

Course number:(GB)ECN561E		
Name of Course	Credit	Name of Professor
Fundamentals of Finance	2 credits	サントスミゲル SANTOS Miguel
Course Summary and Objectives		
<p>Managers must possess the ability to assess past financial data, forecast sales, estimate future cash-flows, and prepare pro-forma financial statements. They need also to understand, quantify, and manage risks, as well as determine an appropriate capital structure for a variety of business, including corporations, family business and start-ups. This course is designed to impart a robust comprehension of fundamental corporate finance principles and theories that are crucial for business professionals to grasp the repercussions of their decisions on their companies' financial performance. Additionally, it aims to cultivate proficiency in utilizing Excel for analyzing financial issues.</p> <p>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"> <li>1. Be able to estimate future cash flows and the appropriate discount rates in order to value real and financial assets using DCF methods.</li> <li>2. Understand the basic asset valuation models, such as CAPM and APT, and develop the ability to implement them to corporations, family business and start-ups.</li> <li>3. Be able to apply sensitivity analysis to DCF evaluation methods.</li> <li>4. Understand the impact of the choice between alternative sources of capital for corporations, family business and start-ups.</li> <li>5. Understand the role of derivatives in managing risk.</li> <li>6. Be able to understand and use the basic analytical tools employed in financial analysis.</li> <li>7. Be able to analyze financial data using Excel.</li> </ol>		
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 &amp; II Basic tools for financial analysis. Diagnosis, forecast, and corporate policies concerning liquidity management. Working Capital and Working Capital Requirements. Required pre-reading: J.M.P. Santos, [i]Yuzuya Asian Food[/i], The Case Centre, ref. no. 118-0021-1, 2018.</p> <p>4 Valuation of future cash-flows DCF: future cash flows, discount rates. NPV, IRR, and other capital budgeting decisional criteria. Interpreting rates of return.</p> <p>5 Comparing the value of alternative cash flows Quantitative analysis of a buy or rent decision using expected future cash flows, opportunity cost of capital annuities and growing annuities. Required ore-reading R.S.K. Tan, Z.R. Huszar &amp; W. Zhang, [i]Buy or Rent: Living in Singapore[/i], Ivey Publishing, W17437, 2017.</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 shared assets, cannibalization, overheads, and working capital requirements. The estimation of residual and terminal values. Real and nominal cash-flows. Using the NPV and the IRR. Required pre-reading: Heirich, Steiroeder and Raviv, [i]Energy Gel: A New Product Introduction (A) [/i], Kellogg School of Management, KEL083.

8

#### Portfolio theory

Portfolio theory and the CAPM: the relationship between risk and return. Arbitrage Pricing Theory.

9

#### Dividends, debt policy and capital structure

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

10

#### The cost of capital

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

11

#### Corporate financial analysis

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

12

#### Public & private issues. M&A

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

13

#### Managing risk with derivatives

The control of risk through the use of forward, futures and option contracts. The basics of future 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). The case for Weeks 2 - 3 (Yuzuya Asian Food) may be acquired at: [\[url\]https://www.thecasecentre.org/products/view?id=151279\[/url\]](https://www.thecasecentre.org/products/view?id=151279). 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 (weeks 2 - 14; 25%)
- (2) Three Learning Reports (due after weeks 3, 7 and 12; 25%)
- (3) Final exam (week 15; 50%)

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

#### Other

Students are expected to actively participate in discussion and communication in English.

Course number:(GB)MAN526E		
Name of Course	Credit	Name of Professor
Fundamentals of Management [M]	2 credits	許 佑旭 HSU Yu-Hsu (Sean)
Course Summary and Objectives		
<p>Course ILOs:</p> <ol style="list-style-type: none"> <li>1. Display understanding of management roles, organizational structure and culture and how organizations can change</li> <li>2. Develop and display a strong understanding of the role of ethics, social responsibility and sustainability in modern business</li> <li>3. Develop and display problem-solving and communication skills</li> <li>4. Display understanding of the need to incorporate a more global perspective in personal management practices</li> </ol> <p>Management is a module provides students with insights into the principal ideas and developments in management theory and practice. Apart from the traditional management thinking, the most recent management ideas applied in organisations will also be introduced and discussed. Managerial issues regarding planning, organising, controlling and leading will be covered. Case studies and discussion are employed in class as they not only serve as a platform for mutual learning amongst students in an educational setting, but they also enable students to apply theories/models learnt from the module and equip them with sound analytical skills which will have a significant impact on their future career.</p>		
Course Contents		
<ol style="list-style-type: none"> <li>1 ) Introduction to the module - What is management?</li> <li>2 ) Management theory - an overview of trends in management studies</li> <li>3 ) Managerial functions 1 - Planning</li> <li>4t) Managerial functions 2 - Organising</li> <li>5 ) Managerial functions 3 - Controlling</li> <li>6 ) Managerial functions 4 - Decision- making</li> <li>7 ) Group Project Presentation (I)</li> <li>8 ) Group Project Presentation (II)</li> <li>9 ) Motivation</li> <li>10) Communication</li> <li>11) Business Ethics</li> <li>12) Corporate Social responsibility</li> </ol>		

