each class.
4. Turning in homework assignments when they are due.
5. "アカウントニング基礎論" and "Fundamentals of Accounting" are the same course. Registering either course will be admitted.

Preparation and Review

Please complete the assigned reading and problems before class. These will help you gauge your understanding of the material.

Your homework should be a typed one.

For non-native English students, the review of accounting terms in English is critical.

Textbook(s)

PPT and other materials will be uploaded.

Reference(s)

Peter D. Easton and John J. Wild (2020) Financial Accounting for MBAs 8e

ISBN-10 : 1618533584

ISBN-13 : 978-1618533586

Edward Fields (2016) The Essentials of Finance and Accounting for Nonfinancial Managers (3rd edition) . Amacom Books

Grading and Evaluation

Your course grade will be determined as follows:

Participation in class discussions 30%

Home assignment 30%

Final test 40%

Other

None

Course number: (GB)CMM516E		
Name of Course	Credit	Name of Professor
Fundamentals of Marketing	2 credits	TORIYAMA, Masahiro
Course Summary and Objectives		
<p>This course emphasizes a structured approach to understanding markets, competition, and consumer behavior, and leveraging this understanding to create competitive advantages. Utilizing "Principles of Marketing" by Philip Kotler and Gary Armstrong as the foundational text, students will engage with advanced concepts through case studies, project work, and practical applications with focus on Marketing in Japan.</p> <p>【到達目標 (Course ILO)】</p> <p>By the end of this course, students should be able to:</p> <p>Develop and implement effective marketing strategies aligned with business goals.</p> <p>Plan market research for strategic decisions.</p> <p>Understand consumer behavior and leverage this understanding in strategy development.</p> <p>Integrate product, price, place, and promotion decisions to create cohesive marketing strategies.</p> <p>Understand Japanese market and apply the core concepts in Japanese context.</p>		
Course Contents		
1	Introduction to Marketing in Japan	<p>Course overview and objectives</p> <p>Overview of the Japanese market and its characteristics</p> <p>Reading: Kotler and Armstrong, Chapter 1</p>
2	Developing Marketing Strategies and Plans	<p>Strategic marketing process</p> <p>Setting objectives and identifying resources</p> <p>Reading: Kotler and Armstrong, Chapter 2</p>
3	Analyzing the Marketing Environment	<p>Understanding and analyzing the micro and macro-environments</p> <p>Competitive analysis</p> <p>Reading: Kotler and Armstrong, Chapter 3</p> <p>Assignment: tbd</p>
4	Consumer and Business Buyer Behavior	<p>Insights into consumer psychology and buying patterns</p> <p>Organizational buying behavior</p> <p>Reading: Kotler and Armstrong, Chapters 4 and 5</p>
5	STP	<p>Segmentation, targeting, and positioning strategies</p> <p>Differentiation and brand positioning</p> <p>Reading: Kotler and Armstrong, Chapter 6</p>
6	Managing Products and Brands	<p>Product life cycle strategies</p> <p>Building and sustaining strong brands</p> <p>Reading: Kotler and Armstrong, Chapters 7 and 8</p>
7	Mid-term individual project presentation	
8	Pricing Strategies and Practices	<p>Understanding and capturing customer value</p> <p>Pricing strategies for new and existing products</p> <p>Reading: Kotler and Armstrong, Chapters 9 and 10</p>

9	Delivering Value through Channels	Designing and managing distribution channels Integrated supply chain management Reading: Kotler and Armstrong, Chapters 11 and 12
10	Retailing, Wholesaling and Channel Behavior	Trends and developments in retailing Managing logistics and supply chain networks Reading: Kotler and Armstrong, Chapter 13
11	Promotion and communication	Designing effective communication strategies Integrated marketing communication mix Reading: Kotler and Armstrong, Chapter 14
12	Leveraging digital platforms for marketing	Social media strategies Reading: Kotler and Armstrong, Chapter 15
13	Characteristics of Japanese Consumer and Japanese Business	
14	Strategic Marketing in Practice	
15	Group project presentations	

Prerequisites and Registration Requirements

English is the language used in this module. All activities, including lectures, presentations, essays and examinations, are carried out in the medium of English.

Preparation and Review

Textbook(s)

Kotler, Philip and Armstrong, Gary (2023) , Principles of Marketing, 19th edition, Pearson Education, ISBN: 129-244-9365

Reference(s)

Grading and Evaluation

Class participation and weekly assignments 50%

Individual project 20%

Group project 30%

Other

Course number: (GB)ECN561E		
Name of Course	Credit	Name of Professor
Fundamentals of Finance	2 credits	Pint dos Santos Jose Miguel
Course Summary and Objectives		
<p>In management, the ability to "visualize" managerial decisions using financial data is indispensable. This includes evaluating future cash flows, analyzing the impact on profits of a one yen change in exchange rates, and forecasting future sales based on economic data. This course aims to equip students with essential skills for future business professionals, such as financial data analysis, risk management, cash flow evaluation models, and sensitivity analysis, along with learning how to implement these concepts using Excel. Case discussions will be used in this course to link the theoretical models to actual managerial practice.</p> <p>Course ILOs:</p> <ol style="list-style-type: none"> 1. Analyze the present value of future cash flows, which is essential for business analysis, by comparing and evaluating scenarios that account for risks in future cash flows, differences in various interest rates, and uncertainties in interest rates. Implement evaluation tools to support these analyses. 2. Learn fundamental models and implementation methods for business valuation, including profitability and risk. 3. Implement estimation models for corporate earnings using economic indicators and sensitivity evaluation models, which are necessary for business analysis. 4. Study the basics of raising capital, business feasibility evaluation models, and risk control. 5. Analyze real-world data using Excel's analytical tools. 		
Course Contents		
<p>1 Introduction Introduction to the course: methods, bibliography, and student evaluation. Some basic concepts concerning liquidity management and cash flows. The time value of money.</p> <p>2 - 3 Cash management I & II Basic tools for financial analysis. Analysis of past sales and other financial data. Forecasting future sales and other financial data. Corporate policies related to liquidity management. Working Capital and Working Capital Requirements. Required pre-reading: J.M.P. Santos, [i]Yuzuya Asian Food[/i], The Case Centre, ref. no. 118-0021-1, 2018.</p> <p>4 Valuation of future cash-flows DCF: future cash flows, discount rates. NPV, IRR, and other capital budgeting decisional criteria. Interpreting rates of return.</p> <p>5 Comparing the value of alternative cash flows Quantitative analysis of a buy or rent decision using expected future cash flows, opportunity cost of capital annuities and growing annuities. Required ore-reading R.S.K. Tan, Z.R. Huszar & W. Zhang, [i]Buy or Rent: Living in Singapore[/i], Ivey Publishing, W17437, 2017.</p> <p>6 - 7 Valuation of an investment in a new product</p>		

The launching of a new product: value for whom? Diverse stakeholders' interests. The choice of the proper valuation method for a new project. Assessing and modelling future cash flows: spotting sunk costs, opportunity costs, costs in using shared assets, cannibalization, overheads, and working capital requirements. The estimation of residual and terminal values. Real and nominal cash-flows. Using the NPV and the IRR. Required pre-reading: Heirich, Steiroeder and Raviv, [i]Energy Gel: A New Product Introduction (A) [/i], Kellogg School of Management, KEL083.

8

Portfolio theory

Basics of portfolio theory. The relationship between risk and return. The CAPM. Arbitrage Pricing Theory.

9

Dividends, debt policy and capital structure

Dividend policy. Leverage and returns. Corporate taxes, the cost of financial distress and the optimal capital structure: the Modigliani and Miller theorem.

10

The cost of capital

The estimation of the corporate and divisional cost of capital. Required pre-reading: Richard S. Ruback, [i]Marriott Corporation: The Cost of Capital (Abridged) [/i], Harvard Business School, 9-289-047.

11

Corporate financial analysis

Evaluating past financial performance and forecasting future sales growth, profitability and liquidity. Required pre-reading: [i]Friendly Cards, Inc. [/i], Harvard Business School, 9-293-135.

12

Public & private issues. M&A

External sources of capital. The rationales for M&As. Required pre-reading: [i]Friendly Cards, Inc. [/i], Harvard Business School, 9-293-135.

13

Managing risk with derivatives

The control of risk through the use of forward, futures and option contracts. The basics of futures trading.

14

Overall review

Main implications of finance theory to managerial practice.

15

Final Exam

Final exam and feedback.

Prerequisites and Registration Requirements

"ファイナンス基礎論" and "Fundamentals of Finance" are the same course. Students must choose between either Japanese or English delivery. To benefit fully from this course students should have some familiarity with Excel.

Preparation and Review

Students are expected to have prepared the assigned cases before each class (see Course Contents) . This means reading the case and trying to answer the preparation questions (to be handed-out during the course)

Textbook(s)

This course requires the pre-reading of five cases (indicated in the Course Contents) . Except for the case used in Weeks 2 - 3 (Yuzuya Asian Food) all other cases may be acquired at: [url]<https://hbsp.harvard.edu/>[/url] , where a Course

Pack will be prepared.

The recommended textbook is:

James C. Van Horne and John M. Wachowicz, Fundamentals of Financial Management, 13th edition, Pearson, 2009.

An alternative is:

Richard Brealey, Stewart Myers and Franklin Allen, Principles of Corporate Finance, 13th edition, McGraw Hill, 2020.

Additional textbooks may be recommended based on the individual needs of students.

Reference(s)

References to academic and practitioner articles will be made in class. These articles are not required reading.

Grading and Evaluation

Grading and evaluation will include the following elements:

- (1) Quality of participation in case discussions (weeks 2 - 14; 25%)
- (2) Three Learning Reports (due after weeks 3, 7 and 12; 25%)
- (3) Final exam (week 15; 50%)

Achievement of the five course ILOs of this course will be evaluated through these three elements.

Other

Students are expected to actively participate in the case discussions..

Course number: (GB)MAN591E		
Name of Course	Credit	Name of Professor
Global Business Studies	2 credits	Pint dos Santos Jose Miguel
Course Summary and Objectives		
<p>【Course Objectives (Course ILO)】</p> <ol style="list-style-type: none"> Understand the impact of globalisation on contemporary economic organisations and our society. Explore and learn issues associated with ERS in the business world. Identify and analyse challenges encountered by the managers of the MNEs and offer sound advice. <p>This module offers students an opportunity to explore certain contemporary issues concerning management in the global context with a focus on ERS (Ethics, Responsibility and Sustainability). Relevant concepts and theories will be explored and discussed. Case studies are employed in class as they not only serve as a platform for mutual learning amongst students in an educational setting, but they also enable students to apply theories/models learnt from the module.</p> <ol style="list-style-type: none"> グローバル化が現代の経済組織と社会に与える影響を理解する ビジネスの世界での ERS (倫理、責任、持続可能性) に関連する課題を探求し学ぶ 多国籍企業のマネージャーが直面する課題を特定・分析し、適切な助言を提供する <p>このモジュールは、学生に対して、グローバルな視点から経営に関する現代の課題を探求する機会を提供します。特に ERS 関連する課題に焦点を当てます。関連する概念や理論も探求・議論します。ケーススタディは、教育の場における学生同士の相互学習のプラットフォームとしてだけでなく、モジュールから学んだ理論やモデルを適用する手段としても、授業で使用されます</p>		
Course Contents		
<p>1 Introduction to the course コース紹介 Presentation of course objectives, learning methods and evaluation scheme. コースの目的、学習方法、評価スキームの説明</p> <p>2-3 Culture 文化 What is culture? Does national culture matter? How does it impact on the management of global businesses? 文化とは何か？国の文化は重要か？それはグローバルビジネスの経営にどのような影響を与えるのか？</p> <p>4-6 Communication and negotiation コミュニケーションと交渉 What is communication? What is negotiation? What is important when communicating and negotiating in international settings? コミュニケーションとは何か？交渉とは何か？国際的な場でのコミュニケーションや交渉で大切なことは？</p> <p>7-8 Group activity グループ活動 Orientation will be provided in class for group activity. グループ活動のためのオリエンテーションを行う</p> <p>9-11 International business strategy 国際ビジネス戦略</p>		

What is strategy? What is its importance for a global business? How are strategies applied in a global setting?

戦略とは何か？グローバルビジネスにおける重要性とは？ グローバルな環境でどのように適用されるのか？

1 2 - 1 4

Ethics, Responsibility and Sustainability 倫理、責任と持続可能性

What is ethics? What is business ethics? How important is business ethics?

倫理とは何か？企業倫理とは何か？企業倫理はどのように重要か？

15

Final exam 期末試験

Prerequisites and Registration Requirements

There are no prerequisites to register for this course.

特になし

Preparation and Review

Students should read the assigned material/cases and proactively participate in discussions.

受講生は指定された資料やケース読み、ディスカッションに積極的に参加すること

Textbook(s)

There is no textbook for this module. Required materials will be announced during the first class.

このモジュールには教科書はなく、必要な教材は初回の授業でお知らせします

Reference(s)

To be announced in class.

授業内でお知らせします

Grading and Evaluation

Grading and evaluation will include the following elements:

- (1) In-class participation (30%)
- (2) Group activity (30%)
- (3) Final exam (40%)

Achievement of the ILOs of this course will be evaluated through the above three grading and evaluation methods.

成績評価には以下の要素を含む：

- (1) 授業への参加度 (30%)
- (2) グループ活動 (30%)
- (3) 期末試験 (40%)

本コースの ILO の達成度は、上記 3 つの成績評価方法によって評価します

Other

Course number: (GB)MAN591E		
Name of Course	Credit	Name of Professor
Global Business Studies	2 credits	NUMATA YUKO
Course Summary and Objectives		
<p>The Course Intended Learning Outcomes (ILOs)</p> <p>A global perspective has been increasingly important, and intercultural communicative ability is a key area. Yet, many of us did not have an opportunity to learn how to conduct effective presentations in English. In addition, a solid foundation in ERS (Ethics, Responsibility, and Sustainability) is increasingly necessary in decision-making in all areas of business.</p> <p>Therefore, by taking this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Acquire and display use of language and strategies for business communication in intercultural settings 2. Display ethical, socially responsible, and sustainable conduct in business 3. Display effective presentation skills 		
Course Contents		
<ol style="list-style-type: none"> 1 Introduction to Global Business Studies 2 Speaking in Public: Japanese vs English Presentation 3 Selecting a Topic and a Purpose 4 What is ERS? 5 Analyzing the Audience /Ethical Listeners 6 Gathering Materials / Ethical use of Information 7 Supporting Your Ideas 8 Organizing the Body, Beginning, and Ending of the Speech 9 Outlining the Speech 10 Using Language Ethically 11 Delivery 12 Using Visual Aids 13 Presentation for Non-Native Speakers 14 Ethics and Public Speaking 15 Your Presentation on ERS Activities of a Firm 		
Prerequisites and Registration Requirements		
<p>This course is for those who have little experience of using English other than required university courses, but would benefit from a widening of perspectives through greater awareness of ERS in business, and intercultural communication issues. Some degree of support in Japanese.</p> <p>There will be no prerequisite, and anybody interested in making an effective English presentation will be welcome. Material may be in English, and you will be required to make English presentations.</p>		
Preparation and Review		
<p>If you do not finish your in-class work, I would like you to catch up by the next class. Your assignment and presentation preparation will require some time outside of class.</p>		
Textbook(s)		
<p>Lucas, Stephen. (2019) [i]The Art of Public Speaking 13th Edition[/i]. McGraw-Hill Higher Education.</p>		

Reference(s)
『アメリカの大学生が学んでいる「伝え方」の教科書』 スティーブン E.ルーカス (SB クリエイティブ株式会社) 2016年
Grading and Evaluation
Participation and Assignment (60%) and Presentations (40%)
Other

Course number: (GB)CMM516E

Name of Course	Credit	Name of Professor
Digital Marketing	2 credits	TORIYAMA, Masahiro

Course Summary and Objectives

Marketing has undergone significant transformation through digital technology. While traditional marketing was primarily practiced by marketing professionals in large B2C corporations, digital marketing is widely utilized by B2B companies, small and medium enterprises, public organizations, and even individuals. In today's business landscape, digital marketing has become an essential foundational skill for all business professionals.

Five Pillars of This Course

1. Learn the fundamentals of marketing systematically through the textbook.
2. Acquire practical foundational knowledge via flipped learning using online self-study courses.
3. Deepen understanding of structural changes, historical context, future prospects, and underlying principles through lectures.
4. Broaden knowledge horizons through extensive reading and research (Individual Projects).
5. Collaborate on applied challenges through group projects.

【到達目標 (Course ILO)】

- 1.Explain the basic concepts and behavioral principles of digital marketing.
- 2.Acquire practical knowledge of digital marketing.
- 3.Discuss the structural changes brought by digital marketing.
- 4.Envision the future of digital marketing

Course Contents

1	Introduction	Course overview. What is Digital Marketing?
2	Digital Era	Structural changes by digitalization, foundational theories in digital era
3	Digital Technology	Foundation of digital technology
4	Digital Platformers	GAFAM and other platformers. Platforms as a marketing environment.
5	Products and Dynamic Pricing	Product development in digital era
6	Business Models	Structural changes by digital technology. Business Model
7	Creating New Business with Digital Marketing	How can new businesses be created?
8	Group Formation	Proposal for the project. Group formation
9	Digital Transformation	Digital Transformation from consumers perspective.
10	Digital Promotion	Types of digital promotion
11	E-Commerce	E-commerce, Omni Channel, Online Merges Offline
12	Data-driven Marketing	Available data,
13	Social Media Marketing	
14	AI's impact on Marketing	Machine Learning, Deep Learning, Generative AI and
15	Group Project Presentations	

Prerequisites and Registration Requirements

English is the language used in this module. All activities, including lectures, presentations, essays and examinations, are carried out in the medium of English.

