

Course number: (GB)ECN571E		
Name of Course	Credit	Name of Professor
Corporate Liquidity Management	2 credits	SANTOS MIGEL
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</p> <p>Introduction</p> <p>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</p> <p>- 3</p> <p>Assessing operational efficiency and liquidity</p> <p>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</p> <p>Forecasting liquidity</p> <p>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 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,</p>		

“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 and Feedback

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 9 (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 and class presentations (weeks 1 -14; 40%)
- (2) Final exam (week 15; 60%)

Achievement of the four ILOs of this course will be evaluated through the above two activities. The final exam will be an oral exam if 5 or less students register for this course. Otherwise, it will a written exam.

Other

Course number: (GB)MAN551E		
Name of Course	Credit	Name of Professor
Corporate Value Management	2 credits	SANTOS MIGEL
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"> -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. <p>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.</p> <p>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.</p> <p>Case discussions will be integrated throughout the course to connect the analytical frameworks of value theory with practical managerial applications.</p>		
Course Contents		
<p>1 Introduction Presentation of course objectives, learning methods and evaluation scheme. Introduction to the concept of value.</p> <p>2 - 3 Valuation methods Overview of key valuation methods: DCF, APV, Real Options.</p> <p>4 Comparing cash-flows Net Present Value analysis. Evaluating investments with different lifespans. Required pre-reading: Samuel G. Hanson, Joel Heilprin, Charles Anderson, Lighting the Way at the Manor House Hotel, Harvard Business School, 9-214-006, 2015.</p> <p>5 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) .</p> <p>6 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.</p>		

Luehrman,Stryker Corporation: In-sourcing PCBs, Harvard Business School, 9 -207-121, 2009.

7

Debt and firm value

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

8

- 9

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,The Valuation and Financing of Lady M Confections, Harvard Business School, 9 -215-047, 2015.

10

-11

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,Midland Energy Resources, Inc.: Cost of Capital, Harvard Business Publishing, 4129, 2009

12

APV

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

13

-14

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,Dragon Beer, Darden Business Publishing, UVA-F-1382, 2002.

15

Final exam

Final Exam and Feedback on the topics covered in this course

Prerequisites and Registration Requirements

To benefit fully from this course, students should have completed the Fundamentals of Finance course and possess basic familiarity with Excel.

Preparation and Review

Students are expected to complete the assigned readings and prepare the assigned cases prior to each class (see Course Contents) . Case preparation includes reading the case materials and attempting to answer the preparation questions, which will be made available in Oh-o! Meiji, 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 and class presentations (weeks 1-14; 40%)
- (2) Final exam (week 15; 60%)

Achievement of the four ILOs of this course will be evaluated through the above two activities. The final exam will be an oral exam if 5 or less students register for this course. Otherwise, it will be a written exam.

Other

Course number: (BA)MAN521E		
Name of Course	Credit	Name of Professor
Fundamentals of Management	2 credits	HSU YUHSU
Course Summary and Objectives		
<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> <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 		
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) . Introduction to Management. Oxford: Oxford university Press

Reference(s)

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

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

Drucker, P.F. (2008) .The Essential Drucker. 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.

This syllabus/schedule is subject to change; any updates will be announced in class.

Course number: (CO)IND911E		
Name of Course	Credit	Name of Professor
Fundamentals of Accounting	2 credits	YAO JUN
Course Summary and Objectives		
<p>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.</p> <p>Course ILOs:</p> <p>After learning 14 chapters, the students should be able to:</p> <ol style="list-style-type: none"> 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		
<ol style="list-style-type: none"> 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. “アカウントティング基礎論” 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: (BA)CMM511E		
Name of Course	Credit	Name of Professor
Fundamentals of Marketing	2 credits	TORIYAMA, Masahiro
Course Summary and Objectives		
<p>Marketing is a management strategy that is formulated from the customer’s perspective and is intrinsically linked to overall corporate strategy. In this course, Fundamentals of Marketing, students will alternately engage in an academic and research-oriented approach—aimed at understanding the underlying principles behind observed market phenomena—and a practical approach that trains them to apply these principles to real markets.</p> <p>Positioned as an introductory course for more advanced and specialized fields of marketing, this course covers the foundational concepts that have been accumulated in marketing scholarship to date. The objective is for students not only to understand these core concepts but also to internalize them so that they can be effectively used in their own thinking and practical business applications.</p> <p>Course Intended Learning Outcomes (Course ILOs)</p> <p>Students will develop a comprehensive understanding of the fundamental theories of marketing and build a solid foundation for advanced and specialized fields of marketing.</p> <p>Students will acquire the knowledge and analytical thinking skills necessary to apply core marketing frameworks to real-world markets.</p> <p>Through case work and individual report assignments, students will enhance their ability to put marketing theories into practice.</p>		
Course Contents		
<p>1. What Is Marketing To understand the overall picture of marketing, this session examines its definition and functions, as well as the perspectives of markets and customers and the relationships between them.</p> <p>2. Marketing Mix This session focuses on the marketing mix—product, price, place, and promotion—which constitutes the action phase of marketing. In doing so, it also examines STP (segmentation, targeting, and positioning), the strategic foundation underlying the marketing mix.</p> <p>3. Identification of Business Opportunities and Selection of Business Domains This session explores frameworks for identifying business opportunities in the market and selecting business domains, including PEST analysis, SWOT analysis, product portfolio analysis, corporate philosophy, and business domains.</p> <p>4. Understanding Competitive Structure This session examines frameworks for sustaining competitive advantage, including Michael Porter’s three generic strategies, the five forces model, and the product life cycle concept.</p> <p>5. Product and Service Strategy This session considers the value structure that products—firms’ offerings—hold for consumers, the differences between tangible goods and intangible services, and the convergence of goods and services.</p> <p>6.</p>		

Pricing Strategy

This session examines the role of price, basic approaches to pricing, types of pricing strategies and segment-based pricing, as well as consumer psychology and pricing.

7.

Distribution Channels and Communication Strategy

This session explores the functions and types of distribution channels, as well as the impact of supply chain management and information technology. It also examines the objectives and types of marketing communication, the communication mix, and integrated marketing communications (IMC) .

8.

Understanding Consumer Behavior

This session examines consumer purchase decision-making models, product diffusion models, perceptual biases in consumer behavior, and methods for identifying consumer insights.

9.

Understanding Branding

This session explores the role of brands in marketing, how consumers perceive brands, and methods of brand management.

10.

Services Marketing and Value Co-Creation

This session examines changes in firm–customer relationships, customer lifetime value (LTV) , customer experience processes, and mechanisms of value co-creation.

11.

Information Utilization in Marketing

This session considers the use of large-scale and diverse data in marketing in the era of big data.

12.

B2B Marketing

This session examines the basic framework of B2B marketing, the characteristics of interfirm transactions, and the servitization of manufacturing industries.

13.

Case-Based Learning (Group Discussion)

Using case materials, students practice applying the foundational theoretical framework of marketing learned throughout the course through group discussions.

14.

Case-Based Learning (Class Discussion)

Using case materials, students practice applying the foundational theoretical framework of marketing learned throughout the course through class-wide discussions.

15.

Course Summary and Q&A

Students present questions arising from the entire course, followed by responses and discussion.

Prerequisites and Registration Requirements

This course is a required course and must be completed in order to fulfill the graduation requirements.

“Marketing Foundations” and “Fundamentals of Marketing” are treated as the same course; therefore, students may enroll in only one of them.

Preparation and Review

Prior to the course, students are required to read the “Marketing Glossary” that will be uploaded separately to Oh-o! Meiji.

Textbook(s)

Principles of Marketing

Libre Texts

pdf will be distributed on the first day of the class

Reference(s)

Grading and Evaluation

- (1) Class participation, including questions and contributions to discussions (50%)
- (2) Final paper and group work presentations (50%)

Other

Enrollment in the first year is recommended.

Course number: (BA)ECN561E		
Name of Course	Credit	Name of Professor
Fundamentals of Finance	2 credits	SANTOS MIGEL
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 prereading: J.M.P. Santos, Yuzuya Asian Food, 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, Buy or Rent: Living in Singapore, Ivey Publishing, W17437, 2017.</p> <p>6 - 7 Valuation of an investment in a new product 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</p>		

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, Energy Gel: A New Product Introduction (A) , 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, Marriott Corporation: The Cost of Capital (Abridged) , 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: Friendly Cards, Inc., Harvard Business School, 9-293-135.