Read the assigned textbook chapters and engage with external online programs such as Google Digital Workshop.

Expand knowledge through research for individual projects and deepen understanding through presentations.

Apply acquired theories and techniques practically in group projects.

Preparation and Review

Textbook(s)

Reference(s)

Grading and Evaluation

Weekly Assignments and Digital Workshop	30%	Completion and quality of weekly assignments and external programs.
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Class Participation	20%	Active engagement and contributions during lectures.
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Individual Project	20%	Research quality and presentation effectiveness.
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Group Project	30%	Evaluation of the group output and individual contributions to the group.
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Other

Course number: (GB)ECN571E		
Name of Course	Credit	Name of Professor
Corporate Liquidity Management	2 credits	Pint dos Santos Jose Miguel
Course Summary and Objectives		
<p>【Course Objectives (Course ILO)】</p> <p>By the end of this course students should be able to:</p> <ul style="list-style-type: none"> - Develop and demonstrate an understanding of the importance of liquidity management in ensuring the sustainable continuity of corporations, start-ups, and family businesses. - Analyze corporate financial data to assess the current liquidity position of corporations, start-ups, and family businesses. - Forecast business liquidity based on market conditions, corporate strategy, and management policies for corporations, start-ups, and family businesses. - Formulate and implement strategic and financial plans to maintain liquidity and ensure business sustainability for corporations, start-ups, and family businesses. - Recognize and understand ethical dilemmas that may arise in short-term financial management. <p>Encompassing these five ILOs, the overall objective of this course is to equip non-financial managers with a practical understanding of the key issues surrounding corporate liquidity management. The course aims to enhance their ability to use the analytical tools most commonly applied in cash management and short-term financial planning. By the end of the course, non-financial managers are expected to be able to communicate more effectively with financial managers and understand how their decisions in areas such as production, sales, procurement, and inventory impact their organization's liquidity position.</p> <p>To bridge theory and practice, case discussions will be incorporated throughout the course, connecting the analytical frameworks of liquidity management with real-world managerial practice</p>		
Course Contents		
<p>1 Introduction Presentation of course objectives, learning methods and evaluation scheme. The importance of liquidity management for business sustainability. Introduction of some key concepts and analytical tools used in corporate liquidity management.</p> <p>2 - 3 Assessing operational efficiency and liquidity Introduction to the unique characteristics and challenges of financial management in family-owned businesses and start-ups. Introduction to financial analysis methods for assessing operational efficiency and liquidity using financial statements. Exploration of the dynamic relationship between Working Capital (WC) and Working Capital Requirements (WCR), and their impact on corporate liquidity. Examination of ethical dilemmas and challenges that may arise in the management of WCRs. Required pre-reading: Piper, "Cartwright Lumber Company", Harvard Business School, 9-204-126</p> <p>4 Forecasting liquidity Forecasting liquidity: Exploration of techniques for projecting liquidity levels by analyzing the competitive environment, corporate strategy, and internal policies. Understanding how external market dynamics and strategic decisions influence liquidity needs. Introduction to sensitivity analysis as a tool for evaluating the impact of changes in key variables—such as</p>		

market conditions, sales forecasts, or operational costs—on liquidity forecasts. Emphasis on identifying potential risks and preparing for a range of financial scenarios to enhance decision-making and risk management. Required pre-reading: Piper, “Cartwright Lumber Company”, Harvard Business School, 9-204-126

5

Main factors impacting on the cash position

How the management of sales collections, payables, inventory, and bank relationships impact on the cash position of a firm.

6 - 7

Liquidity management under sales seasonality

Production schedules and inventory management: examination of how they impact a firm's liquidity position. Managing WCR and liquidity under sales seasonality. Required pre-reading: Kester and Wang, “Polar Sports, Inc”, Harvard Business School, 9-913-513

8

Liquidity management and the business cycle

The impact of business cycles on WCR and WC. Managing WCR and liquidity under strong business cyclicity.

Required pre-reading: Kester, “SureCut Shears, Inc.”, Harvard Business School, 9-297-013

9

Market power and liquidity management

The advantages of market power in liquidity management. Ethical issues in abusing market power to enhance the liquidity position. Required pre-reading: Sarabia and Rahnema, “Centros Comerciales Pryca, SA”, IESE Business School, 0-294-019

10-11

Liquidity management under long production cycles

Managing the liquidity of a company in an industry with long-production cycles. Required pre-reading: Mullins, "Hampton Machine Tool Co.", Harvard Business School, 9-280-103.

12-13

Bank loans and liquidity

Factors Affecting a Bank's Decision to Lend to Businesses (Corporations, Start-ups, and Family Businesses). Sensitivity Analysis in Lending Decisions. Required pre-reading: Smith and Grasby, "Envy Rides Incorporated", Richard Ivey School of Business, 910N33.

14

Wrap-up and review

Wrap-up and overall review of the main concepts and their application in corporations, start-ups and family businesses.

15

Final Exam

Final Exam

Prerequisites and Registration Requirements

To benefit fully from this course students should be familiar with Excel.

Preparation and Review

Students are expected to prepare the assigned cases in advance of each class (refer to the Course Contents). Preparation involves thoroughly reading the case and attempting to answer the provided preparation questions, which will be distributed

during the course, prior to attending class.

Textbook(s)

This course requires the pre-reading of seven cases (indicated in the Course Contents) . The case for Week 8 (Centros Comerciales Pryca) may be acquired at: [\[url\]https://www.iesepublishing.com/\[/url\]](https://www.iesepublishing.com/). All other cases may be acquired at: [\[url\]https://hbsp.harvard.edu/\[/url\]](https://hbsp.harvard.edu/). A course pack at Harvard Business Publishing will be prepared for these cases. There is no required textbook. The recommended textbook is: James C. Van Horne and John M. Wachowicz, Fundamentals of Financial Management, 13th edition, Pearson, 2009, chapters 6 to 11.

Reference(s)

References to academic and practitioner articles will be made in class. These articles are not required reading.

Grading and Evaluation

Grading and evaluation will include the following elements:

- (1) Quality of participation in case discussions (weeks 1 -14; 20%)
- (2) Learning diary (to be submitted after weeks 4, 9, and 13; 20%)
- (3) Final exam (week 15; 60%)

Achievement of the five ILOs of this course will be evaluated through the above three activities. Detailed information on the elaboration and submission of the learning diary will be given during the first week. The final exam will be a written examination if six or more students register for this course; otherwise, it will be conducted as an oral exam.

Other

Course number: (GB)MAN551E

Name of Course

Credit

Name of Professor

Corporate Value Management

2 credits

Pint dos Santos Jose Miguel

Course Summary and Objectives

【Course Objectives (Course ILO)】

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

- Acquire and demonstrate a solid understanding of what imparts value to an asset and how the value of any asset can be estimated.
- Apply standard valuation models, including DCF, APV, and real options, in various business contexts.
- Propose improvements to the organizational decision-making structures and processes of corporations, start-ups, and family businesses to ensure and enhance value creation.
- Demonstrate an understanding of ethical issues that may arise in the investment decision-making process.

These four Intended Learning Outcomes form the foundation of the course, whose primary goal is to help non-financial managers develop an understanding of key aspects of corporate value creation and management. The course also seeks to enhance their proficiency in using analytical tools commonly employed in capital budgeting.

By the end of the course, it is expected that non-financial managers will not only communicate more effectively with their financial counterparts but also understand how their decisions as line managers—whether in production, sales and marketing, procurement, inventory management, or other areas—directly impact the overall value of their business.

Case discussions will be integrated throughout the course to connect the analytical frameworks of value theory with practical managerial applications.

Course Contents

1

Introduction

Presentation of course objectives, learning methods and evaluation scheme. Introduction to the concept of value.

2

Valuation methods

Overview of key valuation methods.

3

Comparing cash-flows

Net Present Value analysis. Evaluating investments with different lifespans. Required pre-reading: Samuel G. Hanson, Joel Heilprin, Charles Anderson, [i]Lighting the Way at the Manor House Hotel[/i], Harvard Business School, 9 -214-006, 2015.

4

Corporate strategy and value creation

Strategy as a pursuit of value. Profit, cash flow and enterprise value (EV) . Implementing performance analysis. Strategy and real options. Value, values and corporate social responsibility (CSR) .

5

Managing value in an upstream investment

Launching a New Product: Value for Whom? Understanding the value created for diverse stakeholders and addressing their varying interests. Selecting the appropriate valuation method for a new project. Assessing and Modelling Future Cash Flows: Comprehensive evaluation and modeling of future cash flows, including identification of sunk costs, opportunity costs, costs of using shared assets, cannibalization effects, overheads, working capital requirements, residual and terminal values and taxes. Real vs. nominal cash flows. Applying NPV and IRR. Required pre-reading: Timothy A. Luehrman, [i]Stryker Corporation: In-sourcing PCBs[/i], Harvard Business School, 9-207-121, 2009.

6

Debt and firm value

Factors impacting the cost of debt. Debt and firm value.

7 - 8

Valuation of a private firm

Revenue forecasting and multi-period break-even analysis. Comparison of firm valuation through DCF and market multiples analysis. Required pre-reading: Mihir A. Desai and Elizabeth A. Meyer, [i]The Valuation and Financing of Lady M Confections[/i], Harvard Business School, 9-215-047, 2015.

9 -10

Managing the corporate cost of capital

The estimation of the corporate cost of capital. How debt may increase the value of the firm. The WACC: what it means and what it doesn't mean. The estimation of the divisional cost of capital. Required pre-reading: Timothy Luehrman and Joel Hailprin, [i]Midland Energy Resources, Inc.: Cost of Capital[/i], Harvard Business Publishing, 4129, 2009

11

APV

The Adjusted Present Value (APV) methodology. The impact of debt on enterprise value. Required pre-reading: Gregor Andrade, [i]Sampa Video, Inc. [/i], Harvard Business School, 9-201-094, 2003.

12-13

Valuation of managerial flexibility

What option pricing models tell us about value. The real options valuation framework. The value of flexibility in managing corporate investments. Valuating and managing a FDI using the real options framework. Required pre-reading: Li and Li, [i]Dragon Beer[/i], Darden Business Publishing, UVA-F-1382, 2002.

14

Review and wrap-up

Wrap-up and overall review of the main concepts and their application in corporations and family businesses.

15

Final exam

Final Exam on the topics covered in this course

Prerequisites and Registration Requirements

To benefit fully from this course students should have some familiarity with Excel.

Preparation and Review

Students are expected to have prepared the assigned cases before each class (see Course Contents) . This means reading the case and trying to answer the preparation questions (to be handed-out during the course) before coming to class.

Textbook(s)

This course requires the pre-reading of six cases (indicated in the Course Contents) . Cases may be acquired at:

[url]https://hbsp.harvard.edu/[/url]. A course pack at Harvard Business Publishing will be prepared.

There is no required textbook. The recommended textbook is: James C. Van Horne and John M. Wachowicz, Fundamentals of Financial Management, 13th edition, Pearson, 2009, chapters 3 to 5 and 12 to 18.

Reference(s)

References to academic and practitioner articles will be made in class. They are not required reading.

Grading and Evaluation

Grading and evaluation will include the following elements:

- (1) Quality of participation in case discussions (weeks 1 -14; 20%)
- (2) Learning diary (weeks 5 and 13; 20%)
- (3) Final exam (week 15; 60%)

Achievement of the four ILOs of this course will be evaluated through the above three activities. Detailed information on the elaboration and submission of the learning diary will be given during the first week. The final exam will be a written exam if 5 or more students register for this course. Otherwise, it will be an oral exam.

Other

Course number: (GB)MAN661E

Name of Course	Credit	Name of Professor
Global Business and Sustainability	2 credits	MARCO PELLIZZER

Course Summary and Objectives

This course aims to help students acquire a comprehensive understanding of the environmental pressures on global business, as well as develop the skills and knowledge to comprehend sustainability issues and manage them in the context of global organisations.

The course will start with defining and exploring the fundamental concepts of environmental sustainability and their nexus with the global business operations and global value chains. The meaning of green growth, ecological innovation, the principles of circular economy and related policy approaches and obstacles will be investigated, along with the latest trends in green/ecological innovation approaches and practices. It will then progressively explore sustainability strategies for national governments, specific industries and individual companies. With the help of executives from four different companies, we will explore sustainability approaches and initiatives (“sustainability in action”) pursued by their organisations.

The course will consist in a series of lecture style presentations, supplemented by external guests’(companies’ executives) lectures, and discussion of relevant case studies.

Course Contents

1	Introduction to the course and to sustainability	<ul style="list-style-type: none"> · Introduction and overview of the course. · A brief review of the history of sustainability. · Relevance of environmental sustainability to global companies: implications, challenges and opportunities. · Sustainable development goals and its framework. · Responses to climate change and the main-stream approach.
2	Actors in the sustainability and conceptual frameworks	<ul style="list-style-type: none"> · Actors involved in the delivery of resilient sustainability (government, investors, pressure groups, NGOs, consultants, general public, businesses)-roles, priorities, approaches. · A review of the main UN Climate Change and the CPO development, the increasing role attributed to private sectors and companies. · Conceptual framework to support environmental sustainability development.
3	Sustainability and Companies	<ul style="list-style-type: none"> · The elements of the green economy and implications for companies. · How the perspective on sustainability influences actions and outcomes. · Business ownership structures and their linkages to sustainability. · Business strategies to pursue sustainability.
4	Presentation First Assignment	<ul style="list-style-type: none"> · Presentations by the students of their first assignment (country level analysis).
5	Ecological Innovation	<ul style="list-style-type: none"> · The session will be dedicated to exploring the concepts and practices of ecological innovation.
6	Circular Economy	<ul style="list-style-type: none"> · The session will be dedicated to exploring the concepts and practices of circular economy.
7	Presentation Second Assignment	<ul style="list-style-type: none"> · Presentations by the students of their second assignment (industry level analysis).

8	Creating Value Chain Map	· This session will analyze how to create a value chain map.
9	Reporting and Communicating sustainability efforts	· This session will explore ways through which companies report and communicate about their sustainability efforts (ESG reports, CDP disclosure project, other certifications) and the issues of green-washing.
10	Sustainability in Action – session 1	· External presentation by executive of company A (name of presenter and company details will be shared closer to date of the class).
11	Sustainability in Action – session 2	· Sustainability in Action – session 2 – External presentation by executive of company B (name of presenter and company details will be shared closer to date of the class).
12	Sustainability in Action – session 3	· Sustainability in Action – session 3 – External presentation by executive of company C (name of presenter and company details will be shared closer to date of the class).
13	Sustainability in Action – session 4	· Sustainability in Action – session 4 – External presentation by executive of company D (name of presenter and company details will be shared closer to date of the class).
14	Presentation Third Assignment	· Presentation by the students of their third and final assignment (company level analysis).
15	Alternative approaches to sustainability – Conclusion	· The final session will be dedicated to reviewing the key concepts covered in the course and will explore novel and alternative school of thoughts in the realm of environmental sustainability (e.g. degrowth approach). We will conclude discussing actions we can undertake to support sustainability beyond this course.

Prerequisites and Registration Requirements

Foundational knowledge of business subjects and economics

Preparation and Review

In the course of each class, detailed instructions will be provided of the material students are expected to review, study and prepare, in addition to the textbook and supplementary references provided below.

Textbook(s)

- Peter McManners, Essentials of sustainability for business, A Practical Approach, Routledge, 2024
- Allan M. Gutterman, Managing sustainability, Routledge, 2021.

Reference(s)

- Ken Webster, “The Circular Economy: a wealth of flows”, Ellen McArthur Foundation Publishing, 2nd Edition, 2017.
- Margaret Robertson, “Sustainability Principles and Practice, Routledge”, 3rd Edition, 2021.
- Kohei Sato, “Slow Down How Degrowth Communism Can Save The Earth”, Weidenfeld & Nicolson, 2024.
- United Nations Climate Change web site: <https://unfccc.int/>
- A guidebook to the Green Economy, Issue 3: exploring green economy policies and international experience with national strategies, Division for Sustainable Development, UNDESA, 2012.

Course number: (GB)MAN661E		
Name of Course	Credit	Name of Professor
International Business	2 credits	MARCO PELLIZZER
Course Summary and Objectives		
Course Contents		
Prerequisites and Registration Requirements		
Preparation and Review		
Textbook(s)		
Reference(s)		
Grading and Evaluation		
Other		

Course number: (GB)ECN676E

Name of Course	Credit	Name of Professor
Strategy for CFO and M&A Accounting	2 credits	OKUBO SHOHEI

Course Summary and Objectives

Shareholders demand companies increase capital efficiency (eg. ROE) and corporate values more stringently than before. In such an environment, the roles of CFOs beyond traditional functions of finance and accounting are becoming increasingly important.

This course will be conducted in basic English. Japanese students who are interested in international business and accounting & taxation are also welcome.

【Course Objectives (Course ILO)】

- Acquiring the minimum practical skills related to accounting and taxation as a CFO
- Understanding how you would apply what you learn in the MBA courses to the real-life CFOs' tasks

Course Contents

1

Introductions Roles of CFOs

- Orientation
- Capabilities Required for CFOs
- Country-by-Country Comparison
- Careers as CFOs

2

CFOs' Basic Roles ①

Institutional and Financial Accounting

- Accounting System
- Fundamentals of Financial Accounting
- Various Financial Analyses
- Annual Report

3

CFOs' Basic Roles ②

Management Accounting

- Roles of Management Accounting
- Cost Accounting
- Decision Making and Performance Evaluation

4

CFOs' Basic Roles ③

Financial Management

- Relationship between Accounting and Cash Flow
- Business Plan Preparation
- Fundraising Methods
- Cash Management System

5

CFOs' Basic Roles ④

Corporate Governance

- Corporate Governance
- Risk Management
- Internal Control

6

Management Roles expected for CFOs (Guest speaker)

- (TBD) Guest speaker will lecture the roles of CFOs related to management and management support and will have discussions with students.
- Subject to change

7

M&A① M&A Strategies

- M&A Strategies
- Synergy Analysis
- Players in M&A

8

M&A② Due Diligence

- Purpose and Effect of Dure Diligence
- Overall Analysis
- Balance Sheet Analysis
- Profit and Loss Statement Analysis
- Cash Flow Analysis

9

M&A③ Valuation

- Fundamentals of Valuation
- Calculation of Equity Value
- Income Approach
- Market Approach
- Net Asset Approach
- Equity Value and Acquisition Price

10

M&A④ Accounting

- M&A Schemes
- Consolidated Accounting
- Goodwill

11

M&A⑤ Case Studies

- Case analysis

12

(TBD) CFOs and M&A (Guest speaker)

- (TBD) Guest speaker will lecture the roles of CFOs related to M&A and will have discussions with students.
- Subject to change

13

CFOs and IPO, Initial Public Offering

- Overview of IPO
- Securities Market
- IPO Process
- Capital Policy and Stock Price
- Case Study

14

Tax Planning by CFOs

- Basics of taxation
- International taxation
- Summary of the course

15

(TBD) Assignment and Presentation or Guest speaker

- Presentation and Discussion

Prerequisites and Registration Requirements

Accounting and finance knowledge preferable, but not mandatory.

Preparation and Review

Students will be instructed during the courses.

Textbook(s)

Materials will be provided by the instructor.

Reference(s)

The instructor will introduce reference materials during the courses.

Grading and Evaluation

Class participation 30%

Assignments 70%

Other

None

Course number: (GB)CMM691E		
Name of Course	Credit	Name of Professor
Business Communication	2 credits	ODAGIRI NAOTO
Course Summary and Objectives		
<p>Course ILOs:</p> <ol style="list-style-type: none"> 1. The students will be able to demonstrate leadership and management competency with a global perspective by engaging in various discussions under the guidance of the lecturer who is a veteran international banker. 2. The students will be able to develop a solid foundation in business communication skills and management expertise that are essential for successful international and cross-cultural businesses. 3. The students will be able to foster a global and innovative approach by deepening the understanding of various issues through exchanging views with other classmates and the lecturer. 		
Course Contents		
<p>1 Introduction Understand why communication skills are important in international business.</p> <p>2 Real World (I) The lecturer who has extensive experience in international businesses discusses his experience including the problems he has faced.</p> <p>3 Real World (II) Learn what type of communication skills are needed in international businesses such as banking, finance, and other industries.</p> <p>4 Discussion (I) Higher education (The discussion classes will be interactive sessions, conducted among the lecturer and students with various backgrounds.) We will discuss how/why advanced degrees are needed (or not) .</p> <p>5 Discussion (II) Japanese industry Learn about the status of Japanese businesses/industries that are known to be quite unique in the international context, and discuss merits/demerits</p> <p>6 Discussion (III) English language Discuss the importance of English proficiency in conducting business.</p> <p>7 Presentation Skills Learn about making presentations in verbal and written forms.</p> <p>8 Presentation (I) Students will deliver presentations. Discuss its contents and the related issues.</p> <p>9</p>		

Presentation (II)

Students will deliver presentations. Discuss its contents and the related issues.

10

Presentation (III)

Students will deliver presentations. Discuss its contents and the related issues.

11

Reading and writing

Learn how to write effective business reports/memos.

12

Discussion (IV) Income inequality

Discuss the current conditions and possible solutions if any.

13

Discussion (V) Uniqueness of Japanese culture

Discuss the uniqueness (or not) of Japanese culture

14

Discussion (VI) Investments

Discuss and learn how the surplus money should be invested.

15

Summary

Communication skill alone does not mean anything; Into the future

Prerequisites and Registration Requirements

International experience or English language proficiency is a plus, but not a requirement. Those who are inexperienced in business, poor at English, or shy are equally welcome. Active class participation is highly encouraged. Don't be afraid of making mistakes in front of others.

Preparation and Review

In the class, we will discuss various issues. You can contribute to the class if you share your thoughts and experience with other classmates. Special advice/care may be provided for those participants who are not comfortable speaking English. All the participants are required to make a formal presentation, which will be the main event of this course. Also, some assignments will be given in order to see the level of understanding of the students. There will be no final examinations.

Textbook(s)

None.

Reference(s)

The lecturer will distribute English language materials (newspaper articles, etc.) from time to time.

Grading and Evaluation

Contribution to class 50%, Presentation 35%, Assignments 15%,

Other

None.

Course number: (GB)MAN566E		
Name of Course	Credit	Name of Professor
International Human Resource Management	2 credits	HSU YUHSU
Course Summary and Objectives		
<p>International Human Resource Management is a module which provides students with insights into how an economic organisation's competitive advantages can be yielded from and maintained by the effective management of a firm's human resources in the international context. Key issues and contemporary problems associated with international HRM will be explored and discussed by using case studies since this postgraduate module targets students who have had several years of working experience or who have had a position in management. Case studies are deemed to be an effective method to employ as they not only serve as a platform for mutual learning amongst students in an educational setting, but they also enable students to apply theories/models learnt from the module and equip them with sound analytical skills which will have a significant impact on their future career.</p> <p>Course ILOs :</p> <ol style="list-style-type: none"> 1. Understand the basic concept and theories in the field of international HRM. 2. Demonstrate the challenges associated with international HRM encountered by MNEs and offer sound advice. 3. Critically evaluate the advantages and disadvantages of HRM practices in different nations. 		
Course Contents		
<p>1 & 2</p> <p>[b]Introduction to the module[/b]</p> <p>HRM in the global context:a brief review</p> <p>3 & 4</p> <p>[b]The cultural context of IHRM[/b]</p> <p>The development of culture; the impact of culture on HRM; standardization and localization of HRM practices; the path to global status; control mechanisms.</p> <p>5 & 6</p> <p>[b]Sourcing human resources for global markets: staffing, recruitment and selection [/b]</p> <p>Approaches to staffing; transferring staff for international business activities; the roles of an expatriate; the roles of in-patriates; recruitment and selection of international managers; expatriate failure and success.</p> <p>7 & 8</p> <p>[b]Group Presentation[/b]</p> <p>9 & 10</p> <p>[b]International training, development and careers[/b]</p> <p>Pre-departure training programs; trends in international training and development; re-entry and career issues; the repatriation process.</p> <p>11 & 12</p> <p>[b]International compensation/International industrial relations and the global institutional context [/b]</p> <p>Approaches to international compensation of expatriates; key issues in international industrial relations; trade unions and</p>		

international industrial relations; the response of trade unions to MNEs; regional integration such as the EU.

13 & 14

[b]International HRM and business ethics[/b]

How does business ethics affect the practice of IHRM?

15

[b]Final Presentation[/b]

Prerequisites and Registration Requirements

Participating in class discussions is crucial.

Preparation and Review

Students should read the material and cases assigned.

Textbook(s)

Dowling, P. J., Festing, M. and Engle, A. D. (2013) International Human Resource Management, 6th edition. Hampshire: Cengage Learning EMEA.

Reference(s)

Bailey, C., Mankin, D., Kelliher, C. and Garavan, T. (2018) Strategic Human Resource Management, 2nd edition. Oxford: Oxford University Press.

Triana, M. (2017) Managing Diversity in Organizations: A Global Perspective. New York: Routledge.

Further readings will also be announced in-class.

Grading and Evaluation

In class participation: 30%

Group project presentation: 20%

Final presentation: 10%

Final report: 40%

Other

Course number: (GB)MAN566E		
Name of Course	Credit	Name of Professor
Family Business	2 credits	HSU YUHSU
Course Summary and Objectives		
<p>Family Businesses have been perceived as one of the vital players in the contemporary global market. These businesses are not restricted to small and medium-sized enterprises as the majority tends to assume. Today, approximately 40 percent of the large publicly traded businesses in the world are categorised as family-controlled firms. Moreover, many of them are renowned multinational companies. In this module, the focus is upon certain essential issues including the definition of the family business, the models of the family business, the major characteristics of the family business, family firms and CSR, and the challenges family firms may encounter. Multiple cases will be used.</p> <p>Course ILOs :</p> <ol style="list-style-type: none"> 1. Understand the essential concepts and theories of family firms. 2. Critically evaluate the challenges faced by owners of family firms. 3. Identify the problems associated with family firms and offer sound advice. 		
Course Contents		
<p>1. [b]Introduction[/b]</p> <p>2 & 3 [b]Defining the family business[/b] The distinction between family and non-family firms; family control; circle models of family influence; advantages of circle models; disadvantages of circle models; family firm identity.</p> <p>4 & 5 [b]Prevalence and economic contribution of family firms/Strengths and weaknesses of family firms/b] Economic contribution of family firms. Institutional setting and the prevalence of family firms; typical strengths and weaknesses of family firms.</p> <p>6 & 7 Governance in the family business Traditional governance mechanisms in family firms; typical governance constellations in family firms.</p> <p>8 & 9 [b]Group project presentation [/b]</p> <p>10 & 11 [b]Key theory: a brief review[/b] Socioemotional wealth (SEW); the agency perspective; the resource-based perspective.</p> <p>12 & 13 [b]Succession in the family business[/b]</p>		

Succession options. Intra-family succession; planning the transition of responsibilities.

14 & 15

[b]Relationship and conflict in the family business/ Final Presentation[/b]

The social structure of the family; types of conflict; conflict management styles.

Prerequisites and Registration Requirements

Preparation and Review

Students should read the material and cases assigned.

Textbook(s)

Zellweger, T. (2017) *Managing the Family Business: Theory and Practice*. Edward Elgar Publishing (e-book)

Reference(s)

Colli, A. (2003) *The History of Family Business, 1850-2000*. Cambridge: Cambridge University Press.

Poza, E.J. (2009) *Family Business*, 3rd edition. Ohio: South-Western College Publisher. Kenyon-Rouvinez, D. and Ward,

J. (2005) *Family Business Key Issues*. Hampshire/New York: Palgrave MacMillan.

Further reading will be announced in-class.

Grading and Evaluation

In-class participation: 40%

Presentation: 10%

Group project presentation: 10%

Final report: 40%

Other

Course number: (GB)MAN692E		
Name of Course	Credit	Name of Professor
Business Analysis (Seminar)	2 credits	KYO, Eishi
Course Summary and Objectives		
<p>The purpose of this class is to promote students' ability to make consulting reports about companies using the method of financial statement analysis.</p> <p>To make reports, students shall take the following steps. 1. Choose the target company. 2. Conduct a qualitative analysis of the company and discuss it with classmates and the teacher. 3. Analyze the financial statements of the company with the teacher. Make a data sheet or figures using a specific analytical method. 4. Conduct a quantitative analysis of the company and discuss it with classmates and the teacher. 5. Correct the data sheet and figures according to the teacher's comments and submit the documents to the teacher. 6. Make the final report of the company.</p> <p>各自が選択した企業を定性定量分析し、財務状況の特徴を読み取り、プレゼンテーションを行う。企業分析レポートを作成できることを目的とする。各自の分析力に応じた指導をする。</p> <p>本講義の到達目標（Course ILOs）は、以下の点です。</p> <ol style="list-style-type: none"> 1. 基本的な財務諸表分析の手法を身につける。 2. 財務諸表上の数字とビジネスの関連性を見つけることができる。 3. 情報収集とそのデータの分析ができる。 4. 会計管理のための視点を提供する。 		
Course Contents		
<p>1 Guidance and Overview What is business analysis</p> <p>2 Lecture and Discussion 1 Case 1 , Presentation and Discussion 1</p> <p>3 Lecture and Discussion 2 Case 1 , Presentation and Discussion 2</p> <p>4 Lecture and Discussion 3 Case 2 , Presentation and Discussion 3</p> <p>5 Lecture and Discussion 4 Case 2 , Presentation and Discussion 4</p> <p>6 Presentation of Qualitative Analysis and Discussion of Group 1 Presentations and Discussions</p> <p>7 Presentation of Qualitative Analysis and Discussion of Group 2 Presentations and Discussions</p> <p>8</p>		

Presentation of Qualitative Analysis and Discussion of Group 3

Presentations and Discussions

9

Presentation of Qualitative Analysis and Discussion of Group 4

Presentations and Discussions

10

Presentation of Quantitative Analysis and Discussion of Group 1

Presentations and Discussions

11

Presentation of Quantitative Analysis and Discussion of Group 2

Presentations and Discussions

12

Presentation of Quantitative Analysis and Discussion of Group 3

Presentations and Discussions

13

Presentation of Quantitative Analysis and Discussion of Group 4

Presentations and Discussions

14

Lecture and Discussion 5

Lecture and Discussion for all Presentations 1

15

Lecture and Discussion 6

Lecture and Discussion for all Presentations 2

Prerequisites and Registration Requirements

Basic accounting knowledge is required.

This class is mainly in English, but to foster the students' analytical skills, Japanese may be used supplementarily.

基本的な会計知識が必要である。参加者の英語力に応じて行う。

Preparation and Review

Preparation is required.

プレゼンの前にしっかり準備が必要。

Textbook(s)

No required.

Reference(s)

Bernard, Healy & Palepu, Business Analysis and Valuation: Using Financial Statements, South-Western Pub., 2007.

Grading and Evaluation

Presentation and participation 50%, Final Report 50%.

Other

Course number: (GB)MAN661E		
Name of Course	Credit	Name of Professor
Strategic Management	2 credits	NUMATA YUKO
Course Summary and Objectives		
<p>Strategic Management revolves around setting ambitious goals, creating plans to achieve these targets, and implementing and reviewing them. This is an ongoing process that any individual at any level of an organization must go through, and it is not restricted to managers. Thus, learning to effectively undergo this process will help students differentiate themselves from others. Given abundant academic research on strategic management, building students' knowledge bases is an efficient way to add to their tools for implementation. Nevertheless, it is important to note that implementation is often a trial-and-error process that requires time and training. To succeed in the field, practitioners must balance and integrate these components, which necessitates certain skills.</p> <p>【Course Objectives (Course ILO)】</p> <p>By taking this course, students will be able to accomplish the following:</p> <p>Acquire the knowledge necessary for (a) strategic analysis, (b) strategy formulation, (c) strategy implementation, and (d) its review</p> <p>Understand and analyze real-world corporate and business strategies through class discussions, case studies, or simulations</p> <p>Select a strategic theory and methods for tackling strategic management issues to succeed in their respective fields</p>		
Course Contents		
<p>1 Introduction The overall introduction of the course</p> <p>2 What Is Strategy and the Strategic Management Process? Basic understanding of what defines strategic management / Barney (2019)</p> <p>3 Mission and Vision Mission and Vision / Fred (2022)</p> <p>4 Evaluating a Firm's External Environment Learn to analyze the external environment of a corporation / Barney (2019)</p> <p>5 Evaluating a Firm's Internal Capabilities Learn to analyze the internal resources and capabilities of a corporation / Barney (2019)</p> <p>6 Cost Leadership Define and understand cost leadership strategy / Barney (2019)</p> <p>7 Product Differentiation Define and understand product differentiation / Barney (2019)</p> <p>8 Vertical Integration Define and understand vertical integration. Discuss how vertical integration can create value / Barney (2019)</p>		

9 Corporate Diversification

Define corporate diversification and describe five types of corporate diversification / Barney (2019)

10 International Strategy

Learn how international strategy is different from domestic strategy / Hitt (2019)

11 Corporate Governance

Learn what corporate governance is and why it is crucial in sustainable management / Hitt (2019)

12 Strategic Alliances

Define and understand strategic alliances / Barney (2019)

13 Mergers and Acquisitions

Learn what merger and acquisition is, and how it impacts corporate-and business-level strategies / Barney (2019)

14 Strategic Leadership

Learn what defines strategic leadership / Hitt (2019)

15 Strategic Entrepreneurship

Learn what defines strategic entrepreneurship / Hitt (2019)

Prerequisites and Registration Requirements

There will be no prerequisites for admission into the course, and anyone interested in strategic management is welcome. Active participation in class will be expected. There is a small chance that students may be asked to purchase case studies or pay an access fee for simulations. All lectures and discussions will be conducted in English.

Preparation and Review

Students are to read the chapters of the textbook or course materials before joining the class. If they do not finish in-class work, I will require them to catch up by the next session. Assignment and presentation preparation will require some time outside of class.