12

Public & private issues. M&A

External sources of capital. The rationales for M&As. Required pre-reading: Friendly Cards, Inc., 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/\[/url\]](https://hbsp.harvard.edu/), 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 and class presentations (weeks 2-14; 50%) .
- (2) Final exam (week 15; 50%)

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

Other

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

Course number: (BA)ECN676E

Name of Course

Credit

Name of Professor

Strategy for CFO & M&A Accounting [M]

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: (BA)MAN591E		
Name of Course	Credit	Name of Professor
Global Business Studies	2 credits	NUMATA YUKO
Course Summary and Objectives		
<p>【Course Objectives (Course ILO)】</p> <p>1. Understand the impact of globalisation on contemporary economic organisations and our society.</p> <p>2. Explore and learn issues associated with ERS in the business world.</p> <p>3. Identify and analyse challenges encountered by the managers of the MNEs and offer sound advice.</p> <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> <p>1. グローバリゼーションが現代の経済組織と社会に与える影響を理解する</p> <p>2. 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</p> <p>3. 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> <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究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</p> <p>Introduction to the course</p> <p>コース紹介</p> <p>Presentation of course objectives, learning methods and evaluation scheme.</p> <p>コースの目的、学習方法、評価スキームの説明</p> <p>2-3</p> <p>Culture</p> <p>文化</p> <p>What is culture? Does national culture matter? How does it impact on the management of global businesses?</p> <p>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</p> <p>Communication and negotiation</p> <p>コミュニケーションと交渉</p> <p>What is communication? What is negotiation? What is important when communicating and negotiating in international settings?</p> <p>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</p> <p>Group activity</p> <p>グループ活動</p> <p>Orientation will be provided in class for group activity.</p> <p>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</p>		

International business strategy

国際ビジネス戦略

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？

12-14

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

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: (BA)MAN521E		
Name of Course	Credit	Name of Professor
Business Management and Organization 3B	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>		

8

Presentation (I)

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

9

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: (BA)MAN596E		
Name of Course	Credit	Name of Professor
Global Business Studies	2 credits	NUMATA YUKO
Course Summary and Objectives		
<p>【Course Objectives (Course ILO)】</p> <ol style="list-style-type: none"> 1. Understand the impact of globalisation on contemporary economic organisations and our society. 2. Explore and learn issues associated with ERS in the business world. 3. 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"> 1. グローバリゼーションが現代の経済組織と社会に与える影響を理解する 2. 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究し学ぶ 3. 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究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究・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</p> <p>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</p> <p>What is culture? Does national culture matter? How does it impact 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</p> <p>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</p> <p>Orientation will be provided in class for the 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> <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？</p> <p>12-14 Ethics, Responsibility and Sustainability 倫理、責任と持続可能性</p> <p>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？</p> <p>15 Final exam 期末試験</p>		

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)CMM691E

Name of Course

Credit

Name of Professor

Business Communication

2 credits

ODAGIRI NAOTO

Course Summary and Objectives

Course ILOs:

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

- 1 Introduction Understand why communication skills are important in international business.
- 2 Real World (I) The lecturer who has extensive experience in international businesses discusses his experience including the problems he has faced.
- 3 Real World (II) Learn what type of communication skills are needed in international businesses such as banking, finance, and other industries.
- 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) .
- 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
- 6 Discussion (III) English language
Discuss the importance of English proficiency in conducting business.
- 7 Presentation Skills Learn about making presentations in verbal and written forms.
- 8 Presentation (I) Students will deliver presentations. Discuss its

contents and the related issues.

9 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)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		
0		
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 twenty. Please do not book your flight tickets and hotel until you receive confirmation.</p>		

Course number: (BA)MAN536E		
Name of Course	Credit	Name of Professor
Human Resource Management	2 credits	HSU YUHSU
Course Summary and Objectives		
<p>Building upon the fundamental understanding of family business gained in the previous semester, in this module, topics regarding national culture and internationalisation are incorporated into our study of family businesses. Firstly, we explore family businesses in various cultural settings including the US, Europe and Asia. This provides students with opportunities to analyse critically differences and similarities in terms of management styles and practices generated by the national culture amongst those family businesses. Next, we move on to investigate issues in the context of international family businesses. These issues include entry mode strategies, international human resources, organisation structures and control mechanisms between headquarters and overseas affiliates.</p> <p>Case studies and discussion are the main methods utilised in this module.</p> <p>Course ILOs :</p> <ol style="list-style-type: none"> 1 . Understand the essential concepts and theories of multinational family firms. 2 . Critically evaluate the challenges faced by multinational family firms. 3 . Identify the problems associated with multinational family firms and offer sound advice. 		
Course Contents		
<p>1 Introduction to the module internationalization and family businesses A brief review of the key concepts of family businesses. The basic concepts of internationalization of firms.</p> <p>2 The challenges faced by multinational family businesses (I) How does national culture impact multinational family businesses?</p> <p>3 The challenges faced by multinational family businesses (II) Except for the national culture, other elements which yield challenges to multinational family businesses will be discussed.</p> <p>4 Group project presentation</p> <p>5 Family business in the East</p> <p>6 Family business in the West</p> <p>7 Multinational family business and business ethics</p> <p>8 Final presentation</p>		
Prerequisites and Registration Requirements		
<p>It would be extremely beneficial for students taking this module also to attend the module of 'Family Business' or 'Family Business A'.</p> <p>Participating in discussion is crucial.</p>		

Please note that this course is provided as an online Media-based course.

Preparation and Review

Students should read the material and cases assigned.

Textbook(s)

Details will be announced in the first lecture of the semester. Students may be asked to purchase cases if needed.

Reference(s)

Casillas, J, Acedo, F. and Moreno, A. (2007) International Entrepreneurship in Family Businesses. Cheltenham: Edward Elgar Publishing.

Gordon, G. and Nicholson, N. (2008) Family Wars: Classic Conflicts in Family Businesses and How to Deal with Them. London: Kogan Page Ltd.

Yanagisako, S.J. (2002) Producing Culture and Capital: Family Firms in Italy. New Jersey: Princeton University Press.

Grading and Evaluation

In class participation: 40%

Group Project Presentation: 10%

Individual Presentation: 10%

Final Report: 40%

Other

This syllabus/schedule is subject to change; any updates will be announced in class.

Course number: (BA)MAN531E		
Name of Course	Credit	Name of Professor
Human Resource Management B	2 credits	HSU YUHSU
Course Summary and Objectives		
<p>Human Resource Management (HRM) 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. Key issues and contemporary problems associated with 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. Human Resource Management/Human Resource Management A focuses on basic concepts of HRM.</p> <p>Course ILOs :</p> <ol style="list-style-type: none"> 1 . Understand the basic concept and theories in the field of HRM. 2 . Demonstrate the challenges associated with HRM encountered by firms and offer sound advice. 3 . Critically evaluate the advantages and disadvantages of HRM practices. 		
Course Contents		
<p>1 [b]Introduction to the module[/b] [b]What is HRM?[/b] Contemporary challenges regarding HRM will also be discussed.</p> <p>2 [b]Staffing and recruitment[/b]</p> <p>3 [b]Training[/b]</p> <p>4 [b]Motivation and retention[/b]</p> <p>5 [b]Group project presentation[/b]</p> <p>6 [b]Employee assessment and managing employee performance[/b]</p> <p>7 [b]Child Labour and Diversity and HRM[/b]</p> <p>8 [b]Final Presentation (individual) [/b]</p>		
Prerequisites and Registration Requirements		
<p>Participating in discussion is crucial. Please note that this course is provided as an online Media-based course.</p>		
Preparation and Review		

Students should read the articles and cases assigned.

Textbook(s)

There is no textbook for this module. Yet, students may be asked to purchase cases.

Reference(s)

Bach, S. and Sission, K. (eds.) (2000) Personnel Management: A Comprehensive Guide to Theory and Practice. Oxford: Blackwell.

Chartered Institute of Personnel and Development (CIPD) (2009) Employee Relations: An Overview. Available at[[url](http://www.cipd.co.uk/subjects/empreltns/general/emprelsovr.htm)]<http://www.cipd.co.uk/subjects/empreltns/general/emprelsovr.htm>[/url].

Kang, S. Morris, S. and Snell, S. (2007) "Relational archetypes, organizational learning, and value creation: extending the human resource architecture", Academy of Management Review, 32 (1) : 236-256.

Legge, K. (1995) Human Resource Management: Rhetorics and Reality. Basingstoke: Macmillan Business.

Mabey, C. (2008) "Management development and firm performance in Germany, Norway, Spain and the UK", Journal of International Business Studies, 39 (8) : 1327-1342.

White, G. and Druker, J. (eds.) (2000) Reward Management: A Critical Text. London: Routledge

Grading and Evaluation

In class participation: 40%

Group project presentation: 10%

Individual presentation: 10%

Final Test: 40%

Other

This syllabus/schedule is subject to change; any updates will be announced in class.

Course number: (BA)MAN561E		
Name of Course	Credit	Name of Professor
Family Business	2 credits	HSU YUHSU
Course Summary and Objectives		
<p>Building upon the fundamental understanding of family business gained in the previous semester, in this module, topics regarding national culture and internationalisation are incorporated into our study of family businesses. Firstly, we explore family businesses in various cultural settings including the US, Europe and Asia. This provides students with opportunities to analyse critically differences and similarities in terms of management styles and practices generated by the national culture amongst those family businesses. Next, we move on to investigate issues in the context of international family businesses. These issues include entry mode strategies, international human resources, organisation structures and control mechanisms between headquarters and overseas affiliates.</p> <p>Case studies and discussion are the main methods utilised in this module.</p> <p>Course ILOs :</p> <ol style="list-style-type: none"> 1 . Understand the essential concepts and theories of multinational family firms. 2 . Critically evaluate the challenges faced by multinational family firms. 3 . Identify the problems associated with multinational family firms and offer sound advice. 		
Course Contents		
<p>1</p> <p>[b]Introduction to the module[/b]</p> <p>[b]internationalization and family businesses[/b]</p> <p>A brief review of the key concepts of family businesses.</p> <p>The basic concepts of internationalization of firms.</p> <p>2</p> <p>[b]The challenges faced by multinational family businesses (I) [/b]</p> <p>How does national culture impact multinational family businesses?</p> <p>3</p> <p>[b]The challenges faced by multinational family businesses (II) [/b]</p> <p>Except for the national culture, other elements which yield challenges to multinational family businesses will be discussed.</p> <p>4</p> <p>[b]Group project presentation[/b]</p> <p>5</p> <p>[b]Family business in the East[/b]</p> <p>6</p> <p>[b]Family business in the West[/b]</p> <p>7</p> <p>[b]Multinational family business and business ethics[/b]</p> <p>8</p> <p>[b]Final presentation[/b]</p>		
Prerequisites and Registration Requirements		
It would be extremely beneficial for students taking this module also to attend the module of 'Family Business' or 'Family		

Business A'.

Participating in discussion is crucial.

Please note that this course is provided as an online Media-based course.

Preparation and Review

Students should read the material and cases assigned.

Textbook(s)

Details will be announced in the first lecture of the semester. Students may be asked to purchase cases if needed.

Reference(s)

Casillas, J, Acedo, F. and Moreno, A. (2007) International Entrepreneurship in Family Businesses. Cheltenham: Edward Elgar Publishing.

Gordon, G. and Nicholson, N. (2008) Family Wars: Classic Conflicts in Family Businesses and How to Deal with Them. London: Kogan Page Ltd.

Yanagisako, S.J. (2002) Producing Culture and Capital: Family Firms in Italy. New Jersey: Princeton University Press.

Grading and Evaluation

In class participation: 40%

Group Project Presentation: 10%

Individual Presentation: 10%

Final Report: 40%

Other

This syllabus/schedule is subject to change; any updates will be announced in class.

Course number: (BA)MAN566E		
Name of Course	Credit	Name of Professor
Family Business B	2 credits	HSU YUHSU
Course Summary and Objectives		
<p>Building upon the fundamental understanding of family business gained in the previous semester, in this module, topics regarding national culture and internationalisation are incorporated into our study of family businesses. Firstly, we explore family businesses in various cultural settings including the US, Europe and Asia. This provides students with opportunities to analyse critically differences and similarities in terms of management styles and practices generated by the national culture amongst those family businesses. Next, we move on to investigate issues in the context of international family businesses. These issues include entry mode strategies, international human resources, organisation structures and control mechanisms between headquarters and overseas affiliates.</p> <p>Case studies and discussion are the main methods utilised in this module.</p> <p>Course ILOs :</p> <ol style="list-style-type: none"> 1 . Understand the essential concepts and theories of multinational family firms. 2 . Critically evaluate the challenges faced by multinational family firms. 3 . Identify the problems associated with multinational family firms and offer sound advice. 		
Course Contents		
<p>1 Introduction to the module internationalization and family businesses A brief review of the key concepts of family businesses. The basic concepts of internationalization of firms.</p> <p>2 The challenges faced by multinational family businesses (I) How does national culture impact multinational family businesses?</p> <p>3 The challenges faced by multinational family businesses (II) Except for the national culture, other elements which yield challenges to multinational family businesses will be discussed.</p> <p>4 Group project presentation</p> <p>5 Family business in the East</p> <p>6 Family business in the West</p> <p>7 Multinational family business and business ethics</p> <p>8 Final presentation</p>		
Prerequisites and Registration Requirements		
<p>It would be extremely beneficial for students taking this module also to attend the module of 'Family Business' or 'Family Business A'.</p> <p>Participating in discussion is crucial.</p>		

Please note that this course is provided as an online Media-based course.

Preparation and Review

Students should read the material and cases assigned.

Textbook(s)

Details will be announced in the first lecture of the semester. Students may be asked to purchase cases if needed.

Reference(s)

Casillas, J, Acedo, F. and Moreno, A. (2007) International Entrepreneurship in Family Businesses. Cheltenham: Edward Elgar Publishing.

Gordon, G. and Nicholson, N. (2008) Family Wars: Classic Conflicts in Family Businesses and How to Deal with Them. London: Kogan Page Ltd.

Yanagisako, S.J. (2002) Producing Culture and Capital: Family Firms in Italy. New Jersey: Princeton University Press.

Grading and Evaluation

In class participation: 40%

Group Project Presentation: 10%

Individual Presentation: 10%

Final Report: 40%

Other

This syllabus/schedule is subject to change; any updates will be announced in class.

Course number: (GB)MAN691E		
Name of Course	Credit	Name of Professor
Real Estate Practical Basic	2 credits	SATO TOSHIRO
Course Summary and Objectives		
<p>【到達目標 (Course ILO)】</p> <ul style="list-style-type: none"> ・不動産ビジネスの基礎を理解する Understand real etate business basic terms ・発生する実務を学ぶ Study real estate business practice ・利益の出る不動産ビジネスを模索する Explore profitable real estate business 		
Course Contents		
<p>1 基礎学習.1 概論 不動産とは What is Real Estate?</p> <p>2 基礎学習.2 不動産基礎用語 Real Estate Basic Vocaburaly</p> <p>3 実務学習.1 賃貸借実務 Leasing Practice</p> <p>4 実務学習.2 売買実務 Sale & Purchase Pactice</p> <p>5 実務学習.3 住宅、商業の市況判断 Residencial/Commercial Trends</p> <p>6 不動産ビジネス学習 .1 投資事業 Reals Estate Investment Business</p> <p>7 不動産ビジネス学習 .2 仲介事業 Brokarage Business</p> <p>8 不動産ビジネス学習 .3 不動産管理事業 Property Management Business</p> <p>9 演習&ケーススタディー.1 演習&ケーススタディー Drill,&Case Studies</p> <p>10 演習&ケーススタディー.2 演習&ケーススタディー Drill,&Case Studies</p> <p>11 演習&ケーススタディー.3</p>		

演習&ケーススタディー Drill,&Case Studies

12

演習&ケーススタディー.4

演習&ケーススタディー Drill,&Case Studies

13

レポート作成&発表.1

「日本の不動産で何をする」レポート作成&発表 “What I will do with Jpanese Rreal Estate?” Report & Presentation

14

レポート作成&発表.2

「日本の不動産で何をする」レポート作成&発表 “What I will do with Jpanese Rreal Estate?” Report & Presentation

15

レポート作成&発表.3

「日本の不動産で何をする」レポート作成&発表 “What I will do with Jpanese Rreal Estate?” Report & Presentation

Prerequisites and Registration Requirements

自分が不動産ビジネス会社の社長を行う覚悟で、授業内容を理解し、ビジネスプランニングができるようになることを目的として、積極的に参加してください。

Preparation and Review

特になし

Textbook(s)

各授業のテキストを講師準備します。 Lectular will prepare larning text for each agenda

Reference(s)

Grading and Evaluation

レポートや発表により、授業内容の理解度、事業構想の質の評価を基礎店として、授業への積極的参加姿勢を加味して総合評価します。

Other

Course number: (BA)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 of 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、財務状況の特徴とビジネス戦略の関連性を読み取り、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. 経営管理のための視点を提供する。 		
Course Contents		
<p>1 Guidance and Overview Introduction. What is business analysis</p> <p>2 Understanding financial statements A case-based guide to reading financial statements (income statement, balance sheet, and cash flow statement)</p> <p>3 Making a proportional shrunk view (PSV) Learn how to create a PSV using three cases</p> <p>4 Basic of qualitative analysis A case example of qualitative analysis</p> <p>5 Basic of quantitative analysis A case example of quantitative analysis</p> <p>6 Basic of quantitative analysis The correlation between financial reporting features and business strategies</p> <p>7 Presentations and Discussions (1) Presentation and discussion of qualitative analyses based on student-generated cases</p> <p>8 Presentations and Discussions (2)</p>		

Presentation and discussion of qualitative analyses based on student-generated cases

9

Presentations and Discussions (3)

Presentation and discussion of qualitative analyses based on student-generated cases

10

Presentations and Discussions (4)

Presentation and discussion of qualitative analyses based on student-generated cases

11

Presentations and Discussions (5)

Presentation and discussion of quantitative analyses based on student-generated cases

12

Presentations and Discussions (6)

Presentation and discussion of quantitative analyses based on student-generated cases

13

Presentations and Discussions (7)

Presentation and discussion of quantitative analyses based on student-generated cases

14

Presentations and Discussions (8)

Presentation and discussion of quantitative analyses based on student-generated cases

15

Course Summary and Final Report Requirements.

Course Summary based on the corrections and Final Report Requirements.

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 40%, Final Report 60%.

Other

Course number: (GB)CMM611E		
Name of Course	Credit	Name of Professor
Digital Marketing	2 credits	TORIYAMA MASAHIRO
Course Summary and Objectives		
<p>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.</p> <p>Five Pillars of This Course</p> <ol style="list-style-type: none"> 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. <p>Approach</p> <ol style="list-style-type: none"> 1. Flipped Classroom 2. Individual Project for pursuing personal interests 3. Group Project for comprehensive planning through teamwork 4. Guest speaker <p>【到達目標 (Course ILO)】</p> <ol style="list-style-type: none"> 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		
<p>1 Introduction Course overview. What is Digital Marketing?</p> <p>2 Digital Era and Structural Shifts Foundation of digital technology, Structural changes by digitalization, foundational theories in digital era</p> <p>3 Business Models Historical development of Business Models, Business Model Canvas, Pictogram</p> <p>4 Digital Platformers GAFAM and other platformers. Platforms as a marketing environment.</p> <p>5 Customer Journey and Digital CRM CX, CJM, CRM</p> <p>6</p>		

Individual Project Presentation 1

7

Creating New Products and New Business with Digital Marketing

Product development in digital era

How can new businesses be created?

8

Group Formation

Proposal for the project. Group formation

9

Individual Project Presentation 2

10

Digital Promotion and Social Media Marketing

Types of digital promotion, WOM, SNS, UGC, Social Graph, Structural change

11

E-Commerce and Dynamic Pricing

E-commerce, Omni Channel, Online Merges Offline

12

Individual Project Presentation 3

13

Machine Learning and Data-driven Marketing

Data availability, Real-time computing, Machine Learning, Deep Learning

14

Generative AI's impact on Marketing

Generative AI, Contents Creation, Hyper Personalization, Productivity of Marketing Operations, Ethics and Governance

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

Read the assigned textbook chapters, Watch Videos, and engage with external online programs.

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

Apply acquired theories and techniques practically in group projects.

Textbook(s)

TBD

Reference(s)

Grading and Evaluation

Weekly Assignments and Digital Workshop 30% : Completion and quality of weekly assignments and external programs.