Textbook(s)

Barney, J. B., Hesterly, W. S. (2019) . [i]Strategic Management and Competitive Advantage: Global Edition[/i]. Pearson Education.

Reference(s)

バーニー, J. B., & ヘスタリー, W. S. (2021) 『[新版] 企業戦略論』 上・中・下巻 ダイヤモンド (教科書の訳書)

Fred, R. D. & Forest, R. D. (2022). [i]Strategic Management: a Competitive Advantage Approach, Concepts and Cases, Global Edition[/i](17th Ed.). Pearson Education Limited

Hitt, M. A., Ireland, R. D., and Hoskisson, R. E. (2019) . [i]Strategic Management: Competitiveness & Globalization, Concepts and Cases[/i]. Cengage Learning. (訳書: ヒット, M. A., アイルランド, R. D., & ホスキソン, R. E. (2021) 『戦略経営論 〈第3版〉 競争力とグローバリゼーション』 パンローリング)

Grading and Evaluation

Participation: 60%

Assignments: 40%

Other

Course number: (GB)IND612E		
Name of Course	Credit	Name of Professor
Thesis Tutorial 1	2 credits	FUJIOKA TAKAMASA
Course Summary and Objectives		
<p>【Learning Goals】</p> <p>This seminar will equip you with a strong foundation in research methods. This includes:</p> <ul style="list-style-type: none"> • Honing your conceptual thinking skills: although often passed over in the frenetic practice of management conceptual skills allow you to see similarities between disparate problems in disparate industries, and so start to develop frameworks for analyses. • Developing your critical thinking skills: the ability to explore and present clearly formulated credible alternative perspectives and positions to challenge dominant viewpoints, to see alternative explanations for the phenomena that surround us. • Becoming skilled at creating practical, researchable problem statements: developing ways to test the current orthodoxy; to use data and analytic case studies to distinguish between rival ideas—hypotheses—and restate the questions being tested into a researchable form. • Building your applied analytical expertise: this program will provide you with qualitative and quantitative analysis tools, and the confidence to apply these with high level software assistance. • Perfecting your presentation skills: you will practice presenting research findings in an effective manner to critical audiences; orally, in video and in writing. You will be expected to present, and defend, your research findings—and their practical implications—to meetings of practitioners. • Expanding your network: to include other highly motivated experienced professionals in senior management positions in business and government, with a similar analytical mindset to your own. 		
Course Contents		
<p>Course Contents</p> <p>This seminar targets experienced senior managers, policy makers, independent consultants, and practical academics, who are preparing themselves for more advanced leadership positions in their organizations and professions.</p> <p>Due to the pandemic situation, the seminar will be offered by blended learning.</p> <p>This combination of online and face-to-face instruction is designed to make the very best use of your time and to convey information most effectively, while allowing in-depth application of the relevant materials to your research topic. The online component can be accessed from any internet connection at your convenience.</p> <p>As technology, and so business, evolves at an exponential rate, management must make radical and disruptive adjustments. The seminar will introduce you to the techniques and issues, which you will then apply to your domain of interest, gradually evolving your thesis topic.</p>		
Prerequisites and Registration Requirements		
<p>The journey of completing master thesis requires your strong commitments and efforts. So our seminar members help each other to improve our thesis.</p>		
Preparation and Review		
<p>Reading books, journal articles and daily news articles related to your research interests.</p>		
Textbook(s)		
<p>TBD (depending on your research topic)</p>		
Reference(s)		
<p>TBD (depending on your research topic)</p>		

Grading and Evaluation
Based on your participation (30%) and thesis quality (70%)
Other
None

Course number: (GB)IND612E		
Name of Course	Credit	Name of Professor
Thesis Tutorial 1	2 credits	Pint dos Santos Jose Miguel
Course Summary and Objectives		
<p>このゼミの目的は、以下のいずれかの分野での修士論文執筆に向けた研究プロセスへの指導とサポートを提供することです：</p> <p>ア) 企業資金管理及びそれに関わる諸問題 イ) 企業価値の評価とマネジメント及びそれに関わる諸問題 ウ) 事業戦略とコーポレートファイナンス エ) 資本市場に巡る諸問題 オ) ヘルスケアにおける価値評価 カ) マネジメント理論及び日本のマネジメント思想と実践</p> <p>コーポレートファイナンスを中心に、資金管理、価値評価、バリューマネジメント、事業戦略など、「戦略と資金繰りと価値の諸問題」に興味を持つ学生が集まり、修士論文の完成を目指してお互いに支え合うセミナーを開催します。各参加者は、それぞれの関心領域での成果達成に必要な研究に積極的に取り組むことで創造的な企業経営の理解を得ることが期待されています。オリエンテーションとサポートは、研究のすべてのフェーズを網羅します。これには、研究問題の定義、文献のレビュー、研究方法の選択、仮説/モデルの具体化、データ分析、結果の解釈、および政策提案の提供が含まれます。ゼミ終了時には、学生は以下の能力を身につけることが期待されます（ゼミ ILOs）：</p> <p>ア) 企業ファイナンスの分野の理論的および/または実践的な問題について深い理解を獲得し、示すことができる。 イ) 企業ファイナンスおよび経営における研究スキルを開発し、示すことができる。</p>		
<p>The objective of this seminar is to provide support to the research process leading to the writing of a thesis in one of the following areas: 1. Corporate cash management: theory and practice; 2. Valuation methods: theory & practice; 3. Strategy and corporate value; 4. Issues concerning capital markets; 5. Value in healthcare; 6. Management theories & Japanese management philosophy and practices. Gathering students with an interest in 'Strategy, Cash Flow & Corporate Value,' this seminar will focus on corporate finance, liquidity management, valuation, value management, & business strategy, with the aim of supporting the completion of each student master's thesis. Each participant is anticipated to gain a creative understanding of corporate management by actively engaging in the research required to achieve results in their respective areas of interest. Orientation and support will cover all phases of the process, including defining the research question, conducting a literature review, selecting the research methodology, specifying hypotheses/models, performing data analysis, and interpreting the results along with providing policy suggestions. By the end of this seminar students should be able to: - Acquire & display a deep understanding of a theoretical and/or practical issue in one of the fields of finance; - Develop and demonstrate research skills in finance and management.</p>		
Course Contents		
<p>ゼミの内容は参加者の研究テーマに合わせて行われ、潜在的な研究トピック、文献レビュー、方法論のアプローチ、モデルの具体化、および得られた研究結果の分析に関するプレゼンテーションと討論を包括します。</p> <p>The seminar content will be tailored to the research interests of the participants, encompassing presentations and discussions on potential research topics, literature review, methodological approaches, model specification, and critical analysis of the research results obtained.</p>		

Prerequisites and Registration Requirements

必須ではありませんがこのゼミの参加者は、実務経験または適切な MBA コースの修了を通じて選択した研究トピックについてある程度の理解を持つことが推奨されます。

While not mandatory, participants are encouraged to have prior familiarity with their chosen research topic, gained through professional experience or the successful completion of a relevant MBA course, before enrolling in this seminar.

Preparation and Review

各研究段階を丹念に作業し、完了することが期待されます。進捗報告書の適時提出が必要です。

Students are expected to diligently work to complete each research stage by assigned date. Timely submission of progress reports is required.

Textbook(s)

ゼミ中にテキストブックやその他適切な文献が提案されます。

Textbooks and other academic and practitioner literature will be suggested during classes.

Reference(s)

ゼミ中にテキストブックやその他適切な文献が提案されます。

Textbooks and other academic and practitioner literature will be recommended during the seminar sessions.

Grading and Evaluation

評価および評価は以下の要素を含みます：

- (1) セミナーの議論への参加の質 (40%)
- (2) 定期的な報告 (60%)

このセミナーの2つの ILO の達成は上記の2つの方法を通じて評価されます。

Grading and evaluation will include the following elements:

- (1) Quality of participation in seminar discussions (40%)
- (2) Progress reports (60%)

Achievement of this seminar's two ILO will be evaluated through the above two methods.

Other

Course number: (GB)IND616E		
Name of Course	Credit	Name of Professor
Thesis Tutorial 1	2 credits	HSU YUHSU
Course Summary and Objectives		
<p>As we all know writing a Master’s dissertation is not an easy task as it not only requires students to be motivated and committed, but also to possess skills and knowledge in the field of their proposed research. It can be a long and winding road if skills required for writing a dissertation have not been acquired. This module is designed to equip students with the skills needed to write a dissertation in an attempt to provide students with a sound foundation for dissertation writing. By the end of the module, students should be able to write at least one research paper relating to his/her Master’s project.</p>		
Course Contents		
<ol style="list-style-type: none"> 1. Introduction to the Module (What is a Master's dissertation?) 2. What is Research Ethics (e.g. Plagiarism) a Research Question? 3. What is "Literature Review"? Where should I begin? What is a research question? 4. Student Presentation (Research Topics) 5. Referring Style and In-Text Citation 6. Structures of a Master’s Dissertation 7. Research Methodology 8. Data Collection 9. Writing Workshop/Feedback 10. Writing Workshop/Feedback 11. Writing Workshop/Feedback 12. Writing Workshop/Feedback 13. Writing Workshop/Feedback 14. Writing Workshop/Feedback 15. Writing Workshop/Feedback 		
Prerequisites and Registration Requirements		
None.		

Preparation and Review

Students should read the assigned material and submit reports when required.

Textbook(s)

This module requires no textbook.

Reference(s)

Alvesson, M. and Sandberg, J. (2013) Constructing Research Questions: Doing Interesting Research. London: Sage.
Bryman, A. (2008) Social Research Methods, 3rd edition. Oxford: Oxford University Press.
Denscombe, M. (2010) Ground Rules for Social Research: Guidelines for Good Practice, 2nd edition. Berkshire: Open University Press.

Grading and Evaluation

In-Class Participation: 100%

Other

Course number: (GB)IND612E		
Name of Course	Credit	Name of Professor
Thesis Tutorial 2	2 credits	FUJIOKA TAKAMASA
Course Summary and Objectives		
<p>【Learning Goals】</p> <p>This seminar will equip you with a strong foundation in research methods. This includes:</p> <ul style="list-style-type: none"> • Honing your conceptual thinking skills: although often passed over in the frenetic practice of management conceptual skills allow you to see similarities between disparate problems in disparate industries, and so start to develop frameworks for analyses. • Developing your critical thinking skills: the ability to explore and present clearly formulated credible alternative perspectives and positions to challenge dominant viewpoints, to see alternative explanations for the phenomena that surround us. • Becoming skilled at creating practical, researchable problem statements: developing ways to test the current orthodoxy; to use data and analytic case studies to distinguish between rival ideas—hypotheses—and restate the questions being tested into a researchable form. • Building your applied analytical expertise: this program will provide you with qualitative and quantitative analysis tools, and the confidence to apply these with high level software assistance. • Perfecting your presentation skills: you will practice presenting research findings in an effective manner to critical audiences; orally, in video and in writing. You will be expected to present, and defend, your research findings—and their practical implications—to meetings of practitioners. • Expanding your network: to include other highly motivated experienced professionals in senior management positions in business and government, with a similar analytical mindset to your own. 		
Course Contents		
<p>This seminar targets experienced senior managers, policy makers, independent consultants, and practical academics, who are preparing themselves for more advanced leadership positions in their organizations and professions.</p> <p>Due to the pandemic situation, the seminar will be offered by blended learning.</p> <p>This combination of online and face-to-face instruction is designed to make the very best use of your time and to convey information most effectively, while allowing in-depth application of the relevant materials to your research topic. The online component can be accessed from any internet connection at your convenience.</p>		
Prerequisites and Registration Requirements		
<p>As technology, and so business, evolves at an exponential rate, management must make radical and disruptive adjustments. The seminar will introduce you to the techniques and issues, which you will then apply to your domain of interest, gradually evolving your thesis topic.</p> <p>The journey of completing master thesis requires your strong commitments and efforts.</p>		
Preparation and Review		
Reading books, journal articles and daily news articles related to your research interests.		
Textbook(s)		
TBD		
Reference(s)		
TBD		
Grading and Evaluation		
Participation 25		

Evaluation of thesis 75%
Other
None

Course number: (GB)IND612E		
Name of Course	Credit	Name of Professor
Thesis Tutorial 2	2 credits	Pint dos Santos Jose Miguel
Course Summary and Objectives		
<p>このゼミの目的は、第1学期に設定された研究問題に焦点を当てた修士論文の執筆に至る研究プロセスに向けての指導とサポートを提供することです。オリエンテーションとサポートは、文献のレビュー、研究方法論の選択、仮説/モデルの具体化、データ分析、結果の解釈、および政策提案の策定など、プロセス全体の各段階を包括的にサポートします。</p> <p>ゼミ終了時には、学生は以下の能力を身につけることが期待されます（ゼミ ILOs）：</p> <p>ア) コーポレートファイナンスの分野の理論的および/または実践的な問題について深い理解を獲得し、示すことができる。</p> <p>イ) コーポレートファイナンスおよび経営における研究スキルを開発し、示すことができる。</p> <p>The objective of this seminar is to provide orientation and support to the research process leading to the writing of a Master Thesis on a research question established during the first semester. Orientation and support will encompass all phases of the process, including literature review, choice of research methodology, hypothesis/model specification, data analysis, and interpretation of the results and policy suggestions.</p> <p>By the end of this seminar students should be able to:</p> <ul style="list-style-type: none"> -Acquire and display a deep understanding of a theoretical and/or practical issue in one of the fields of corporate finance. -Develop and demonstrate research skills in corporate finance and management. 		
Course Contents		
<p>ゼミの内容は参加者の研究テーマに合わせて行われ、潜在的な研究トピック、文献レビュー、方法論のアプローチ、モデルの具体化、および得られた研究結果の分析に関するプレゼンテーションと討論を包括します。</p> <p>The seminar content will be tailored to the research interests of the participants, encompassing presentations and discussions on potential research topics, literature review, methodological approaches, model specification, and critical analysis of the research results obtained.</p>		
Prerequisites and Registration Requirements		
<p>論文指導（I）の修了が必要です。</p> <p>Previous successful completion of Thesis Tutorial（I） is required.</p>		
Preparation and Review		
<p>各研究段階を丹念に作業し、完了することが期待されます。進捗報告書の適時提出が必要です。</p> <p>Students are expected to diligently work to complete each research stage by the assigned date. Timely submission of progress reports is required.</p>		
Textbook(s)		
<p>ゼミ中にテキストブックやその他適切な文献が提案されます。</p> <p>Textbooks and other academic and practitioner literature will be recommended during the seminar sessions.</p>		
Reference(s)		
<p>ゼミ中にテキストブックやその他適切な文献が提案されます。</p>		

Textbooks and other literature will be suggested during classes.

Grading and Evaluation

評価および評価は以下の要素を含みます：

- (1) セミナーの議論への参加の質 (30%)
- (2) 定期的な報告 (40%)
- (3) 修士論文草稿 (30%)

このセミナーの2つのILOの達成は上記の3つの方法を通じて評価されます。

Grading and evaluation will include the following elements:

- (1) Quality of participation in seminar discussions (30%)
- (2) Progress reports (40%)
- (3) Master Thesis drafts (30%)

Achievement of this seminar's two ILO will be evaluated through the above three methods.

Other

Course number: (GB)IND616E		
Name of Course	Credit	Name of Professor
Thesis Tutorial 2	2 credits	HSU YUHSU
Course Summary and Objectives		
This is an advanced module for Master's dissertation writing. The module focuses on data analysis as well as critical writing.		
Course Contents		
1. Introduction to the Module (Reporting the Progress) 2. Writing Workshop/Feedback 3. Writing Workshop/Feedback 4. Writing Workshop/Feedback 5. Writing Workshop/Feedback 6. Student Presentation (Preliminary Results) 7. Writing Workshop/Feedback 8. Writing Workshop/Feedback 9. Writing Workshop/Feedback 10. Writing Workshop/Feedback 11. Student Presentation (Dissertation) /Feedback 12. Writing Workshop/Feedback 13. Student Presentation (Dissertation) /Feedback 14. Writing Workshop/Feedback 15. Student Presentation (Dissertation) /Feedback		
Prerequisites and Registration Requirements		
None.		
Preparation and Review		
Students should read the assigned material and submit reports when required.		

Textbook(s)

The module does not require a textbook.

Reference(s)

Brace, I. (2013) Questionnaire Design, 3rd edition. London: KoganPage.

Cottrell, S. (2005) Critical Thinking Skills: Developing Effective Analysis and Argument. Hampshire: Palgrave Machmillan.

Gerring J. (2017) Case Study Research: Principles and Practices, 2nd edition. Cambridge: Cambridge University Press.