Class Participation 20% : Active engagement and contributions during lectures.

Individual Project 20% : Research quality and presentation effectiveness.

Group Project 30% : Evaluation of the group output and individual contributions to the group.

Other

Course number: (GB)CMM616E		
Name of Course	Credit	Name of Professor
Reading and Analyzing Marketing Papers [M]	2 credits	TOYA KEIKO
Course Summary and Objectives		
<p>【授業の概要】</p> <p>マーケティングは実学であり、社会経済の変化を迅速に取り入れ、または、現実の変化に先んじた最先端の動向を取り入れる必要がある分野です。この最先端の動きで、かつ、確からしいものは、アカデミックジャーナルに論文として現れます。この授業では、マーケティング分野における英語論文を選び、読む能力を高めるとともに、研究内容の要約や議論を行う力を養います。専門的な知識を深めると同時に、英語力の向上を目指します。</p> <p>【到達目標 (Course ILO)】</p> <ul style="list-style-type: none"> ・ 英語で書かれたアカデミック分野の英語論文の構造と内容を理解し、読み方を習得する。 ・ 研究の要旨や意義を日本語および英語で説明する能力を身に付ける。 ・ 論文の批判的な読解力およびディスカッション能力を育成する。 		
Course Contents		
<p>1 イントロダクション シラバス説明、及び英語論文の選び方、基本的な読み方の説明</p> <p>2 論文の選び方 論文の選び方、構造分析</p> <p>3 発表 指定された論文の要旨発表、ディスカッション</p> <p>4 発表 指定された論文の要旨発表、ディスカッション</p> <p>5 発表 指定された論文の要旨発表、ディスカッション</p> <p>6 発表 指定された論文の要旨発表、ディスカッション</p> <p>7 発表 学生が自分で選択した論文の発表、質疑、ディスカッション</p> <p>8 発表 学生が自分で選択した論文の発表、質疑、ディスカッション</p> <p>9 発表 学生が自分で選択した論文の発表、質疑、ディスカッション</p>		

10

発表

学生が自分で選択した論文の発表、質疑、ディスカッション

11

発表

学生が自分で選択した論文の発表、質疑、ディスカッション

12

発表

学生が自分で選択した論文の発表、質疑、ディスカッション

13

発表

学生が自分で選択した論文の発表、質疑、ディスカッション

14

発表

学生が自分で選択した論文の発表、質疑、ディスカッション

15

まとめと質疑

これまでの講義内容の総括と質疑

Prerequisites and Registration Requirements

マーケティング基礎論およびサービス・マーケティングを履修済、もしくは、同等の基礎知識があること。基本的な英語読解力（TOEIC スコア 600 以上相当）を持つことが望ましい。選択論文は、マーケティング分野で学生が興味のある論文を自ら選定する。

Preparation and Review

アサインされた指定論文を熟読し、要旨を作成し、発表の準備をすること。後半は各自が選択した論文を熟読し、要旨を作成し、発表の準備をすること。

Textbook(s)

教員が配布する論文リストおよび補助資料。各自の選択論文は各自が入手すること。

Reference(s)

矢谷流論文の読み方 ([url]<https://iis-lab.org/misc/paperreading/>[/url])

Grading and Evaluation

アサインメントの発表 50%、クラスディスカッションでの発言の質と量 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 (2024)

11

Corporate Governance

Learn what corporate governance is and why it is crucial in sustainable management / Hitt (2024)

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 (2024)

15

Strategic Entrepreneurship

Learn what defines strategic entrepreneurship / Hitt (2024)

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) . Strategic Management and Competitive Advantage: Global Edition. Pearson Education.

Reference(s)

①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 ダイヤモンド社 (教科書の訳書)

②Fred, R. D. & Forest, R. D. (2025) . Strategic Management: a Competitive Advantage Approach, Concepts and Cases, Global Edition (18th Ed.) . Pearson.

③Hitt, M. A., Ireland, R. D., and Hoskisson, R. E. (2024) . Strategic Management: Competitiveness & Globalization, Concepts and Cases (14th Ed.) . Cengage.

(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〉 競争力とグローバル化』パンローリング)

④Harvard Business Review. (2011) . HBR's 10 Must Reads on Strategy. Harvard Business Review Press.

⑤Grant, R. M. (2024) . Contemporary Strategy Analysis (12th Ed.) . Wiley.

(訳書 : ロバート・M・グラント (2019) 『グラント現代戦略分析 (第2版)』 中央経済社)

Grading and Evaluation

Participation: 60%

Assignments: 40%

Other

Course number: (GB)MAN661E		
Name of Course	Credit	Name of Professor
International Business	2 credits	MARCO PELLIZZER
Course Summary and Objectives		
<p>The course aims to introduce the students to major concepts in international business from the manager’s perspective, and will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which organisations operate.</p> <p>The course presents and explores a wide range of issues relating to the international business environment and applies these considerations to managing international operations. Disciplines such as trade theory and international economics, international finance, organizational theory and business strategy are addressed. Finally, the course examines the strategies and structures of international businesses and assess the special roles of an international business’s various functions. It prepares students to formulate and execute strategies, plans, and tactics to succeed in international business ventures.</p> <p>By the end of the course students should be able to:</p> <ul style="list-style-type: none"> ● Demonstrate a systematic understanding of, and be able to apply concepts and skills relevant to, the problems of managing and understanding foreign operations. ● Critically relate different theoretical perspectives and identify the role and impact of political, economical, social and cultural variables in international business. ● Demonstrate critical analytical skills with respect to interpreting global business strategy issues. ● Critically analyze business problems from the perspective of the parent and host management of a multinational company from a multi-centric perspective, avoiding ethnocentrism. 		
Course Contents		
<p>1 Globalization: Past and Future</p> <ol style="list-style-type: none"> 1. Introduction to the course 2. The nature of globalization, its development and its recent trends 3. The nature of International business 4. PESTL framework, a systematic tool to approach international business <p>2 Country Differences in political, economic and legal systems</p> <ol style="list-style-type: none"> 1. Explore the different political and economic systems, and legal environments, and assess the implications for international business ventures. 2. Critical international laws and regulations impacting business across borders. Assess areas of overlap and possible conflict. <p>3 International Trade</p> <ol style="list-style-type: none"> 1. Trade Theories 2. International Trade and Balance of Payments 3. Government Policies on International Trade - 		

Tariffs, Subsidies, Import and Export Quotas,

Local content requirements, Administrative policies, Anti-dumping policies,

4. Arguments for Intervention

5. Recent trends and Developments in International Trade

4 Regional Economic Integration

1. Different levels of integration - Free Trade, Customs Union, Common Market, Economic Union, Political Union.

2. Group Presentations - Assignment 1 - Regional Economic Integrations - EU, NAFTA, MERCOSUR, ASEAN, Regional Trade Blocks in Africa.

5 T e c h n o l o g i c a l
C h a n g e a n d

Infrastructure

1. Technology as Physical Infrastructure.

2. Technology of Information Infrastructure.

3. Technology of Human Infrastructure.

4. Technology Trends in International Business.

5. Emerging Technology related Risks and Risk Management Strategies.

6 Managing across cultures

1. Explore what culture is and its impact on business (internally and externally) .

2. Cultural frameworks - cross cultural competence, cultural intelligence, cultural orientation frameworks,

7 C r o s s - c u l t u r a l
communication and negotiation

1. Explore different aspects of communications: global verbal communications styles; the language of time; corporate language.

2. Global teams

3. Negotiating in a global setting.

External Guest Speaker - Managing a diversified and global business. Details of the speaker will be shared closer to the class date) .

8 Ethics, Corporate

social Responsibility and Sustainability

1. Explore the responsibilities of companies and their global social, ethical commitments to others.
2. Understand the ethical, corporate social responsibility, and sustainability issues faced by international business and the dilemma they pose.
3. Causes of unethical behaviors by managers.
4. Environmental sustainability.

External Guest Speaker - Global rules versus Local Practices. (Details of the speaker will be shared closer to the class date) .

9 Teams presentations This session will be entirely dedicated to students to present their teamwork assignment (Assignment 2) .

Detailed instructions of the assignment 2 will be provided at the beginning of the course.

10 The Strategy of I n t e r n a t i o n a l Business

The course will now move its focus from the macro environment to the company level and more specifically to the decisions and actions managers must make to be competitive as international business.

This session will address:

1. Strategy: value creation, strategic positioning, operations.
2. Global Expansion, Profitability, and Profit Growth.
3. Cost pressures and pressures for local responsiveness.
4. Choosing a strategy.
5. Strategic Alliances.

11 Country Selection and Entry Modes &

I n t e r n a t i o n a l O r g a n i z a t i o n a l Structures

The first part of the session will deal with:

1. Market Assessment: decide which foreign market to enter.
2. Entry modes: export, turnkey projects, licensing, Franchising, Joint. Ventures, Wholly Owned Subsidiaries.
3. Selecting an entry mode mitigate risks.
4. Strategic options: make, buy, ally.

The second part of the session will cover:

1. Types of Organizational Structures.
2. Organizational Control systems.
3. Reducing the need for coordination's among subsidiaries.
4. Horizontal subsidiary coordination.

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12 Global Marketing

and Business

Analytics

1. Market Segmentation
2. Business Analytics
3. Product Attributes
4. Distribution Strategy
5. Communication Strategy
6. Pricing Strategy
7. Product Development and R&D

13 Global Human

Resource Management

1. Strategic role of Global Human Resource Management
2. Staffing policies
3. Training and Management Development
4. Performance Appraisal and Compensation
5. Building a Diverse Global Workforce
6. International Labour Law Relations

14 Global Leadership 1. The profiles of global managers

2. The traditional decision making process and its limitations
3. Cultural differences in decision making styles
4. Cognitive biases
5. Strategic decision-making models
6. Explore features of a global manager

External Guest Speaker - Global Leadership in

Action (Details of the speaker will be shared closer to the class date) .