Grading and Evaluation

In-Class Participation (including completion of the dissertation) : 100%

Other

Course number: (GB)MAN691E		
Name of Course	Credit	Name of Professor
Global Business Research	2 credits	HSU YUHSU
Course Summary and Objectives		
<p>This year, we are planning to organise a field study trip to Taiwan to visit firms as well as to attend classes in the host university. Lectures will be delivered by the local scholars in Taiwan. The trip will last for approximately three days. Details will be announced once the study trip is approved.</p> <p>Course ILOs :</p> <ol style="list-style-type: none"> 1 . Understand the dynamics of firms in Taiwan. 2 . Identify the challenges faced by firms in Taiwan and offer sound advice. 3 . Learn different managerial approaches adopted by managers of Taiwanese firms. 		
Course Contents		
<ol style="list-style-type: none"> 1. Introduction (The purpose of the study trip.) 2. Preparation I 3. Preparation II 4 -15 Attending Lectures in Taiwan, Visiting Firms, Universities, Science Parks in Taiwan 		
Prerequisites and Registration Requirements		
<p>In order to obtain the credit, students have to participate in the study trip to Taiwan.</p> <p>Students have to finance their own travel.</p> <p>All lectures will be held in English language.</p>		
Preparation and Review		
Students should review materials/articles regarding the topic selected prior to the study trip.		
Textbook(s)		
There is no textbook for this module.		
Reference(s)		
To be announced in class.		
Grading and Evaluation		
<p>In-Class Participation: 40%</p> <p>Report: 60%</p>		
Other		
<p>The contents of the course may be altered depending upon the situation.</p> <p>The study trip will only take place if the number of registered students exceeds fifteen. Please do not book your flight tickets and hotel until you receive confirmation.</p>		

Course number: (GB)MAN691E

Name of Course

Credit

Name of Professor

Global Business Research

2 credits

YAMAGUCHI FUJIO

Course Summary and Objectives

In this lecture, we will take classes at AESE Business School in Lisbon, Portugal. Students from affiliated schools around the world at AESE Business School will come together to study several cases. In a global world with rapid changes, the Executive MBA intensive week contributes to the development of the participants. The experiences, knowledge and skills acquired and developed lead to better management and greater enterprising capacity, which is reflected in concrete progress. On top of opening new horizons and enabling international networking, the conferences given will provide the participants with a global and in-depth context of the trends and focus of today's executives. Please arrange transportation and accommodation to Lisbon at your own risk.

This year, it will take place from 10-13 September and it is compulsory to attend all days.

We shall also post or email information about the information sessions, so please make sure you attend!

Course Contents

The order of the following can vary depending on the team and the situation.

- 1
Preparation Module 1 Selected Case Study at Meiji
- 2
Preparation Module 2 Selected Case Study at Meiji
- 3
Teamwork Teamwork for case IDEO
- 4
Teamwork Teamwork for case SAP
- 5
Case Study 1 -1 Case study about Design Thinking: IDEO
- 6
Case Study 1 -2 Case study about Design Thinking: IDEO
- 7
Case Study 1 -3 Case study about Design Thinking: SAP
- 8
Case Study 1 -4 Case study about Design Thinking: SAP
- 9
Teamwork Teamwork for cases: Novartis and Blackberry
- 10
Teamwork Teamwork for cases: Amazon and Ricoh
- 11
Interactive Lecture Interactive Lecture for the Case
- 12
Case Study 2 -1 Case study about Novartis
- 13
Case Study 2 -2 Case Study about Blackberry

14

Case Study 2-3 Case Study about Amazon

15

Case Study 2-4 Case Study about Ricoh

Prerequisites and Registration Requirements

Students are recommended to be proficient as blow.

- TOEFL (iBT) 79 or above
- TOEIC (L&R) 800 or above
- IELTS (Academic Module) 6.0 or above

Preparation and Review

Please participate in the Preparation Module at Meiji. Please examine the case materials in advance.

Textbook(s)

Case Materials will be provided beforehand (by the end of July)

Reference(s)

It is not to be used.

Grading and Evaluation

MBS and AESE will evaluate students. Attendance details (30%) and report (70%) .

Other

Course number: (GB)MAN691E		
Name of Course	Credit	Name of Professor
Global Business Research	2 credits	YAMAGUCHI FUJIO
Course Summary and Objectives		
<p>This class is a joint class with AESE Business School in Lisbon. This class consists of an introduction to Japanese culture, case classes or class, and office/factory tours. The introduction to Japanese culture includes a tour of Tokyo International Manga Library of Meiji University and its explanation. In case classes and lenses, you can learn the characteristics of Japanese companies. In the office/factory tour, we will visit offices in Tokyo and factories in the suburban. The relationship between Japanese culture and business innovation is discussed in several laws Students would learn how Japanese culture should be Reflected in technology and business in future.</p>		
Course Contents		
1	Preparation Module	Introduction
2	Japanese Culture	Lecture about Japanese Arts and Culture.
3	Manga Museum	Visit to Tokyo Visit at Kanda Myojin and Lecture about Shinto and Music of Japanese traditional music.
4	Visit at Kanda Myojin	Lecture about Shin to and Music of Japanese traditional music.
5	Office Tour	Visit to some Office at Tokyo
6	Lecture at the Office	Visit to the Offer and Lecture
7	Factory Tour	Visit to some Factory suburbs of Tokyo
8	Lecture at the Factory	Visit to the Factory and Lecture
9	Factory Tour	Visit to some Factory suburbs of Tokyo
10	Excellent of Japanese Business 1	Lecture or case study of Japanese company 1
11	Excellent of Japanese Business 2	Lecture or case study of Japanese company 2
12	Excellent of Japanese Technology 1	Lecture or case study of Japanese company 3
13	Excellence of Japanese Technology 2	Lecture or case study of Japanese company 4
14	Office tour1	Lecture or case study of Japanese company 5
15	Office tour2	Lecture or case study of Japanese company 6

Prerequisites and Registration Requirements

Students are recommended to be certain as blow.

- TOEFL (iBT) 79 or above
- TOEIC (L&R) 800 or above
- IELTS (Academic Module) 6.0 or above

Preparation and Review

Please participate in the Preparation Module at Meiji. Please examine the case materials in advance.

Textbook(s)

Case Materials will be proven before.

Reference(s)

It is not to be used.

Grading and Evaluation

MBS and AESE will evaluate students.

Other

Course number: (BA)MAN556E		
Name of Course	Credit	Name of Professor
Information Ethics A [M]	2 credits	Adams, Andrew Alexander
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.</p>		
Course Contents		
<p>This course is provided as an online Media-based course (Real-time Delivery Type). Lectures will be delivered in Real-Time on the Zoom platform.</p> <p>1 : Introduction: Information Ethics 2 : Ethical Theory for Information Ethics 3 : Copyfights 4 : Information Wants to be Free, People Want to be Paid 5 : Data Formats 6 : Digital Education 7 : Freedom of Expression 8 : Freedom to Tinker 9 : Freedom of Information 10 : Unwanted Electronic Attentions I: Spam 11 : Unwanted Electronic Attentions II: Harassment 12 : Unwanted Electronic Attentions III: Fraud in the Digital World 13 : Science Fiction and Information Ethics From 1984 to Ghost in the Shell 14 : Conclusions</p>		
Prerequisites and Registration Requirements		
<p>The course will be given in English.</p> <p>Assessment will be via verbal presentation and written essay submission also in English. Advice on preparing presentations and writing essays is provided in written form at the beginning of the module.</p>		
Preparation and Review		
<p style="text-align: center;">Textbook(s)</p> <p>An extensive handout including pointers to expected reading (one book chapter, one academic article or up to three short online articles; and pointers to additional reading) for each week's topic is provided on the Oh-o! Meiji system at the beginning of the semester. Students are expected to have read the handout and the expected reading material before the session.</p> <p>Some sessions will include one or more 5-10 minute student presentations at the beginning.</p> <p>The lecturer will then present details on the issue of the week.</p>		

The final ten minutes of the session will be an open discussion on a topic set in advance. Students are expected to be prepared to contribute individually to these discussions. The list of topics is available at the beginning of the module.

These discussion topics are also the subject of the student presentations and of follow-up essays on the same topic.

Reference(s)

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

Grading and Evaluation

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

Other

Verbal feedback on presentations will be given in lectures immediately following the presentation. More detailed written feedback will then be provided by email.

Written feedback on essays will be provided by email.

Course number: (BA)MAN556E		
Name of Course	Credit	Name of Professor
Information Ethics B [M]	2 credits	Adams, Andrew Alexander
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.</p>		
Course Contents		
<p>This course is provided as an online Media-based course (Real-time Delivery Type). Lectures will be delivered in Real-Time on the Zoom platform.</p> <p>1 : Introduction: Information Ethics 2 : Ethical Theory for Information Ethics 3 : Privacy and Data Protection 4 : DNA 5 : Digital Health 6 : Information, Sex and Technology 7 : Online Crime 8 : Cyber-Warfare 9 : Artificial Intelligence 10 : (Anti-) Social Media 11 : Digital Entertainment 12 : Working in the Wired World 13 : Living in a Networked World 14 : Conclusions</p>		
Prerequisites and Registration Requirements		
<p>The course will be given in English.</p> <p>Assessment will be via verbal presentation and written essay submission also in English. Advice on preparing presentations and writing essays is provided in written form at the beginning of the module.</p>		
Preparation and Review		
<p style="text-align: center;">Textbook(s)</p> <p>An extensive handout including pointers to expected reading (one book chapter, one academic article or up to three short online articles; and pointers to additional reading) for each week's topic is provided on the Oh-o! Meiji system at the beginning of the semester. Students are expected to have read the handout and the expected reading material before the session.</p> <p>Some sessions will include one or more 5-10 minute student presentations at the beginning.</p>		

The lecturer will then present details on the issue of the week.

The final ten minutes of the session will be an open discussion on a topic set in advance. Students are expected to be prepared to contribute individually to these discussions. The list of topics is available at the beginning of the module.

These discussion topics are also the subject of the student presentations and of follow-up essays on the same topic.

Reference(s)

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

Grading and Evaluation

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

Other

Verbal feedback on presentations will be given in lectures immediately following the presentation. More detailed written feedback will then be provided by email.

Written feedback on essays will be provided by email.

Course number: (BA)MAN556E		
Name of Course	Credit	Name of Professor
Information Science A [M]	2 credits	Adams, Andrew Alexander
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>This course is provided as an online Media-based course (Real-time Delivery Type). Lectures will be delivered in Real-Time on the Zoom platform.</p> <p>1 : Introduction: Information, Technology and Business Organisation 2 : Key Ideas: Place, Network, Interaction, Leverage 3 : Technology 1: Database Theory 4 : Technology 2: Information, Data, Knowledge 5 : Technology 3: Knowledge Management Theory 6 : Security 1: Information Security Concepts 7 : Security 2: Internal Information Security Policies 8 : People 1: Data Protection 9 : People 2: The Individual and the Role 10 : Security 3: Communication Technology and Strategy 11 : Technology 4: Communication Tools 12 : People 3: International Team-Working 13 : Principles of HCI Design 14 : Conclusions: The Information Revolution and the Knowledge Economy</p>		
Prerequisites and Registration Requirements		
<p>The course will be given in English.</p> <p>Assessment will be via verbal presentation and written essay submission also in English. Advice on preparing presentations and writing essays is provided in written form at the beginning of the module.</p>		
Preparation and Review		
Textbook(s)		
<p>An extensive handout including pointers to expected reading (one book chapter, one academic article or up to three short online articles; and pointers to additional reading) for each week's topic is provided on the Oh-o! Meiji system at the beginning of the semester. Students are expected to have read the handout and the expected reading material before the session.</p>		

Some sessions will include one or more 5-10 minute student presentations at the beginning.

The lecturer will then present details on the issue of the week.

The final ten minutes of the session will be an open discussion on a topic set in advance. Students are expected to be prepared to contribute individually to these discussions. The list of topics is available at the beginning of the module.

These discussion topics are also the subject of the student presentations and of follow-up essays on the same topic.

Reference(s)

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

Grading and Evaluation

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

Other

Verbal feedback on presentations will be given in lectures immediately following the presentation. More detailed written feedback will then be provided by email.

Written feedback on essays will be provided by email.

Course number: (BA)MAN556E		
Name of Course	Credit	Name of Professor
Information Science B [M]	2 credits	Adams, Andrew Alexander
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>This course is provided as an online Media-based course (Real-time Delivery Type). Lectures will be delivered in Real-Time on the Zoom platform.</p> <p>1 : Introduction: Information, Technology and Business Organisation 2 : Key Ideas: Place, Network, Interaction, Leverage 3 : Technology 1: External Communications: From the Letter to the Web Order 4 : Technology 2: The Internet and the Web 5 : Technology 3: Interfaces 6 : Security 1: Information Security Concepts 7 : Security 2: External Information Security Policies 8 : People 1: Game Theory 9 : People 2: Competition 10 : People 3: Cooperation 11 : Security 3: Mashup Corporations 12 : Security 4: Legal Requirements on Information 13 : Security 5: Social Engineering Tricks and Counter-Measures 14 : People 5: Mobile HCI Design</p>		
Prerequisites and Registration Requirements		
<p>The course will be given in English.</p> <p>Assessment will be via verbal presentation and written essay submission also in English. Advice on preparing presentations and writing essays is provided in written form at the beginning of the module.</p>		
Preparation and Review		
Textbook(s)		
<p>An extensive handout including pointers to expected reading (one book chapter, one academic article or up to three short online articles; and pointers to additional reading) for each week's topic is provided on the Oh-o! Meiji system at the beginning of the semester. Students are expected to have read the handout and the expected reading material before the session.</p>		

Some sessions will include one or more 5-10 minute student presentations at the beginning.

The lecturer will then present details on the issue of the week.

The final ten minutes of the session will be an open discussion on a topic set in advance. Students are expected to be prepared to contribute individually to these discussions. The list of topics is available at the beginning of the module.

These discussion topics are also the subject of the student presentations and of follow-up essays on the same topic.

Reference(s)

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

Grading and Evaluation

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

Other

Verbal feedback on presentations will be given in lectures immediately following the presentation. More detailed written feedback will then be provided by email.

Written feedback on essays will be provided by email.

Course number: (BA)MAN556E		
Name of Course	Credit	Name of Professor
E Commerce A [M]	2 credits	Adams, Andrew Alexander
Course Summary and Objectives		
<p>ECommerce 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>This course is provided as an online Media-based course (Real-time Delivery Type). Lectures will be delivered in Real-Time on the Zoom platform.</p> <p>1 : Introduction to ECommerce 2 : Theories of ECommerce 3 : B2C Basics 4 : Infrastructure 1: Front Ends 5 : Infrastructure 2: Payment Systems 6 : Infrastructure 3: Fulfilment 7 : B2C Etail 8 : B2C Services 9 : Social Platforms and ECommerce 10 : C2C Basics 11 : Infrastructure 4: Reputation 12 : Case Study: Amazon 13 : Case Study: Rakuten 14 : Conclusions</p>		
Prerequisites and Registration Requirements		
<p>The course will be given in English.</p> <p>Assessment will be via verbal presentation and written essay submission also in English. Advice on preparing presentations and writing essays is provided in written form at the beginning of the module.</p>		
Preparation and Review		
<p style="text-align: center;">Textbook(s)</p>		
<p>An extensive handout including pointers to expected reading (one book chapter, one academic article or up to three short online articles; and pointers to additional reading) for each week's topic is provided on the Oh-o! Meiji system at the beginning of the semester. Students are expected to have read the handout and the expected reading material before the session.</p>		

Some sessions will include one or more 5-10 minute student presentations at the beginning.

The lecturer will then present details on the issue of the week.

The final ten minutes of the session will be an open discussion on a topic set in advance. Students are expected to be prepared to contribute individually to these discussions. The list of topics is available at the beginning of the module.

These discussion topics are also the subject of the student presentations and of follow-up essays on the same topic.

Reference(s)

E-commerce: Business Technology, Society (17th Edition). Laudon Traver. Pearson. 2021

Grading and Evaluation

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

Other

Verbal feedback on presentations will be given in lectures immediately following the presentation. More detailed written feedback will then be provided by email.

Written feedback on essays will be provided by email.

Course number: (BA)MAN556E		
Name of Course	Credit	Name of Professor
E Commerce B [M]	2 credits	Adams, Andrew Alexander
Course Summary and Objectives		
<p>ECommerce 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>This course is provided as an online Media-based course (Real-time Delivery Type). Lectures will be delivered in Real-Time on the Zoom platform.</p> <p>1 : Introduction to ECommerce 2 : Theories of ECommerce 3 : B2B Basics 4 : B2B Infrastructure 5 : B2B Fulfilment 6 : B2G Services 7 : B2B Case Study: Go2Paper 8 : B2B Case Study: Toyota Production System: Just in Time 9 : B2B Case Study: Shutterstock 10 : B2G Basics 11 : B2G Case Study: e-procurement and anti-corruption 12 : G2B Basics 13 : G2B Case Study: NIC Inc. 14 : Conclusions</p>		
Prerequisites and Registration Requirements		
<p>The course will be given in English.</p> <p>Assessment will be via verbal presentation and written essay submission also in English. Advice on preparing presentations and writing essays is provided in written form at the beginning of the module.</p>		
Preparation and Review		
<p style="text-align: center;">Textbook(s)</p>		
<p>An extensive handout including pointers to expected reading (one book chapter, one academic article or up to three short online articles; and pointers to additional reading) for each week's topic is provided on the Oh-o! Meiji system at the beginning of the semester. Students are expected to have read the handout and the expected reading material before the session.</p> <p>Some sessions will include one or more 5-10 minute student presentations at the beginning.</p>		

The lecturer will then present details on the issue of the week.

The final ten minutes of the session will be an open discussion on a topic set in advance. Students are expected to be prepared to contribute individually to these discussions. The list of topics is available at the beginning of the module.