15 Conclusion The last session will used to administer the final exam.

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)

International Business: International Adaptation, Third Edition by Shad Morris, James Old Royd, Wiley, 3rd Edition
International Management, A stakeholder Approach, by Peter Stanwick and Sarah Stanwick, Elgar

Reference(s)

These references are not mandatory reading, rather are intended to be supplementary readings available to the students to explore the topics in more detail.

Text books

- Global Business Today, Charles W.L. Hill and G. Thomas M Hunt, McGraw Hill Education, 11th edition
- International Business, The Challenges of Globalization, John J. Wild, Kenneth L. Wild, Publisher: Pearson; 9 edition (1 May 2019)
- International Business Competing in the Global Marketplace 14e Paperback, Charles W. L. Hill, McGraw Hill

Lesson 1

- Joseph E. Stiglitz, 'Globalization and its Discontents'
- Ronald Buye, 'Critical examination of the PESTLE Analysis Model'
- Francis Fukuyama, The End of History

Lesson 2

- Paul J Davies, 'HK regulator files E&Y China secrecy test case', Financial Times, August 29 2012. Link: <https://www.ft.com/content/13e9cd1cf0ea-11e1-89b2-00144feabdc0>
- Office of Foreign Assets Control. Link: <https://ofac.treasury.gov/>
- Penalties enforcement: <https://ofac.treasury.gov/civil-penalties-and-enforcement-information>

Lesson 3

Lesson 6 / 7

- The Culture Map: Breaking Through the Invisible Boundaries of Global Business, Erin Meyer
- Etnison, A. "Some Myths About Ethnocentrism", Australasian Journal of Philosophy (2018) , Vol. 96, No. 2, pp. 209-224. <https://doi.org/10.1080/00048402.2017.1343363>

Lesson 8

- A. B. Carroll, 1991. The Pyramid of Corporate Social Responsibility: Towards the Moral Management of Organizational Shareholders. Business Horizons. July-August: 39-48.
- GlaxoSmithKline fined \$490m by China for bribery, Published by BBC, 19 September 2014. Link: <https://www.bbc.com/news/business-29274822>

Lesson 15

- Mark E. Mendenhall, B. Sebastian Reiche, Allan Bird, Joyce S. Osland, Defining the “global” in global leadership, Journal of World Business, Volume 47, Issue 4, October 2012, pp. 493-503.
- Green S., Hassan F., Immelt J., Marks M. and Meiland D., ‘In Search of Global Leaders’, Harvard Business Review, August 2003 - link: <https://hbr.org/2003/08/in-search-of-global-leaders>.
- Bird A., ‘The Challenge of Developing Global Leaders While Adapting to Global Environmental’, Journal of Strategic Management Studies, Vol. 12, No. 2, 99-103

Grading and Evaluation

20% class participation and contribution

20% Group Assignment 1

30% Group Assignment 2

30% Final Exam 3

Other

Course number: (GB)MAN661E		
Name of Course	Credit	Name of Professor
Global Business and Sustainability	2 credits	MARCO PELLIZZER
Course Summary and Objectives		
<p>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.</p> <p>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.</p> <p>The course will consist in a series of lecture style presentations, supplemented by external guests’ (companies’ executives) lectures, and discussion of relevant case studies.</p> <p>By the end of the course students should be able to:</p> <ul style="list-style-type: none"> • Demonstrate a comprehensive understanding of the fundamental concepts of environmental sustainability analysis in the context of business ventures. • Make a critical use of the different theoretical perspectives and tools to assess the environmental pressures on global businesses. • Critically analyse current and prospective sustainability issues of business ventures and formulate viable recommendations and potential solutions. 		
Course Contents		
<p>1</p> <p>Introduction to the course and to sustainability</p> <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. <p>2</p> <p>Actors in the sustainability and conceptual frameworks</p> <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. <p>3</p>		

Sustainability and Companies

- 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

- Presentations by the students of their first assignment (country level analysis) .

5

Ecological Innovation

- The session will be dedicated to exploring the concepts and practices of ecological innovation.

6

Circular Economy

- The session will be dedicated to exploring the concepts and practices of circular economy.

7

Presentation Second Assignment

- 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: [url]<https://unfccc.int/>[/url]
- A guidebook to the Green Economy, Issue 3: exploring green economy policies and international experience with national strategies, Division for Sustainable Development, UNDESA, 2012.
- The future of European competitiveness, Part A | A competitiveness strategy for Europe by Mario Draghi, September 2024. Website: [url]https://commission.europa.eu/topics/strengthening-european-competitiveness/eu-competitiveness-looking-ahead_en/[/url]
- Walter Leal Filho, Diana-Mihaela Pociovalisteanu, Abul Quasem Al-Amin Editors, “Sustainable Economic Development, Green Economy and Green Growth”, Springer, 2017.
- Other material will be distributed during the course.

Grading and Evaluation

Class attendance and participation 10%

Assignments through the course - written reports and presentations (*) (individual and/or in group depending on the size of the class) .

- Assignment 1 25%
- Assignment 2 25%
- Assignment 3 40%

(*) Students will select a country / an industry / a company and apply the concepts/frameworks covered in the course to assess the readiness level, challenges and opportunities to develop sustainable strategies for the various actors involved.

In addition to a written report (1 for each assignment) to be submitted, the students will be required to present a summary of their work in the form of individual/group presentation. Details about length, format, etc, for each assignment will be provided during the course.

Other

None

Course number: (GB)LAW661E		
Name of Course	Credit	Name of Professor
Outline of Company Law	2 credits	YOSHIDA AI
Course Summary and Objectives		
<p>【Course Summary】</p> <p>This course explains the basic structure of company law and introduces actual cases and court precedents. Through lectures and in-class discussions, students will learn how company law functions in real corporate practice.</p> <p>【Course Objectives (Course ILO)】</p> <ul style="list-style-type: none"> - Being able to understand the overall framework of company law. - Being able to understand legal risks that may arise in corporate management. - Being able to analyze legal issues through actual cases, and develop the ability to explain and present their own opinions through discussion. - Being able to contribute to better corporate management in accordance with Japanese company law. 		
Course Contents		
<p>1 Natural Persons and Legal Entities; Types of Companies and Their Characteristics What is a “company”? Differences between natural persons and legal entities, and the types of companies defined under the Companies Act.</p> <p>2 Overview of the Companies Act Overview of what is regulated in the Companies Act, including a brief look at the history of amendments.</p> <p>3 Incorporation Procedures of a Stock Company Procedures required to incorporate a stock company: articles of incorporation, share subscription, payment of capital, and the overall flow.</p> <p>4 Shares and Methods of Corporate Finance Methods of raising funds for stock companies, focusing mainly on share issuance and borrowing.</p> <p>5 Types and Combinations of Corporate Organs in Stock Companies The Companies Act permits various organ structures. We study the different patterns of corporate organ design and their complexity.</p> <p>6 Operation of Shareholders’ Meetings How shareholders’ meetings are operated in different situations, such as a one-person company and a listed company with many shareholders.</p> <p>7 Defects in Resolutions of Shareholders’ Meetings What constitutes a defect in a shareholders’ resolution; study cases of rescission and nullity of resolutions.</p> <p>8</p>		

Directors, Board of Directors, and Representative Directors

Roles and operation of directors and the board of directors

9

Liability of Officers and Others

Study the duty of care of a prudent manager and the duty of loyalty owed by directors and other officers.

10

Disputes Between Directors and the Company

Examine cases involving disputes such as removal of directors, removal of the representative director (so-called “coup” situations) , etc.

11

Shareholder Derivative Suits

What is a shareholder derivative suit and how it functions within corporate governance.

12

Statutory Auditors and the Board of Auditors

Roles of statutory auditors and the board of auditors.

13

Companies with Nominating Committees, etc. and Companies with Audit and Supervisory Committees

Easy-to-understand explanation of systems created by recent amendments, such as companies with nominating committees, etc. and companies with audit and supervisory committees.

14

Corporate Reorganization: Share Transfers, Business Transfers, Corporate Splits, Mergers, etc.

Overview of procedures for corporate reorganization, including creditor protection procedures.

15

Dissolution and Liquidation of Companies

Overview of dissolution and liquidation procedures of companies.

Prerequisites and Registration Requirements

There are no specific prerequisites or registration requirements.

Students are expected to listen carefully to the lectures, understand the content, and work to cultivate their legal thinking skills.

Preparation and Review

No specific preparation or review is required.

Textbook(s)

None in particular.

Reference(s)

Companies Act (Part I, Part II, Part III and Part IV)

[url]https://www.japaneselawtranslation.go.jp/ja/laws/view/3206#je_pt1ch1at3[/url]

Grading and Evaluation

Contribution to class (participation, discussions, etc.) : 40%

Presentation (s) : 30%

Report (s) and/or short quiz (zes) : 30%

Other

The instructor will make efforts to create an enjoyable learning environment in which students can acquire useful knowledge about law.