These discussion topics are also the subject of the student presentations and of follow-up essays on the same topic.

Reference(s)

E-commerce: Business Technology, Society (17th Edition). Laudon & Traver. Pearson. 2021.

Grading and Evaluation

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

Other

Verbal feedback on presentations will be given in lectures immediately following the presentation. More detailed written feedback will then be provided by email.

Written feedback on essays will be provided by email.

Course number: (BA)MAN526E		
Name of Course	Credit	Name of Professor
Organizational Behavior A [M]	2 credits	Dassanayake Mudiyansele 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 holistic 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 concepts, principles, theories, 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. Consequently, this appreciation would enable them to view micro Organizational Behavior as the foundation for managing human resource (human resource management) in an organization.</p> <p>At the end of this course, learning partners will be able to:</p> <ol style="list-style-type: none"> define broadly concepts of individual and group behavior in organizations understand theories related to explaining individual and group behavior in organizations apply conceptual and theoretical knowledge to describe a wide array of behavioral phenomena occurring in real world organizations. <p>The learning environment this course will create may require and motivate learning partners to improve persistently their reading, listening, speaking, and writing skills in English by interacting with all others in the class with ambition and passion.</p>		
Course Contents		
<p>The mode of delivery of this course will be in the form of a media-based course. Thus, some sessions will be delivered in person (face-to-face). More details on this will be announced in the first class meeting.</p> <p>[i]The first class meeting of this course will be conducted online (by using Zoom Video-conferencing Technology)[/i].</p> <p>Session 1 The nature of human beings and human behavior in organizations: A cursory glance through fundamentals 1</p> <p>Session 2 The nature of human beings and human behavior in organizations: A cursory glance through fundamentals 2</p> <p>Session 3 Individual behavior, personality, and values</p> <p>Session 4 Perceiving ourselves and others in organizations</p> <p>Session 5 Workplace emotions, attitudes, and stress</p> <p>Session 6 Case study analysis 1: Oral presentations</p> <p>Session 7 Foundations of employee motivation</p> <p>Session 8 Case study analysis 2: Oral presentations</p> <p>Session 9 Team dynamics</p> <p>Session 10 Communicating in teams and organizations</p> <p>Session 11 Guest speaking (online) by a practicing manager from the industry ([i]tentative[/i]) [b]or[/b] a lecture on a relevant topic by the course facilitator ([i]alternative[/i])</p> <p>Session 12 Case study analysis 3: Oral presentations</p> <p>Session 13 Leadership in organizational settings</p> <p>Session 14 Case study analysis 4: Written assignment and oral presentations (and 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 considerably to offering this course by participating and engaging actively in classroom meetings.

Learning and teaching methods: Short lectures, interactive conversations, chapter reading-based presentations by learning partners, case study analysis and presentations by learning partners, and guest speaking by a practicing manager from the industry ([i]tentative[/i])

[b]Note[/b]: Chapter reading-based presentations and case study analysis and presentations in combination offers learning partners considerable opportunities for improving continuously their oral communication and public speaking skills with ambition and passion.

Preparation and Review

Textbook(s)

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

Reference(s)

[b]Course textbook[/b]:

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

Grading and Evaluation

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

Other

Learning partners will be provided with a constructive feedback on their multiple presentations (oral and written) made in the class during the particular class meeting itself. This response intends to positively reinforce their reflective learning wh

Course number: (BA)MAN526E		
Name of Course	Credit	Name of Professor
Strategic Management A [M]	2 credits	Dassanayake Mudiyanselage SAMAN
Course Summary and Objectives		
<p>This course, in the broadest sense, is about analyzing external and internal environments, strategy making, and strategy implementing in organizations operating in a competitive business environment. It aims to provide learning partners (students) with an overview of basic concepts, principles, tools, and related theories needed for understanding the process of analyzing environments for making business strategies and putting them into action.</p> <p>Furthermore, Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) that characterize collectively the nature of broader external environment has compelled business organizations and their strategic leaders to reflect broadly and deeply on what implications that extends for short-, medium-, and long-term profitability, growth, and survival of their organizations. The nature and scale of these implications vary across business organizations, so their resilience depends on, among others, choices these strategic 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 this "VUCA world".</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 them. <p>The learning environment this course will create may require and motivate learning partners to improve persistently their reading, listening, speaking, and writing skills in English by interacting with all others in the class whilst appreciating a friendly and relaxing ambience.</p>		
Course Contents		
<p>The mode of delivery of this course will be in the form of a media-based course. Thus, some sessions will be delivered in person (face-to-face). More details on this will be announced in the first class meeting.</p> <p>[i]The first class meeting of this course will be conducted online (by using Zoom Video-conferencing Technology)[/i].</p> <p>Session 1 What strategic management and the role of strategic leadership are all about: The nature and scope 1</p> <p>Session 2 What strategic management and the role of strategic leadership are all about: The nature and scope 2</p> <p>Session 3 External analysis: Industry structure, competitive forces, and strategic groups</p> <p>Session 4 Internal analysis: Resources, capabilities, and core competencies</p> <p>Session 5 Business strategy: Differentiation, cost leadership, innovation, entrepreneurship, and platforms</p> <p>Session 6 Corporate strategy: Vertical integration and diversification 1</p> <p>Session 7 Corporate strategy: Mergers and acquisitions 2</p> <p>Session 8 Analysis and presentation of minicase 1</p> <p>Session 9 Global strategy: Competing around the world</p> <p>Session 10 Analysis and presentation of minicase 2</p> <p>Session 11 Guest speaking (online) by a practicing manager from the industry ([i]tentative[/i]) [b]or[/b] a lecture on Blue ocean strategy by the course facilitator ([i]alternative[/i])</p>		

Session 12 Corporate governance and business ethics

Session 13 Case (full-length case) study analysis: Written assignment and oral presentations

Session 14 Reflections and course wrap up

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 always welcome to contributing significantly to offering this course by participating and engaging actively in classroom meetings.

Learning and teaching methods: Short lectures, interactive conversations, chapter reading-based presentations by learning partners, analysis and presentation of minicases (and a full-length case) by learning partners, and guest speaking by a practicing manager from the industry ([i]tentative[/i])

[b]Note[/b]: Chapter reading-based presentations and analysis and presentation of minicases (and a full-length case) in combination offers learning partners considerable opportunities for improving continuously their oral communication and public speaking skills with ambition and passion.

Preparation and Review

Textbook(s)

Each learning partner is required to read relevant chapters in the major course textbook as a preparatory exercise prior to attending each classroom meeting.

Reference(s)

[b]Course textbook[/b]:

Rothaermel, F. T. (2021). [i]Strategic management[/i] (5th ed.). McGraw-Hill Education.

[b]Additional reading[/b]:

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

Grading and Evaluation

Learning partners are motivated to read and associate with other relevant books (the latest edition available), journals on Strategic Management, business magazines, and web sites, to name a few, for broadening and deepening their knowledge and understanding. These journals need to be reputable ones which are indexed in Social Sciences Citation Index (SSCI).

Journals (suggestive): Strategic Management Journal, Harvard Business Review, Management Decision, MIT Sloan Management Review, California Management Review, Academy of Management Perspectives

Business magazines (suggestive): NIKKEI Asia, The Economist, Forbes

Web sites (suggestive): THE ASAN FORUM, EAST ASIA FORUM

Other

Learning partners will be provided with a constructive feedback on their multiple presentations (oral and written) made in the class during the particular class meeting itself. This response intends to positively reinforce their reflective learning wh

Course number: (BA)MAN526E		
Name of Course	Credit	Name of Professor
Strategic Management B [M]	2 credits	Dassanayake Mudiyanselage 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 execution in business organizations functioning in a competitive environment. Predominantly, the emphasis is given to discussing research-based literature, [i]i.e.[/i] journal articles, so learning partners can develop an in-depth understanding of the ongoing debates on topics of Strategic Management. The analysis and presentation of minicases and a full-length case will complement this.</p> <p>Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) that characterize collectively the nature of broader external environment has changed the competitive landscape of business organizations and the role carried out by their strategic leaders. Its implications for short-, medium-, and long-term profitability, growth, and survival of these organizations are worth studying in depth. Thus, this course also purports to build a platform for learning partners to discuss and understand issues of managing strategy in organizations in a "VUCA world".</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. <p>The learning environment of this course will motivate learning partners to interact with each other in the class whilst appreciating a friendly and relaxing ambience.</p>		
Course Contents		
<p>The mode of delivery of this course will be in the form of a media-based course. Thus, some sessions will be delivered in person (face-to-face). More details on this will be announced in the first class meeting.</p> <p>[i]The first class meeting of this course will be conducted online (by using Zoom Video-conferencing Technology)[/i].</p> <p>Session 1 What strategic management and the role of strategic leaders are all about: A cursory glance through fundamentals 1</p> <p>Session 2 What strategic management and the role of strategic leaders are all about: A cursory glance through fundamentals 2</p> <p>Session 3 Chapter reading-based discussion on a selected topic 1</p> <p>Session 4 Chapter reading-based discussion on a selected topic 2</p> <p>Session 5 Chapter reading-based discussion on a selected topic 3</p> <p>Session 6 Analysis and presentation of minicase 1</p> <p>Session 7 Reading and discussing a journal article 1</p> <p>Session 8 Reading and discussing a journal article 2</p>		

Session 9 Chapter reading-based discussion on a selected topic 4

Session 10 Reading and discussing a journal article 3

Session 11 Guest speaking (online) by a practicing manager from the industry ([i]tentative[/i]) [b]or[/b] a lecture on Blue ocean strategy by the course facilitator ([i]alternative[/i])

Session 12 Analysis and presentation of minicase 2

Session 13 Case study (full-length case) analysis: Written assignment and oral presentations

Session 14 Reflections and course wrap up

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 and engaging actively in classroom meetings.

Learning and teaching methods: Short lectures, interactive conversations, chapter reading-based discussions by learning partners, journal article reading-based presentations by learning partners, analysis and presentation of minicases and a full-length case by learning partners, and guest speaking by a practicing manager from the industry ([i]tentative[/i])

[b]Note[/b]: Chapter reading-based discussions, journal article-based presentations, and analysis and presentation of minicases and a full-length case in combination offers learning partners considerable opportunities for improving continuously their oral communication and public speaking skills with ambition and passion.

Preparation and Review

Textbook(s)

Course facilitator (lecturer) will communicate to learning partners during the first classroom meeting itself about minicases, full-length case, and journal articles chosen, so they will be able to prepare themselves well for respective discussions and presentations.

Reference(s)

[b]Course textbook[/b]:

Rothaermel, F. T. (2021). [i]Strategic management[/i] (5th ed.). McGraw-Hill Education.

[b]Additional reading[/b]:

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

Grading and Evaluation

Learning partners are motivated to read and associate with other relevant books (the latest edition available), journals on Strategic Management, business magazines, and web sites, to name a few, for broadening and deepening their knowledge and understanding. These journals need to be reputable ones which are indexed in Social Sciences Citation Index (SSCI).

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

Business magazines (suggestive): NIKKEI Asia, The Economist, Forbes

Web sites (suggestive): THE ASAN FORUM, EAST ASIA FORUM

Other

Learning partners will be provided with a constructive feedback on their multiple presentations (oral and written) made in the class during the particular class meeting itself. This response intends to positively reinforce their reflective learning wh

Course number: (BA)MAN566E		
Name of Course	Credit	Name of Professor
Global Business A [M]	2 credits	YUSOF SHA'RI MOHD
Course Summary and Objectives		
<p>This course will present the current issues relating to Global/International Business from economic, social and political perspective.</p> <p>Course Objectives:</p> <p>At end of course the student can be able :</p> <ol style="list-style-type: none"> 1. To appreciate the complexity of global business components, strategies, issues, and conditions 2. To determine global business issues for making decisions on internationalization of business. 2. To apply business management tools and techniques in global business environment affecting foreign trade and investment. 		
Course Contents		
<p>[b]THIS COURSE IS PROVIDED AS AN ONLINE MEDIA-BASED (REAL TIME DELIVERY TYPE) [/b]</p> <ol style="list-style-type: none"> 1. Overview of International Business 1 2. Overview of International Business 2 3. Global Market Places and Business Centers 4. Case Study 1 5. Legal Technological and Political Forces 6. Role of Culture in Global Business 7. Ethics and Social Responsibility 8. International Trade and Investment 9. Case Study 2 10. Monetary System and Balance of Payments 11. Foreign Exchange and International Financial Markets 12. Formulation of National Trade Policies 13. International Cooperation Among Nations 14. Review and Presentation of Project 		
Prerequisites and Registration Requirements		
<p>This course is conducted in English. The course content may change according to the needs.</p>		
Preparation and Review		
<p></p>		
Textbook(s)		
<p>Students are required to read the material before classes. Class discussions and cases study will be used to improve understanding.</p>		
Reference(s)		
<ol style="list-style-type: none"> 1. Pearson Education, Ricky W. Griffin, Micheal W. Pustay, International Business - A Managerial Perspective 9th edition 2020 		
Grading and Evaluation		
<ol style="list-style-type: none"> 1. Charles W.L. Hill and G. Thomas Hult, (2020), International Business - Competing in Global Marketplace, 9th edition, Mc Graw Hill 		

2. Relevant Journals and Conference papers in Global/International Business in Web of Science / SCOPUS

Other

During class and comments given in Oh-o! Meiji.

Course number: (BA)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>1 : Introduction/Research Design 2 : The post-World War II: Economic Expansion of Japan 3 : Era of High-speed Economic Growth 4 : Bubble Economy Burst 5 : After Bubble Economy Burst and Management Style 6 : Japanese Socioeconomic Condition 2000-2010 7 : Japanese Socioeconomic Condition at the Present Time 8 : Introduction of Case Study 1: Japanese Central Economic Policy 9 : Introduction of Case Study 2: Japanese Local Economic Policy 10 : Introduction of Case Study 3: Japanese Culture and Management 11 : Introduction of Case Study 4: Local Industry (Shopping Street) 12 : Introduction of Case Study 5: Small and Medium-Size Enterprises 13 : Introduction of Case Study 6: Global Partnership 14 : 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		
Textbook(s)		
<p>Students should develop an effective resume that can be utilized for your next class and give students who take this course an resume of your report.</p>		
Reference(s)		
<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>		
Grading and Evaluation		
<p>Bucknall, Kevin B. (2006) Japan: Doing Business in a Unique Culture, Boson Books</p>		
Other		
<p>At the end of the semester, students are required to write a report on what they are interested in based on what they have studied in this class.</p>		

Course number: (BA)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>1 : Introduction/Research Design 2 : Inside the Japanese Market 1: Structure of Japanese Market and Policy 3 : Inside the Japanese Market 2: Structure of Japanese Market and Industry 4 : Japanese Private Company and Culture 1: Business Culture 5 : Japanese Private Company and Culture 2: Organizational Culture 6 : Japanese Public Management and Culture 1: Structure of Japanese Government and Management 7 : Japanese Public Management and Culture 2: Public Management and Policy 8 : Introduction of Case Study 1: Small and Medium-Size Enterprises 9 : Introduction of Case Study 2: Large Corporation 10 : Introduction of Case Study 3: Comparative Study, US and Japan 11 : Introduction of Case Study 4: Comparative Study, UK and Japan 12 : Introduction of Case Study 5: Traditional Culture 13 : Introduction of Case Study 6: History and Culture 14 : 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		
Textbook(s)		
<p>Students should develop an effective resume that can be utilized for your next class and give students who take this course an resume of your report.</p>		
Reference(s)		
<p>Ivancevich, John M. Robert, Konopaske, Matteson, Michale T. (2011) [i]Organizational Behavior and Management[/i], McGraw-Hill: Irwin</p>		
Grading and Evaluation		
<p>Bucknall, Kevin B. (2006) [i]Japan: Doing Business in a Unique Culture[/i], Boson Books Morgan, J. Jeffrey and Morgan, James C. (1991) [i]Cracking The Japanese Market[/i], A Division of Macmillan, Inc.</p>		
Other		
<p>At the end of the semester, students are required to write a report on what they are interested in based on what they have</p>		

studied in this class.