Course number: (GB)LAW661E		
Name of Course	Credit	Name of Professor
Outline of Business law	2 credits	YOSHIDA AI
Course Summary and Objectives		
<p>【Course Summary】</p> <p>This course explains legal systems closely related to corporate management, such as company law, compliance, corporate reorganization, insolvency law, intellectual property law, and consumer protection law, from both theoretical and practical perspectives. In addition to lectures, students will engage in case studies and discussions. In the final session, students will consolidate their understanding through presentations.</p> <p>【Course Objectives (Course ILO)】</p> <ul style="list-style-type: none"> -Being able to systematically understand the fundamental knowledge of business law, especially legal affairs essential for corporate activities. -Being able to understand legal risks that may arise in corporate management. -Being able to analyze issues using actual cases and acquire the ability to explain and present their own ideas. 		
Course Contents		
<p>1 Overview of Business Law Overview of law and justice, purposes of law, the role of corporate legal affairs, stakeholders surrounding a company, and categories of legal risks.</p> <p>2 Compliance Why do corporate scandals occur? Study the relationships among internal control, corporate governance, and compliance.</p> <p>3 Internal Control and Governance Examination of concrete case studies of corporate scandals.</p> <p>4 Basics of Company Law Study the basic structures of company law, such as types of companies and corporate organs of a joint-stock company.</p> <p>5 Corporate Reorganization: Overview Learn an overview of corporate reorganization.</p> <p>6 Corporate Reorganization: Specific Part Examine specific case studies of share transfer, business transfer, mergers and corporate splits, share exchanges, and share transfers.</p> <p>7 Insolvency Law: Overview Learn the concept of insolvency, out-of-court workouts vs. legal insolvency proceedings, and the basic structure and features of bankruptcy and civil rehabilitation proceedings.</p> <p>8</p>		

Insolvency Law: Specific Part

Compare liquidation-type and rehabilitation-type procedures, study characteristics of corporate reorganization proceedings, and examine practical choices and case examples (e.g., JAL) .

9

Trust Law

Learn the structure of trusts and their use by companies.

10

Intellectual Property Law: General Principles

Consider categories of intellectual property rights (patents, utility models, designs, trademarks, copyrights, trade secrets, etc.) , characteristics of intangible assets, and their impact on business.

11

Intellectual Property Law: Specific Issues

Examine the patent acquisition process, an overall picture of infringement litigation, brand strategies and case examples of trademark use, and requirements for copyright infringement using concrete cases.

12

Consumer Protection

Explain the outlines of the Consumer Contract Act, the Act on Specified Commercial Transactions, the Act against Unjustifiable Premiums and Misleading Representations, and the Product Liability Act, and key points for corporate practice

13

Dispute Prevention and Handling of Complaints and Disputes

Consider risk prevention through contract practice, complaint handling, and compare the characteristics of litigation, arbitration, and ADR and their strategic selection.

14

Case Study

Individually or in groups, students select a case such as a corporate scandal, corporate reorganization, or intellectual property dispute, organize the issues, make a legal assessment, and propose recurrence prevention measures, and prepare presentation materials.

15

Final Presentations

Case analysis presentations, Q&A, and instructor comments. Reflection on the course overall and organizing practical issues in business law.

Prerequisites and Registration Requirements

There are no specific prerequisites or registration requirements.

Students are expected to listen carefully to the lectures, understand the content, and work to cultivate their legal thinking skills.

Preparation and Review

None in particular.

Textbook(s)

None in particular.

Reference(s)

Companies Act (Part I, Part II, Part III and Part IV)

[url]https://www.japaneselawtranslation.go.jp/ja/laws/view/3206#je_pt1ch1at3[/url]

Grading and Evaluation

Contribution to class (participation, discussions, etc.) : 30%

Presentation (s) : 40%

Report (s) and/or short quiz (zes) : 30%

Other

The instructor will make efforts to create an enjoyable learning environment in which students can acquire useful knowledge about law.

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	SANTOS MIGEL
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		
<p>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</p>		

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

This syllabus/schedule is subject to change; any updates will be announced in class.

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%

If the master's thesis is not submitted, or if the student is absent from the oral examination, "Thesis Tutorial 2" shall be assigned a grade of "F".

Other

None

Course number: (GB)IND612E		
Name of Course	Credit	Name of Professor
Thesis Tutorial 2	2 credits	SANTOS MIGEL
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> <p>-Acquire and display a deep understanding of a theoretical and/or practical issue in one of the fields of corporate finance.</p> <p>-Develop and demonstrate research skills in corporate 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		
<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> <p>Textbooks and other literature will be suggested during classes.</p>		
Grading and Evaluation		
<p>評価および評価は以下の要素を含みます：</p> <p>(1) セミナーの議論への参加の質 (30%)</p> <p>(2) 定期的な報告 (40%)</p>		

(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.

If the master's thesis is not submitted, or if the student is absent from the oral examination, "Thesis Tutorial 2" shall be assigned a grade of "F".

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%

If the master's thesis is not submitted, or if the student is absent from the oral examination, "Thesis Tutorial 2" shall be assigned a grade of "F".

Other

This syllabus/schedule is subject to change; any updates will be announced in class.

Course number: (GB)MAN691E

Name of Course

Credit

Name of Professor

Global Business Research (AESE IW Outbound)

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 (AESE IW Inbound)	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 lecture classes, 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 lectures, you can learn the characteristics of Japanese companies. In the office / factory tour, we will visit offices in Tokyo and factories in the suburbs. The relationship between Japanese culture and business innovation is considered in several lectures. Students would learn how Japanese culture should be reflected in technology and business in future.</p>		
Course Contents		
<p>1 Preparation Module Introduction</p> <p>2 Japanese Culture Lecture about Japanese Arts and Culture.</p> <p>3 Manga Museum Visit to Tokyo Visit at Kanda Myojin and Lecture about Shinto and Music of Japanese traditional music.</p> <p>4 Visit at Kanda Myojin and Lecture about Shinto and Music of Japanese traditional music.</p> <p>5 Office Tour Visit to some Office at Tokyo</p> <p>6 Lecture at the Office Visit to the Office and Lecture</p> <p>7 Factory Tour Visit to some Factory suburbs of Tokyo</p> <p>8 Lecture at the Factory Visit to the Factory and Lecture</p> <p>9 Factory Tour Visit to some Factory suburbs of Tokyo</p> <p>10 Excellence of Japanese Business 1 Lecture or case study of Japanese company 1</p> <p>11 Excellence of Japanese Business 2 Lecture or case study of Japanese company 2</p> <p>12 Excellence of Japanese Technology 1 Lecture or case study of Japanese company 3</p> <p>13 Excellence of Japanese Technology 2 Lecture or case study of Japanese company 4</p> <p>14 Office tour 1 Lecture or case study of Japanese company 5</p> <p>15 Office tour 2 Lecture or case study of Japanese company 6</p>		
Prerequisites and Registration Requirements		

Students are recommended to be proficient as below.

- 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.

Reference(s)

It is not to be used.

Grading and Evaluation

MBS and AESE will evaluate students.

Other

Course number: (BA)MAN561E		
Name of Course	Credit	Name of Professor
Transnational Management A	2 credits	SUMI, Atsushi
Course Summary and Objectives		
<p>Outline:</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Objectives:</p> <p>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.</p>		
Course Contents		
<p>Course Outline</p> <ol style="list-style-type: none"> 1. Introduction <ul style="list-style-type: none"> • 1a. Course Introduction • 1b. What is International Management? 2. Globalization <ul style="list-style-type: none"> • 2. Globalization I • 3a. Globalization II • 3b. Discussion 3. National Differences in Political Economy <ul style="list-style-type: none"> • 4-5. National Differences in Political Economy I • 6a. National Differences in Political Economy II • 6b. Discussion 4. Political Economy and Economic Development <ul style="list-style-type: none"> • 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

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 class web in the Oh-o! Meiji System for updates regarding any changes in instructional delivery, as mandated by the university for all schools and graduate programs.

Textbook(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.

Reference(s)

Additional Materials:

Supplementary materials will be introduced in class as needed.

Grading and Evaluation

Course Evaluation:

Student performance will be assessed based on the following criteria:

1. Oral Presentations (50%)

- Each student will deliver 5 to 6 oral reports on assigned textbook sections throughout the semester.
- Presentations should be accompanied by a brief summary and 2~3 discussion questions.

2. Case Report (50%)

- Submit an English report (A4 size, 8–10 pages, 3200–4000 words). The details will be explained in the class.

Other

Engagement and Communication:

Students are encouraged to openly share ideas and insights during classroom discussions and to ask any questions to

enhance their understanding of the course content. The course facilitator can be reached at 2025spring.classe

Course number: (BA)MAN561E		
Name of Course	Credit	Name of Professor
Transnational Management B	2 credits	SUMI, Atsushi
Course Summary and Objectives		
<p>Outline:</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Objectives:</p> <p>Using the English language, students will gain a solid understanding of the fundamental theoretical issues in International Business.</p>		
Course Contents		
<p>Course Outline</p> <ol style="list-style-type: none"> 1. Introduction <ul style="list-style-type: none"> • 1a. Introduction • 1b. What is International Management? 2. Foreign Direct Investment <ul style="list-style-type: none"> • 2. Foreign Direct Investment 3. The Strategy of International Business <ul style="list-style-type: none"> • 3-4. The Strategy of International Business • 5a. The Strategy of International Business • 5b. Discussion 4. Entering Foreign Markets <ul style="list-style-type: none"> • 6. Entering Foreign Markets • 7a. Entering Foreign Markets • 7b. Discussion 5. Global Production, Outsourcing, and Logistics <ul style="list-style-type: none"> • 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

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.

Textbook(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.

Reference(s)

Additional Materials:

Supplementary materials will be introduced in class as needed.

Grading and Evaluation

Course Evaluation:

Student performance will be assessed based on the following criteria:

1. Oral Presentations (50%)
 - Each student will deliver 5 to 6 oral reports on assigned textbook sections throughout the semester.
 - Presentations should be accompanied by a brief summary and a few discussion questions for the class.
2. Case Report (50%)
 - Submit an English report (A4 size, 8-10 pages, 2400–3200 words). The Details to be explained in class.