Course number: (BA)ACC536E		
Name of Course	Credit	Name of Professor
Advanced Financial Accounting A [M]	2 credits	NAKASHIMA, Masumi
Course Summary and Objectives		
<p>Forensic accounting is an accounting technique that assists companies in resolving disputes by investigating, calculating, analyzing, and reporting financial data before and after the dispute is brought to court. With the recent increase in litigation in organizations, more accounting expertise and credibility is required to calculate the amount of damage, etc. Forensic accountants investigate general accounting irregularities, whether civil or criminal, conduct investigations from a third-party perspective, and submit an investigation report after the investigation. If the subject of the investigation leads to litigation, the forensic accountant may testify in court as a witness. In addition, the forensic accountant learns how to speak persuasively in court as a key witness in a case and learns the relevant techniques in court.</p>		
Course Contents		
<p>Class 1 : Guidance: Basics of Accounting, Financial Statements of For-Profit Corporations (Media Class Realtime Live) Class 2 : Financial Statements of Public Accounting and Nonprofit Corporation Accounting (Media Class Realtime Live) Class 3 : Financial Statement Fraud in Commercial Enterprises (Media Class Realtime Live) Class 4: Accounting Fraud Detection Techniques (Financial Statement Data and Textual Information) (Media Class Realtime Live) Class 5 : History and Survey of Forensic Accounting in the U.S. (Media Class Realtime Live) Class 6 : IT Audit Systems (Media Class Realtime Live) Class 7: Accounting Books and Transaction Documents (Media Class Realtime Live) Class 8 : Investigation and Disclosure of Fraud (Media Class Realtime Live) Class9 : Management's Responsibility for Fraud Prevention and Response (Media Class Realtime Live) Class 10 :Prior Period Adjustments, Correction Reports and Shareholders' Meetings (Media Class Realtime Live) Class 11: Design of Procedures for Investigating Accounting Fraud and Forensic Work (Media Class Realtime Live) Class 12 :Digital Forensics (Media Class Realtime Live) Class 13:Accounting Fraud Detection Methodology (Machine Learning) (Media Class Realtime Live) Class 14: Summary (Media Class Realtime Live)</p>		
Prerequisites and Registration Requirements		
N/A		
Preparation and Review		
Textbook(s)		
Please read the content of each chapter before the class following the syllabus. After lecture, please work on the assignments for each chapter as the review.		
Reference(s)		
Forensic Accounting by Masumi Nakashima and Tomohiro Katayama, 2023.		
Grading and Evaluation		
Other		
Assignments are conducted in class as part of active learning, so feedback are given in class or via email at a later date.		

Course number: (BA)ACC536E		
Name of Course	Credit	Name of Professor
Advanced Financial Accounting B [M]	2 credits	NAKASHIMA, Masumi
Course Summary and Objectives		
<p>Forensic accounting is an accounting technique that assists companies in resolving disputes by investigating, calculating, analyzing, and reporting financial data before and after the dispute is brought to court. With the recent increase in litigation in organizations, more accounting expertise and credibility is required to calculate the amount of damage, etc. Forensic accountants investigate general accounting irregularities, whether civil or criminal, conduct investigations from a third-party perspective, and submit an investigation report after the investigation. If the subject of the investigation leads to litigation, the forensic accountant may testify in court as a witness. In addition, the forensic accountant learns how to speak persuasively in court as a key witness in a case and learns the relevant techniques in court.</p>		
Course Contents		
<p>Class 1: Guidance: Litigation Services (Media Class Realtime Live) Class 2 :Civil Liability (Media Class Realtime Live) Class 3: Overview of Litigation System (Litigation, Non-Litigation, Mediation) (Media Class Realtime Live) Class 4: Subject of Proof (Media Class Realtime Live) Class 5 :Criminal Liability and Other Responsibilities (Media Class Realtime Live) Class 6: Rules of Evidence 1 (Free-Mindedness Principle, Rules of Admissibility) (Media Class Realtime Live) Class 7:Rules of Evidence 2 (Empirical and Fact-Finding Rules) (Media Class Realtime Live) Class 8: Matters Specific to Accounting Fraud (Media Class Realtime Live) Class 9: Collection and Application of Evidence (Media Class Realtime Live) Class 10: Accountant’s Involvement in Litigation (Media Class Realtime Live) Class 11: Overview of damages (Media Class Realtime Live) Class 12: Business Damage 1 (Media Class Realtime Live) Class13: Business Damage 2 (Media Class Realtime Live) Class 14: Summary (Media Class Realtime Live) (Media Class Realtime Live)</p>		
Prerequisites and Registration Requirements		
N/A		
Preparation and Review		
Textbook(s)		
Please read the content of each chapter following the syllabus. After class please work on the assignment for each chapter as a review.		
Reference(s)		
Forensic Accounting by Masumi Nakashima and Tomohiro Katayama, 2024		
Grading and Evaluation		
N/A		
Other		
Assignments are conducted in class as part of active learning, so feedback are given in class or via email at a later date.		

Course number: (BA)ACC536E		
Name of Course	Credit	Name of Professor
Financial Statement Analysis A [M]	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 (Media Class Realtime Live)</p> <p>Class 2 : Strategic Analysis (Media Class Realtime Live)</p> <p>Class 3 : Database Learning (1) (Media Class Realtime Live)</p> <p>Class 4 : Database Learning (2) (Media Class Realtime Live)</p> <p>Class 5 : Accounting Analysis (1) (Media Class Realtime Live)</p> <p>Class 6 : Accounting Analysis (2) (Media Class Realtime Live)</p> <p>Class 7 : Financial Analysis: Ratio Analysis (Media Class Realtime Live)</p> <p>Class 8 : Financial Analysis: Cash Flow Analysis (Media Class Realtime Live)</p> <p>Class 9 : Prospective Analysis: Forecasting (Media Class Realtime Live)</p> <p>Class 10 : Prospective Analysis: Valuation Theory and Concepts (Media Class Realtime Live)</p> <p>Class 11 : Earnings quality: Accruals Management (Media Class Realtime Live)</p> <p>Class 12 : Earnings quality: Real Management (Media Class Realtime Live)</p> <p>Class 13 : Paper Presentation (1) (Media Class Realtime Live)</p> <p>Class 14 : Paper Presentation (2) (Media Class Realtime Live)</p>		
Prerequisites and Registration Requirements		
<p>Since every class proceeds using Power Point Slides.</p>		
Preparation and Review		
Textbook(s)		
<p>Please read the content of each chapter following the syllabus. After class, please work on the assignments for each chapter as a review.</p>		
Reference(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).</p> <p>Earnings Management and Earnings Quality: Evidence from Japan, Masumi Nakashima, 2015, Hakuto Shobo Publishing (ISBN: 9784561362104)</p>		
Grading and Evaluation		
<p>N/A</p>		
Other		
<p>Assignments are conducted in class as part of active learning, so feedback are given in class or via email at a later date.</p>		

Course number: (BA)ACC536E		
Name of Course	Credit	Name of Professor
Financial Statement Analysis B [M]	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 (Media Class Realtime Live) Class 2 : Database Learning (1) (Media Class Realtime Live) Class 3 : Database Learning (2) (Media Class Realtime Live) Class 4 : Equity Security Analysis (Media Class Realtime Live) Class 5 : Credit Analysis and Distress Prediction (1) (Media Class Realtime Live) Class 6 : Credit Analysis and Distress Prediction (2) (Media Class Realtime Live) Class 7 : Merger and Acquisitions (1) (Media Class Realtime Live) Class 8 : Merger and Acquisitions (2) (Media Class Realtime Live) Class 9 : Communication and Governance (1) (Media Class Realtime Live) Class 10 : Communication and Governance (2) (Media Class Realtime Live) Class 11 : Case Study (1) (Media Class Realtime Live) Class 12 : Case Study (2) (Media Class Realtime Live) Class 13 : Paper Presentation (1) (Media Class Realtime Live) Class 14 : Paper Presentation (2) (Media Class Realtime Live)</p>		
Prerequisites and Registration Requirements		
<p>Since every class proceeds using Power Point Slides.</p>		
Preparation and Review		
Textbook(s)		
<p>Please read the content of each chapter following the syllabus. After class, please work on the assignment for each chapter as a review.</p>		
Reference(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).</p> <p>Earnings Management and Earnings Quality: Evidence from Japan, Masumi Nakashima, 2015, Hakuto Shobo Publishing (ISBN: 9784561362104)</p>		
Grading and Evaluation		
<p>N/A</p>		
Other		
<p>Assignments are conducted in class as part of active learning, so feedback are given in class or via email at a later date.</p>		

Course number: (BA)MAN566E		
Name of Course	Credit	Name of Professor
International Marketing A [M]	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>***Please note that this course is provided as an online Media-based course. All the courses will be delivered via Zoom and students are required to attend the class every week.***</p> <p>Session 1 Introduction of the module Preview: syllabus</p> <p>Session 2 Globalization Preview: Chapter 1. Review: Chapter 1.</p> <p>Session 3 Economic Environment Preview: Chapter 2. Review: Chapter 2.</p> <p>Session 4 Financial Environment Preview: Chapter 3. Review: Chapter 3.</p> <p>Session 5 Global Cultural Environment and Buying Behavior I Preview: Chapter 4.</p>		

Review: Preparing for Individual Presentation

Session 6 Global Cultural Environment and Buying Behavior II

Preview: Chapter 4.

Review: Prepare for Individual Presentation

Session 7 Political and Legal Environment

Preview: Chapter 5.

Review: Chapter 5

Session 8 Mid-term Presentation

Session 9 Global Segmentation and Positioning

Preview: Chapter 7.

Review: Chapter 7.

Session 10 Global Marketing Strategies

Preview: Chapter 8.

Session 11 Global Market Entry Strategies

Preview: Chapter 9.

Review: Chapter 9.

Session 12 Case Study

Preview: Case

Review: Assignment

Session 13 Case Study

Preview: Case

Review: Assignment

Session 14 Final Presentation

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

Textbook(s)

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.

Reference(s)

Kotabe, Masaaki and Helsen, Kristiaan (2023), Global Marketing Management, 9th Edition, New York: John Wiley and Sons.

*Students are able to download the ebook from our library.

Grading and Evaluation

1. 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>)

2. 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/>)
3. 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.
4. 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>
5. 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>)
6. V. Kumar (2014), "Understanding Cultural Differences in Innovation: A Conceptual Framework and Future Research Directions," Journal of International Marketing, 22(3), pp. 1-29.
7. 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>
8. 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>)
9. 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

Other

Feedback will be provided via a verbal or written form. Students may be expected to have a face-to-face meeting after class.

Course number: (BA)MAN566E		
Name of Course	Credit	Name of Professor
International Marketing B [M]	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>***Please note that this course is provided as an online Media-based course. All the courses will be delivered via Zoom and students are required to attend the class every week.***</p> <p>Session 1 Global Marketing Strategy Preview: Mini case</p> <p>Session 2 Global Market Entry Strategies Preview: Chapter 9.</p> <p>Session 3 Case Study Preview: Case Review: Assignment</p> <p>Session 4 Global Product Policy Decisions Preview: Chapter 10. Review: Chapter 10.</p> <p>Session 5 Global Pricing Preview: Chapter 12. Review: Chapter 12.</p> <p>Session 6 Case Study</p>		

Preview: Case

Review: Assignment

Session 7 Communicating with the World Consumer

Preview: Chapter 13.

Review: Preparing for Individual Presentation

Session 8 Mid-term Presentation

Session 9 Global Logistics and Distribution

Preview: Data collection: Ever Given

Review: Chapter 15.

Session 10 Individual Presentation

Session 11 Export/Import Management

Preview: Incoterms 2010

Review: Chapter 16.

Session 12 Planning Organization, and Control of Global Marketing Operations

Preview: Chapter 17.

Review: Chapter 17.

Session 13 Marketing in Emerging Markets

Preview: Chapter 18.

Review: Chapter 18.

Session 14 Global Marketing and the Internet

Preview: Chapter 19.

Review: Chapter 19.

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

Textbook(s)

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.

Reference(s)

Kotabe, Masaaki and Helsen, Kristiaan (2023), Global Marketing Management, 9th Edition, New York: John Wiley and Sons.

Grading and Evaluation

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](https://eclass.aueb.gr/modules/document/file.php/ME231/Books/C.%20Samuel%20Craig,%20Susan%20P.%20Douglas%20International%20Marketing%20Research.pdf))
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)

3. Kale, Sudhir H. (1995), "Grouping Euroconsumers: A Culture-Based Clustering Approach," Journal of International Marketing, 3(3), pp. 35-48

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.

5. The Global Marketing Handbook (Available at <http://read.prlt.com/percolate-global-marketing-strategy-handbook.pdf>)

6. Lasserre, Philippe (1995), "Corporate Strategies for the Asia Pacific Region," Long Range Planning, 28(1), pp. 18-30.

7. Schutte, Hellmut (1995), "Henkel's Strategy for Asia Pacific," Long Range Planning, 28(1), pp. 95-103.

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.

Other

Feedback will be provide in either a verbal or written form.

Course number: (BA)MAN566E		
Name of Course	Credit	Name of Professor
Service Marketing A [M]	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>***Please note that this course is provided as an online Media-based course. All the courses will be delivered via Zoom and students are required to attend the class every week.***</p> <p>Session 1 Introduction of the module Preview: syllabus</p> <p>Session 2 Introduction to Services Preview: Chapter 1. Review: Chapter 1.</p> <p>Session 3 The Gap Model of Service Quality I Preview: Chapter 2. Review: Chapter 2.</p> <p>Session 4 The Gap Model of Service Quality II Preview: Chapter 2.</p> <p>Session 5 Customer Expectations of Service Preview: Chapter 3.</p>		

Review: Chapter 3.

Session 6 Case Study

Preview: Case

Review: Assignment

Session 7 Customer Perception of Service

Preview: Chapter 4.

Review: Chapter 4.

Session 8 Listening to Customers through Research

Preview: Chapter 5.

Session 9 Individual Presentation

Session 10 Build Customer Relationships

Preview: Chapter 6.

Review: Chapter 6.

Session 11 Case Study

Preview: Case

Review: Assignment

Session 12 Service Recovery

Preview: Chapter 7.

Review: Chapter 7.

Session 13 Case Study

Preview: Case

Review: Assignment

Session 14 Wrap-up and Quiz

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

Textbook(s)

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.

Reference(s)

Zeithaml, Valarie A., Bitner Mary Jo and Gremler, Dwayne D. (2023), *Services Marketing: Integrating Customer Focus Across the Firm*, 8th Edition, McGraw-Hill.

Grading and Evaluation

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.

Other

Feedback will be provide in either a verbal or written form.

Course number: (BA)MAN566E		
Name of Course	Credit	Name of Professor
Service Marketing B [M]	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>***Please note that this course is provided as an online Media-based course. All the courses will be delivered via Zoom and students are required to attend the class every week.***</p> <p>Session 1 Introduction of the module Preview: syllabus</p> <p>Session 2 Case Study Preview: Case Review: Assignment</p> <p>Session 3 Service Innovation and Design Preview: Chapter 8. Review: Chapter 8.</p> <p>Session 4 Customer-Defined Service Standards Preview: Chapter 9. Review: Chapter 9.</p> <p>Session 5 Physical Evidence and the Servicescape</p>		

Preview: Chapter 10.

Review: Chapter 10.

Session 6 Employees' Role in Service Delivery

Preview: Chapter 11.

Review: Chapter 11.

Session 7 Customers' Role in Service Delivery

Preview: Chapter 12.

Review: Chapter 12.

Session 8 Delivering Service Through Intermediaries and Electronic Channels

Preview: Handouts

Session 9 Managing Demand and Capacity

Preview: Chapter 13.

Review: Chapter 13.

Session 10 Integrated Services Marketing Communications

Preview: Chapter 14.

Review: Chapter 14.

Session 11 Pricing of Services

Preview: Chapter 15.

Review: Chapter 15.

Session 12 The Financial and Economic Impact of Service

Preview: Chapter 16.

Review: Chapter 16.

Session 13 Case Study

Preview: Case

Review: Assignment

Session 14 Wrap-up and Final Evaluation

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

Textbook(s)

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.

Reference(s)

Zeithaml, Valarie A., Bitner Mary Jo and Gremler, Dwayne D. (2023), Services Marketing: Integrating Customer Focus Across the Firm, 8th Edition, McGraw-Hill.

Grading and Evaluation

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.

Other

Feedback will be provided in either a verbal or written form.

Course number: (BA)MAN561E

Name of Course

Credit

Name of Professor

Transnational Management A

2 credits

SUMI, Atsushi

Course Summary and Objectives

Outline:

The globalization of a nation's socio-economy exerts significant influence on corporations. A prominent characteristics of this phenomenon is the rise in cross-border trade and foreign direct investment. This trend is particularly evident in the recent strategic shift of many corporations. Previously focused on export-oriented, multi-domestic strategies targeting the internationalization of selected divisions, these corporations are now adopting a more globalized approach. This strategy emphasizes establishing profit centers worldwide.

The complexity of global competition has increased, driven by the emergence of newly industrialized nations, such as the BRICs, alongside a growing focus on regionalization and regional economic alliances. These developments require corporations to adapt their managerial practices to navigate turbulent global environments effectively. In response to the shifting dynamics of today's international political economy, Japanese corporations face the imperative to develop international human resources capable of addressing pressing global challenges. In contrast, foreign-affiliated companies in Japan have been recognized for their success in localizing their management practices.

This course addresses these emerging challenges and issues in international management. It provides a comprehensive perspective on the subject, with a focus on theories of international management at a level beyond that of undergraduate studies. The course will feature English lectures and student presentations to enhance engagement and understanding.

Objectives:

Through the use of the English as a medium of instruction, students will develop a comprehensive understanding of globalization, international environments, and their impact on companies operating abroad. This course aims to equip students with the knowledge and skills necessary to navigate the complexities of global business effectively.

Course Contents

Course Outline

1. Introduction

- 1a. Course Introduction
- 1b. What is International Management?

2. Globalization

- 2. Globalization I
- 3a. Globalization II
- 3b. Discussion

3. National Differences in Political Economy

- 4-5. National Differences in Political Economy I
- 6a. National Differences in Political Economy II
- 6b. Discussion

4. Political Economy and Economic Development

- 7. Political Economy and Economic Development I
- 8a. Political Economy and Economic Development II
- 8b. Discussion

5. Cultural Differences

- 9-11. Differences in Culture I
- 12a. Differences in Culture II
- 12b. Discussion

6. Ethics, Corporate Social Responsibility, and Sustainability

- 13. Ethics, Corporate Social Responsibility, and Sustainability I
- 14. Ethics, Corporate Social Responsibility, and Sustainability II

Prerequisites and Registration Requirements

Enrollment Requirements:

Students interested in enrolling in this course must attend the first class, which covers the course introduction. A TOEIC score of approximately 730 is recommended for registration.

Preparation and Review

Textbook(s)

Course Delivery:

The course facilitator (lecturer) intends to deliver this course primarily through face-to-face (in-person) classes. However, all participants are advised to regularly check the Oh-o! Meiji System for updates regarding any changes in instructional delivery, as mandated by the university for all schools and graduate programs.

Reference(s)

Course Textbook:

International Business: Competing in the Global Marketplace (14th Edition, 2022) by Charles W. L. Hill, McGraw-Hill Education.

- ISBN-13: 978-1265038540

Students can access this textbook online via the ProQuest Ebook Central platform provided by the Meiji University library. To do so, they must use their Meiji University ID number and password.

Grading and Evaluation

Additional Materials:

Supplementary materials will be introduced in class as needed.

Other

Communication:

The course facilitator will communicate with students via email regarding class presentations, paper topics, and the evaluation of research papers.

Course number: (BA)MAN561E

Name of Course

Credit

Name of Professor

Transnational Management B

2 credits

SUMI, Atsushi

Course Summary and Objectives

Outline:

The globalization of a nation's socio-economy exerts significant influence on corporations. A prominent characteristic of this phenomenon is the rise in cross-border trade and foreign direct investment. This trend is particularly evident in the recent strategic shift of many corporations. Previously focused on export-oriented, multi-domestic strategies targeting the internationalization of selected divisions, these corporations are now adopting a more globalized approach. This strategy emphasizes establishing profit centers worldwide.

The complexity of global competition has increased, driven by the emergence of newly industrialized nations, such as the BRICs, alongside a growing focus on regionalization and regional economic alliances. These developments require corporations to adapt their managerial practices to navigate turbulent global environments effectively. In response to the shifting dynamics of today's international political economy, Japanese corporations face the imperative to develop international human resources capable of addressing pressing global challenges. In contrast, foreign-affiliated companies in Japan have been recognized for their success in localizing management practices.

This course addresses these emerging challenges and issues in international management. It provides a comprehensive perspective on the subject, with a focus on theories of international management at a level beyond that of undergraduate studies. The course will feature English lectures and student presentations to enhance engagement and understanding. Objectives:

Using the English language, students will gain a solid understanding of the fundamental theoretical issues in International Business.

Course Contents

Course Outline

1. Introduction

- 1a. Introduction
- 1b. What is International Management?

2. Foreign Direct Investment

- 2. Foreign Direct Investment

3. The Strategy of International Business

- 3-4. The Strategy of International Business
- 5a. The Strategy of International Business

- 5b. Discussion

4. Entering Foreign Markets

- 6. Entering Foreign Markets
- 7a. Entering Foreign Markets
- 7b. Discussion

5. Global Production, Outsourcing, and Logistics

- 8. Global Production, Outsourcing, and Logistics
- 9a. Global Production, Outsourcing, and Logistics
- 9b. Discussion

6. Global Marketing and R&D

- 10. Global Marketing and R&D

7. Global Human Resource Management

- 11-12. Global Human Resource Management

8. Individual Presentations

- 13. Individual Presentation (1)
- 14. Individual Presentation (2)

Prerequisites and Registration Requirements

Enrollment Requirements:

Students interested in enrolling in this course must attend the first class, which covers the course introduction. A TOEIC score of approximately 730 is recommended for registration.

Preparation and Review

Textbook(s)

Course Delivery:

The course facilitator (lecturer) intends to deliver this course primarily through face-to-face (in-person) classes. However, all participants are advised to regularly check the Oh-o! Meiji System for updates regarding any changes in instructional delivery, as mandated by the university for all schools and graduate programs.

Reference(s)

Course Textbook:

International Business: Competing in the Global Marketplace (14th Edition, 2022) by Charles W. L. Hill, McGraw-Hill Education.

- ISBN-13: 978-1265038540

Students can access this textbook online via the ProQuest Ebook Central platform provided by the Meiji University library. To do so, they must use their Meiji University ID number and password.

Grading and Evaluation

Additional Materials:

Supplementary materials will be introduced in class as needed.

Other

Communication:

The course facilitator will communicate with students via email regarding class presentations, paper topics, and the evaluation of research papers.

Course number: (GS)ECN511E

Name of Course

Credit

Name of Professor

Economics A

2 credits

KATO RAY RYUTA

Course Summary and Objectives

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.

Course Contents

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

Prerequisites and Registration Requirements

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.

Preparation and Review

Textbook(s)

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.

Reference(s)

Nicholson, Walter, and Christopher Snyder (2015), *Intermediate Microeconomics and Its Application*, 12th Edition, Cengage
ISBN-13: 9781133189022 | ISBN-10: 1133189024

Grading and Evaluation

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

Other

Answers or an example of answers is uploaded so that students can download it. Comments are given back to students who submitted.

Course number: (GS)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 ?</p> <p>2nd Data on macroeconomics GDP, inflation and unemployment</p> <p>3rd Mathematical tools Differentiation</p> <p>4th Mathematical tools Applications to macroeconomics</p> <p>5th Economic Growth I Growth Accounting and Solow Model I</p> <p>6th Economic Growth II Solow Model II</p> <p>7th Economic Growth III Endogenous Growth Model</p> <p>8th Macroeconomics without Microeconomic Foundations I What is the IS-LM model ?</p> <p>9th Macroeconomics without Microeconomic Foundations II Extensions of the IS-LM model</p> <p>10th Market, Prices, Supply and Demand Optimal Decision and Markets</p>		

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

Prerequisites and Registration Requirements

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.

Preparation and Review

Textbook(s)

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.

Reference(s)

Barro, Robert J., Angus C. Chu, and Guido Cozzi (2017), Intermediate Macroeconomics, 1st Edition, Cengage
ISBN-13: 9781473725096 | ISBN-10: 1473725097

Grading and Evaluation

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

Other

Answers or an example of answers is uploaded so that students can download it. Comments are given back to students who submitted.

Course number: (GS)ECN558E		
Name of Course	Credit	Name of Professor
Public Governance and Management	2 credits	TANAKA HIDEAKI
Course Summary and Objectives		
<p>This course is intended to provide a framework for thinking about how governments can strengthen public governance and attain sound fiscal performance and to give guidance on the key elements of them, in particular 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 and improving government finances actually.</p> <p>The first part (class No.1-2) introduces the framework of public financial management. The second part (class No.3-12) discusses specific issues on financial management, budgeting and accounting. The last part (class No.13-14) covers wider issues of public sector reform. Those who take this course will be invited for a field trip to local areas in Japan, which aims to learn economic, social and regional developments in Japan.</p>		
Course Contents		
<p>1 Introduction Objective and outline of course, Scope of government, Public financial management, budget and political institutions</p> <p>2 Political economy of public finance and budget system Nature and problems of government finance including common pool problem, Budget and fiscal institutions, political institutions and electoral system, Determination of deficit and debt, Legal framework of budget, Budget systems, coverage and classification of budget, Budget process, cash management</p> <p>3 Evaluation and performance Theories of evaluation and performance measurement, Logic model and short exercise, Strategic plan and management</p> <p>4 Evaluation and performance Theories of evaluation and performance measurement, Logic model and short exercise, Strategic plan and management</p> <p>5 Evaluation and performance Theories of evaluation and performance measurement, Logic model and short exercise, Strategic plan and management</p> <p>6 Performance budgeting</p>		

Theories and practices of performance budgeting How to link evaluation and resource allocation

7

State own enterprise and privatization

Nature and classification of goods and services,Pros and Cons of SOE and Government corporations,Development of privatization

8

Agency, outsourcing and PFI/PPP

Unbundle of government services, Alternatives to provide public services, Private Finance Initiative (PFI) / Public Private Partnership (PPP)

9

Procurement and corruption

Some countries have been reforming procurement system in terms of VFM. Privatization and decentralization are likely to cause corruption, so the importance of protecting public money should be strengthened.

10

Public sector accounting and audit

Role of accounting, budgetary accounting and financial accounting, Activity-based cost management Accounting system and standard, cash and accrual accounting

11

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

12

Medium-term fiscal framework

How to manage medium-term fiscal framework (MTFF)

13

New public management and public sector governance

Theories and ideas of NPM, pros and cons of NPM, Understanding public administration and civil service system, Relevance of other countries' reform to your countries, Public governance and accountability

14

Conclusion

Summary and conclusion of the course

Prerequisites and Registration Requirements

Preparation and Review

Textbook(s)

Each class is basically organized as follows.

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.

Reference(s)
No textbook, but the list of references is provided at the first class.
Grading and Evaluation
<p>The list of references is provided at the first class, which includes the following as general references;</p> <p>Richard Allen, Richard Hemming and Barry H. Potter, 2013, <i>The International Handbook of Public Financial Management</i>, Palgrave Macmillan</p> <p>Salvatore Schiavo-Campo, 2017, <i>Government Budgeting and Expenditure Management: Principles and International Practice</i>, Routledge</p> <p>OECD, 2019, <i>Budgeting and Public Expenditures in OECD Countries 2019</i></p> <p>OECD, 2019, <i>Government at a Glance Southeast Asia</i></p> <p>IMF, 2022, <i>PIMA Handbook: Public Investment Management Assessment</i></p>
Other
The lecture explains how to write a term paper about one month before the final class. If a student writes an outline of his or her term paper, suggestions and advices on it are provided. Comments on a term paper is also provided by the beginning of the n

Course number: (GS)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 Sector can be a major driving force for economic growth and poverty alleviation. Private investment, Foreign Direct Investment (FDI) in particular, can bring advanced technology, management skills and efficiency as well as generate employment. In this regard, most countries are competing each other to attract more FDI in their own territories. Therefore, [u]the critical challenge for most countries is how to attract more valuable investment by facilitating better 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 investments by discussing theories and practices of good practice cases in all over the world.[/u] However, the course will focus more on cases of 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 and private sector's roles to achieve SDGs. The second part will examine key 10 issues on investment climate such as entrepreneurship, financial access and Public Private Partnership and make startup ideation exercise by group. 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〉</p> <p>Course Overview : Why private sector development?</p> <p>In this first class, students will be introduced course overview.</p> <p>〈The 2nd Class〉</p> <p>SDGs and Private Sector</p> <ul style="list-style-type: none"> • What are SDGs? • How can private sector contribute achieving SDGs? <p>〈The 3rd Class〉</p> <p>Key Issue (1) : Entrepreneurship (Startup Ecosystem)</p> <ul style="list-style-type: none"> • Benefits of Entrepreneurship • Regulatory issues • Case Study <p>〈The 4th Class〉</p> <p>Key Issue (2) : FDI Theory and Promotion</p> <ul style="list-style-type: none"> • FDI theories: Why firms invest abroad? • Why business linkage needed? • Importance of SMEs • Case Study <p>〈The 5th Class〉</p> <p>Key Issue (3) : Financial Access</p> <ul style="list-style-type: none"> • Financial access cost • Regulatory issues 		

- Case Study

〈The 6th Class〉

Key Issue (4) : Special Economic Zones (SEZs)

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

〈The 7th Class〉

Key Issue (5) : Public Privat Partnership (PPP)

- Key infrastructure development
- Concept of PPP
- Case Study

〈The 8th Class〉 :

Key Issue (6) Startup Ideation Exercise (1)

- Problem identification and analysis
- Alternative solutions
- SWOT analysis
- Market analysis

〈The 9th Class〉

Key Issue (7) Startup Ideation Exercise (2)

- Formulation of business models
- Presentation by group

〈The 10th Class〉

Key Issue (8) : Sustainable Tourism

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

〈The 11th Class〉

Key Issue (9) : Job Market

- Why job matters?
- Important issues of job market
- Case Study

〈The 12th Class〉

Key Issue (10) : PSD in Environmental Sector

- Why renewable energy and green finance matters?
- Prototype of green finance
- Case Study

〈The 13th Class〉

Key Issue (11) : PSD in Governance (Business and Human Rights)

- Historical background of business and human rights
- Case Study

〈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

Textbook(s)

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

Reference(s)

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

OECD, [i]Policy Framework for Investment[/i], 2017 Edition

Students will be distributed other materials in class.

Grading and Evaluation

-[i]Gudrun Kochendorfer-Lucius and Boris Pleskovic Ed., Investment Climate, Growth, and Poverty, Berlin Workshop Series 2005, World Bank[/i]

[i]World Bank, Doing Business 2025 [/i]

[i]Further reading will be announced. [/i]

Other

1. Class Participation and Case Cummaries

The lecturer will make comments on the assignments submitted in Oh-o! Meiji system.

2. Final Exam (Presentaion of Case Study)

The lecturer will make comments on the Case Study of Presentation in the class and/or in

Course number: (GS)IND511E		
Name of Course	Credit	Name of Professor
Qualitative Research Methods	2 credits	MATSUMOTO NAKA
Course Summary and Objectives		
<p>This course aims to develop students' knowledge and ability of qualitative research methods in public policy and social science. In the class, we understand what qualitative research is and why it is suited to certain research questions. The theories behind the qualitative research and the genres are presented. After students learn various techniques in qualitative research, including participant observation and interviews, they will tackle with their original research projects to practice what they learned. Students will have several opportunities to present their work to the class for further discussion during the courses. Later in the course, we will learn how to analyze the obtained data and write a final academic paper.</p> <p>The goals of this course are:</p> <ol style="list-style-type: none"> 1. To understand theoretical orientation and genres of qualitative research. 2. To familiarize themselves to collect qualitative data. 3. To learn how to analyze the obtained data. 4. To learn how to present the result in an academic paper. 		
Course Contents		
<p>1st</p> <p>Introduction: What is "Qualitative Research"?</p> <p>Differences between qualitative and quantitative research</p> <p>Characteristics of qualitative research</p> <p>Importance of research questions</p> <p>2nd</p> <p>Theoretical foundation</p> <p>"How do you see the case? Theoretical frameworks</p> <p>Variety of qualitative research methods</p> <p>Why /when do we use qualitative methods?"</p> <p>3rd</p> <p>Case studies in Public Policy</p> <p>Learn cases in Public Policy.</p> <p>Single case study, Comparative study, Sampling</p> <p>4th</p> <p>Student mini presentation (Case, Question, and chosen methods)</p> <p>Students will present the cases they chose to work with, questions they ask, and specific methods they want to use for their final projects.</p> <p>Other students will give a presenter comments and advice.</p> <p>5th</p> <p>Participant Observation1</p> <p>Preparation (researcher's status, approvals, safety measure)</p> <p>Jotting</p> <p>Fieldnotes</p> <p>6th</p> <p>Participant Observation2</p>		

Researcher's position in the field

Discussion: What are the projecting issues in the field? Can the researcher be an activist?

7th

Interview1

Preparation (ethical approval, consent forms, how to contact interviewees)

Sampling: How do we select interviewees? How do we recruit interviewees? Do we have enough numbers of interviews?

8th

Interview2

Structured, Semi-structured, and Unstructured Interview

How to create interview questions

9th

Interview3

Role-playing exercise: Using their interview guide, students will interview their classmates. If necessary, students will revise the interview guide.

10th

Ethnography and Life History1

What is Ethnography? What is Life History?

Discussion: When do we use these methods?

11th

Ethnography and Life History2

Case Studies

12th

Variety of Data and Ethics

Transcription (text data) , Visual Data (pictures, videos) , Objects, Other data

Ethics in the field

13th

Data Analysis and Writing

Brief explanation on data analysis

Deductive and Inductive Coding

Tree, Categorization, Ethnographic Decision-Making Model

14th

Student Presentation

Students will present their final report to classmates. Discussion follows

Prerequisites and Registration Requirements

This course requires students' active classroom participation, and therefore, your regular attendance is required.

This course is a prerequisite for "Analyzing and Writing Qualitative Research". Therefore, it is strongly recommended to take this one if you think you may use qualitative research methods in your Master's thesis.

Preparation and Review

Textbook(s)

Students are required to complete the assigned readings before each class.

The students are expected to attend the class regularly and complete reading assignments before each class starts. In

addition to the class lecture, the students are expected to spend a few hours every week preparing, reviewing, and conducting their original research project for the course.

Reference(s)

There is no required textbook for the course. Reading assignments will be given through the school system or in the class.

Grading and Evaluation

『Research Methods in Anthropology : Qualitative and Quantitative Approaches (6th edition)』 Bernard, H Russell. (AltaMira Press)

『Qualitative Inquiry and Research Design: Choosing Among Five Approaches』 Creswell, J. W. (Sage Publications)

『Writing Ethnographic Fieldnotes』 Emerson, Robert M., Rachel I. Fretz, and Linda L. Shaw (University of Chicago Press)

『Finding Culture in Talk: A Collection of Methods.』 Quinn, Naomi. (Palgrave Macmillan)

『Learning in the field: An introduction to qualitative research (2nd ed.)』 Rossman, G. B., & Rallis, S. F. (Sage Publications)

Other

The feedbacks/comments are given through Oh-o! Meiji or in-class.