Other

Engagement and Communication:

Students are encouraged to openly share ideas and insights during classroom discussions and to ask any questions to enhance their understanding of the course content. The course facilitator can be reached at 2026classes.sumi@

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>Students are required to read the material before classes. Class discussions and case study will be used to improve understanding.</p>		
Textbook(s)		
<ol style="list-style-type: none"> 1. Pearson Education, Ricky W. Griffin, Micheal W. Pustay, International Business - A Managerial Perspective 9th edition 2020 		
Reference(s)		

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

Grading and Evaluation

Class Participation and Assignments - 20%

Test- 20%

Case Studies- 40%

Group Project- 20%

TOTAL - 100%

Other

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"> a) describe concepts of individual and group behavior in organizations b) explain theories of individual and group behavior in organizations c) assemble conceptual and theoretical knowledge to understand 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 mindfully their reading, listening, speaking, and writing skills in English by interacting with others taking the course.</p>		
Course Contents		
<p>[b]The first class meeting of this course [i]as well as[/i] guest speaking session ([i]tentative[/i]) will be conducted online (by using Zoom Video-conferencing Technology)[/b].</p> <p>All other 12 sessions will be delivered in person (face-to-face). More details will be announced in the first class meeting.</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 1</p> <p>Session 4 Individual behavior, personality, and values (with role playing) 2</p> <p>Session 5 Perceiving ourselves and others in organizations</p> <p>Session 6 Workplace emotions, empathy at work, attitudes, and stress</p> <p>Session 7 Case study analysis 1: Oral presentations</p> <p>Session 8 Foundations of employee motivation</p> <p>Session 9 Case study analysis 2: Oral presentations</p> <p>Session 10 Team dynamics</p> <p>Session 11 Communicating in teams and organizations</p> <p>Session 12 Guest speaking (online) by a practicing manager from the industry ([i]tentative[/i]) [b]or [/b]a lecture on a selected (and relevant) topic by the course facilitator ([i]as a[/i] [i]contingency plan[/i])</p> <p>Session 13 Leadership in organizational settings</p> <p>Session 14 Case study analysis 3: 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, role playing, chapter reading-based presentations by learning partners, case study analysis and presentations by learning partners, and online 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

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.

Textbook(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.

Reference(s)

Nicklin, M. (2024). [i]Empathy at work [/i](1st ed.). Embassy Book Distributors.

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

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

Grading and Evaluation

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

Other

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

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

This faculty member is reacha

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"> explain the overall process of how business organizations formulate strategies and execute them examine practical issues of strategy formulation and strategy execution in business organizations appraise various business situations to 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>[b]The first class meeting of this course [i]as well as[/i] guest speaking session ([i]tentative[/i]) will be conducted online [b]</p> <p>[b](by using Zoom Video-conferencing Technology)[/b].</p> <p>All other 12 sessions will be delivered in person (face-to-face).</p> <p>More details will be announced in the first class meeting.</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 a selected (and relevant) topic by the course facilitator ([i]as a contingency plan[/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 online 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

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

Textbook(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.

Reference(s)

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

Grading and Evaluation

a) Active participation and engagement in classroom meetings—70%

b) Case study analysis, [i]i.e. [i]written assignment and oral presentations—30%

No final written examination given at the end of the semester

Other

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

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

Thi

Course number: (BA)MAN526E

Name of Course	Credit	Name of Professor
Strategic Management B [M]	2 credits	Dassanayake Mudiyanselage SAMAN

Course Summary and Objectives

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 ongoing debates on topics of Strategic Management. The analysis and presentation of minicases and a full-length case will complement this.

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".

At the end of this course, learning partners will be able to:

- recognize deeply practical issues/phenomena/scenarios of the process of strategy formulation and execution in business organizations
- examine major influences on and challenges of strategy formulation and execution in present day business organizations
- appraise the significance of strategic management as a discipline and practice (that draws upon all functional areas of management) for developing a bird's-eye view of a business organization.

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.

Course Contents

[b]The first class meeting of this course [i]as well as[/i] guest speaking session ([i]tentative[/i]) will be conducted online [b]

[b](by using Zoom Video-conferencing Technology)[/b].

All other 12 sessions will be delivered in person (face-to-face).

More details will be announced in the first class meeting.

Session 1 What strategic management and the role of strategic leaders are all about: A cursory glance through fundamentals 1

Session 2 What strategic management and the role of strategic leaders are all about: A cursory glance through fundamentals 2

Session 3 Chapter reading-based discussion on a selected topic 1

Session 4 Chapter reading-based discussion on a selected topic 2

Session 5 Chapter reading-based discussion on a selected topic 3

Session 6 Analysis and presentation of minicase 1

Session 7 Reading and discussing a journal article 1

Session 8 Reading and discussing a journal article 2

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 a selected (and relevant) topic by the course facilitator ([i]as a contingency plan[/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 online 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

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 proactively themselves for navigating effectively respective discussions and presentations.

Textbook(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.

Reference(s)

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

Grading and Evaluation
a) Active participation and engagement in classroom meetings—70% b) Case study analysis, [i]i.e. [i]written assignment and oral presentations—30% No final written examination given at the end of the semester
Other
Let us learn together Strategic Management for developing a bird's-eye view of a business organization. Your suggestions and insights are always welcome for improving continuously the quality and the relevance of this course as we progress through. Thi

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

Other

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

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

Thi

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

Passive learning is to be avoided in the module. Students are encouraged to preview and review material before and after each lecture in order to prepare themselves for class discussions. The aim is not only to equip students with a good degree of understanding of the subject, but also to help them to establish certain skills that can be applied to their future careers.

Textbook(s)

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

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

Reference(s)

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

Grading and Evaluation

Class Discussion and In-class Activities (30%)

Presentation (30%)

Case Study X2 (40%)

Other

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

Passive learning is to be avoided in the module. Students are encouraged to preview and review material before and after each lecture in order to prepare themselves for class discussions. The aim is not only to equip students with a good degree of understanding of the subject, but also to help them to establish certain skills that can be applied to their future careers.

Textbook(s)

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

Reference(s)

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.

Grading and Evaluation

- Class Discussion (30%)
- Presentation (30%)
- Case Study X2 (40%)

Other

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 Case Study

Preview: Case

Review: Assignment

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 Case Study

Preview: Case

Review: Assignment

Prerequisites and Registration Requirements

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

Preparation and Review

Passive learning is to be avoided in the module. Students are encouraged to preview and review material before and after each lecture in order to prepare themselves for class discussions. The aim is not only to equip students with a good degree of understanding of the subject, but also to help them to establish certain skills that can be applied to their future careers.

Textbook(s)

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

Reference(s)

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. Regis McKenna, Real Time, Boston: Harvard Business School Press, 1997.

Grading and Evaluation
<p>Class Discussion (20%)</p> <p>Case Study X4 (80%)</p>
Other

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 Case Study

Preview: Case

Review: Assignment

Session 13 Case Study

Preview: Case

Review: Assignment

Session 14 Case Study

Preview: Case

Review: Assignment

Prerequisites and Registration Requirements

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

Preparation and Review

Passive learning is to be avoided in the module. Students are encouraged to preview and review material before and after each lecture in order to prepare themselves for class discussions. The aim is not only to equip students with a good degree of understanding of the subject, but also to help them to establish certain skills that can be applied to their future careers.

Textbook(s)

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

Reference(s)

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. 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.

Grading and Evaluation

Class Discussion (20%)

Case Study X4 (80%)

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

Textbook(s)

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

Reference(s)

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

Grading and Evaluation

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

Presentations (2): 50%

Post-Presentation Essays (2): 50%

Other

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

Textbook(s)

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

Reference(s)

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

Grading and Evaluation

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

Presentations (2): 50%

Post-Presentation Reports (2): 50%

Other

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 : 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		
<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.

Textbook(s)

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

Reference(s)

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

Grading and Evaluation

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

Presentations (2): 50%

Post-Presentation Essays (2): 50%

Other

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 : 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		
<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.

Textbook(s)

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

Reference(s)

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

Grading and Evaluation

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

Presentations (2): 50%

Post-Presentation Reports (2): 50%

Other

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 not be late for school. Our classes are sometimes taught remotely.</p>		
Preparation and Review		
<p>Students should develop an effective resume that can be utilized for your next class and give students who take this course a resume of your report.</p>		
Textbook(s)		
<p>Ivancevich, John M. Robert, Konopaske, Matteson, Michale T. (2011) Organizational Behavior and Management, McGraw-Hill: Irwin</p>		
Reference(s)		
<p>Bucknall, Kevin B.(2006)Japan: Doing Business in a Unique Culture, Boson Books Morgan, J. Jeffrey and Morgan, James C. (1991) Cracking The Japanese Market, A Division of Macmillan, Inc.</p>		

Grading and Evaluation

1. Participation in class 20% (participation in activities) 2. Presentations 20% 3. Course Questionnaire 10% 4. Homework 20% 5. Term Paper 30%

Other

We will discuss and decide on the study tour together.

Course number:		
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>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> <p>The final ten minutes of the session will be an open discussion on a topic set in advance. Students are expected to be</p>		

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.

Textbook(s)

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

Reference(s)

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

Grading and Evaluation

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

Presentations (2): 50%

Post-Presentation Reports (2): 50%

Other

Course number:		
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>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> <p>The final ten minutes of the session will be an open discussion on a topic set in advance. Students are expected to be</p>		

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.

Textbook(s)

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

Reference(s)

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

Grading and Evaluation

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

Presentations (2): 50%

Post-Presentation Reports (2): 50%

Other

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: What is Forensic Accounting? Definition and History (Media Class Realtime Live) Class 2 : Forensic Accounting Education (Media Class Realtime Live) Class 3 : Forensic Accounting in the U.S. (Media Class Realtime Live) Class 4: Corporate Misconduct and Financial Statement Fraud (Financial Statement Data and Textual Information) (Media Class Realtime Live) Class 5 : Fraud Detection Methodologies (Media Class Realtime Live) Class 6 : Characteristics of Accounting Fraud in Japan (Media Class Realtime Live) Class 7: Forensic Investigation (Media Class Realtime Live) Class 8 : Forensic Audit (Media Class Realtime Live) Class9 : Forensic Services (Media Class Realtime Live) Class 10 :Forensic Accounting Techniques (Media Class Realtime Live) Class 11: Information Analysis (Media Class Realtime Live) Class 12 :Interviewing Practices (Media Class Realtime Live) Class 13:Governance (Media Class Realtime Live) Class 14: Summary (Media Class Realtime Live)</p>		
Prerequisites and Registration Requirements		
N/A		
Preparation and Review		
<p>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.</p>		
Textbook(s)		
Forensic Accounting: Investigation Services by Masumi Nakashima and Tomohiro Katayama, 2026.		
Reference(s)		
Grading and Evaluation		

Class Contribution 15%

Assignments 35%

Final Exam 60%

No face-to-face testing is conducted.

Other

This course is offered as a media class course. All classes are conducted live in real time, and the ZOOM LINK and PW are delivered from Oh-o! Meiji. Class materials and assignments are uploaded from Oh-o! Meiji.

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: Overview of Litigation for Damages (Media Class Realtime Live) Class 2 :Overview of the Litigation System (Media Class Realtime Live) Class 3: Subject of Proof (Media Class Realtime Live) Class 4: Rules of Evidence (Media Class Realtime Live) Class 5 :Rules for Datermining Facts (Media Class Realtime Live) Class 6: Evidence Collcetion and Examination (Media Class Realtime Live) Class 7:Accountants' Involvement in Litigation (Media Class Realtime Live) Class 8: Litigation for Tort (Media Class Realtime Live) Class 9: Litigation for Neglect of Duties by Directors (Media Class Realtime Live) Class 10: General Provisions on Criminal Liabilities (Media Class Realtime Live) Class 11: Overview of Civil 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		
<p>Please read the content of each chapter following the syllabus. After class please work on the assingment for each chapter as a review.</p>		
Textbook(s)		
Forensic Accounting: Litigation Services by Tomohiro Katayama, 2026		
Reference(s)		
N/A		
Grading and Evaluation		

Class Contribution 15%

Assignments 35%

Final Exam 60%

No face-to-face testing is conducted.

Other

This course is offered as a media class course. All classes are conducted live in real time, and the ZOOM LINK and PW are delivered from Oh-o! Meiji. Class materials and assignments are uploaded from Oh-o! Meiji.

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		
<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>		
Textbook(s)		
<p>Business Analysis Valuation: Using Financial Statements, Krishna G. Palepu and Paul M. Healy 5th edition, 2013. South-Western College Publishing (ISBN-10: 1111972303 ISBN-13: 978-1111972302).</p> <p>Earnings Management and Earnings Quality: Evidence from Japan, Masumi Nakashima, 2015, Hakuto Shobo Publishing (ISBN: 9784561362104)</p>		
Reference(s)		
<p>N/A</p>		

Grading and Evaluation

Contribution to class: 15%, Assignment: 15%, Presentation: 20%, and Paper: 50%. No face-to-face testing is conducted.

Other

This course is offered as a media class course. All classes are conducted live in real time, and the ZOOM LINK and PW are delivered from Oh-o! Meiji. Class materials and assignments are uploaded from Oh-o! Meiji.

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		
<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>		
Textbook(s)		
<p>Business Analysis Valuation: Using Financial Statements, Krishna G. Palepu and Paul M. Healy 5th edition, 2013. South-Western College Publishing (ISBN-10: 1111972303 ISBN-13: 978-1111972301).</p> <p>Earnings Management and Earnings Quality: Evidence from Japan, Masumi Nakashima, 2015, Hakuto Shobo Publishing (ISBN: 9784561362104)</p>		
Reference(s)		
<p>N/A</p>		

Grading and Evaluation

Contribution to class: 15%, Assignment: 15%, Presentation: 20%, and Paper: 50%. No face-to-face testing is conducted.

Other

This course is offered as a media class course. All classes are conducted live in real time, and the ZOOM LINK and PW are delivered from Oh-o! Meiji. Class materials and assignments are uploaded from Oh-o! Meiji.

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

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.

Textbook(s)

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

Reference(s)

『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)

Grading and Evaluation

Contribution to the class: 30%

Mini-assignments (Fieldnote, Interview Guide, Transcription, Coding list) 20%

Midterm presentation and paper: 10%

Final presentation and report: 40%

Other

Course number: (GS)ECN641E

Name of Course

Credit

Name of Professor

Private Sector Development

2 credits

KAMEYAMA TAKUJI

Course Summary and Objectives

In today's world, where globalization has taken hold, international community has reached 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, the critical challenge for most countries is how to attract more valuable investment by facilitating better Investment Ecosystem, the policy and business environment that fosters entrepreneurship and private sector development.

The objective of this course is to explore the practical approaches to improve Investment Ecosystem to stimulate private sector investments by discussing theories and good practices in both developed and emerging countries. However, the course will focus more on cases of emerging countries that badly need capital and technology. 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 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 Ecosystem in order to promote investment in the country (ies) concerned.

Course Contents

〈The 1st Class〉

Course Overview : Why private sector development?

In this first class, students will be introduced course overview.

〈The 2nd Class〉

SDGs and Private Sector

- What are SDGs?
- How can private sector contribute achieving SDGs?

〈The 3rd Class〉

Key Issue (1) : Entrepreneurship (Startup Ecosystem)

- Benefits of Entrepreneurship
- Regulatory issues
- Case Study

〈The 4th Class〉

Key Issue (2) : FDI Theory and Promotion

- FDI theories: Why firms invest abroad?
- Why business linkage needed?
- Importance of SMEs
- Case Study

〈The 5th Class〉

Key Issue (3) : Financial Access

- 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

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

Textbook(s)

•Boer, D., et al., [i]Private Sector Development in an Emerging World: Inclusive Policies and Strategies for the Formal and Informal Economy, [i]Walter de Gruyter GmbH, (2024)
([url]<https://uplopen.com/reader/books/pdf/10.1515/9783111071251>[/url])

Students will be distributed other materials in class.

Reference(s)

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

United Nation,[i] World Investment Report 2025 [/i]

Further reading will be announced.

Grading and Evaluation

Class Participation and Case Summaries : 25%

Startup Ideation Group Exercise: 25%

Final Presentation of Case Study : 50%

Other

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. Students can learn practical skills to analyze problems and provide solutions.</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		
1	Introduction	
	Objective and outline of course, Scope of government, Public financial management, budget and political institutions	
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	
3	Evaluation and performance	
	Theories of evaluation and performance measurement, Logic model and short exercise, Strategic plan and management	
4	Evaluation and performance	
	Theories of evaluation and performance measurement, Logic model and short exercise, Strategic plan and management	
5	Evaluation and performance	
	Theories of evaluation and performance measurement, Logic model and short exercise, Strategic plan and management	
6		

Performance budgeting

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

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.

Textbook(s)

No textbook, but the list of references is provided at the first class.

Reference(s)

The list of references is provided at the first class, which includes the following as general references;

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

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

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

OECD, 2019, *Government at a Glance Southeast Asia*

IMF, 2022, *PIMA Handbook: Public Investment Management Assessment*

Grading and Evaluation

Class attendance: 30%, Presentation at class: 30%, Term paper: 40%

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

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

- (1) Are major points summarized clearly?
- (2) A longer presentation may lose points for score. It should be completed within 20 minutes in principle.

A student is suggested to choose a theme from the following examples. He or she can choose other topic which is relevant to the lectures based on lecturer's approval.

- (1) To assess PEM, fiscal transparency and other fiscal or budget institution of your country with a standard which international organizations provided.
- (2) To describe the nature and characteristics of one or a few of following areas in your country and analyze major problems of it; budgeting, resource allocation, accounting, audit, financial management, privatization and outsourcing, administration, agency or state-owned enterprise. Proposals for reform can be included.
- (3) To describe a NPM-type reform in your country and assess it critically.
- (4) To compare your country's budgeting and financial management with Japanese or other countries' one.

Score of a term paper depends on the following criteria.

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

Other

Course number: (GS)ECN511E

Name of Course

Credit

Name of Professor

Economics A

2 credits

MIYAZAKI EKSAN

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

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.

Textbook(s)

Nicholson, Walter, and Christopher Snyder (2015), *Intermediate Microeconomics and Its Application*, 12th Edition, Cengage

ISBN-13: 9781133189022 | ISBN-10: 1133189024

Reference(s)

While any textbook on microeconomics is useful to understand this course, the following book is suggested to go through. Varian, Hal R (2014) *Intermediate Microeconomics with Calculus: A Modern Approach*, WW Norton & Co
ISBN-10: 0393937143; ISBN-13: 978-039393714537143

Grading and Evaluation

An assignment : 100%

The end of the term, students are asked to submit an assignment.

Other

Course number: (GS)ECN511E		
Name of Course	Credit	Name of Professor
Economics B	2 credits	MIYAZAKI EKSAN
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

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.

Textbook(s)

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

Reference(s)

While any textbook on macroeconomics is useful to understand this course, the following book is suggested to go through.
Mankiw, N Gregory (2017) Principles of Economics, 8th edition, South-Western Pub
ISBN-10: 1305585127, ISBN-13: 978-1305585126

Grading and Evaluation

An assignment : 100%

The end of the term, students are asked to submit an assignment.

Other