13)

Organisational Culture

14)

Individual Project Presentation (I)

15)

Individual Project Presentation (II)

#### Prerequisites and Registration Requirements

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

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

#### Preparation and Review

Students should read the material and analyse cases assigned.

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

#### Textbook(s)

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

#### Reference(s)

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

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

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

Further reading will also be announced in-class.

#### Grading and Evaluation

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

#### Other

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

Course number:(GB)ACC531E		
Name of Course	Credit	Name of Professor
Fundamentals of Accounting	2 credits	姚 俊 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&amp;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"> <li>1. Understand the structure of financial statements</li> <li>2. Understand how transactions are recorded using the financial statements template</li> <li>3. Conduct financial statement analysis</li> <li>4. Making decisions using accounting knowledge</li> </ol>		
Course Contents		
<ol style="list-style-type: none"> <li>1. What is accounting</li> <li>2. Business activities and financial statements</li> <li>3. Understanding financial information (1) – the income statement</li> <li>4. Understanding financial information (2) – the balance sheet</li> <li>5. Understanding financial information (3) – the statement of cash flows</li> <li>6. Case study- cash flow analysis of a start-up company</li> <li>7. Analysis of financial statements</li> <li>8. Case study – the story of two restaurants</li> <li>9. Using ROA and contribution income statements to measure profit centers</li> <li>10. Overhead allocation</li> <li>11.</li> </ol>		

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)

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

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

#### Grading and Evaluation

Your course grade will be determined as follows:

Participation in class discussions 30%

Home assignment 30%

Final test 40%

#### Other

None

Course number:(GB)CMM516E		
Name of Course	Credit	Name of Professor
Fundamentals of Marketing [M]	2 credits	張 巧韻 CHANG Connie
Course Summary and Objectives		
<p>The Fundamentals of Marketing module introduces the basic principles and framework which is necessary for students to make strategic decisions in a dynamic business environment.</p> <p>Topics including marketing plans, consumer behaviour, marketing communication, segmentation, branding, and pricing will be covered. Reading will be assigned each week in order for students to identify marketing opportunities, describe consumer behaviour and focus strategies on fulfilling customers' needs.</p> <p>Course ILOs :</p> <p>Upon completion of this module, students will be able to:</p> <ol style="list-style-type: none"> <li>1. Assess market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company.</li> <li>2. Develop effective marketing strategies to achieve organizational objectives.</li> <li>3. Design a strategy implementation program to maximize its chance of success.</li> </ol>		
Course Contents		
<p>***Please note that this course is provided as an online Media-based course. All the classes will be delivered via Zoom.***</p> <p>This course will be divided into four parts.</p> <p>Part 1: Defining Marketing and the Marketing Process</p> <ol style="list-style-type: none"> <li>1. Marketing: Creating Customer Value and Engagement</li> <li>2. Company and Marketing Strategy: Partnering to Build Customer Engagement, Value, and Relationships</li> </ol> <p>Part 2: Understanding the Marketplace and Consumer Value</p> <ol style="list-style-type: none"> <li>3. Analyzing the Marketing Environment</li> <li>4. Consumer Markets and Buyer Behavior</li> <li>5. Business Markets and Business Buyer Behavior</li> </ol> <p>Part 3: Designing a Customer Value-Driven Strategy and Mix</p> <ol style="list-style-type: none"> <li>6. Customer Value-Driven Marketing Strategy: Creating Value for Target Customers</li> <li>7. Products, Services, and Brands: Building Customer Value</li> <li>8. Midterm: Individual Presentation and Discussion</li> <li>9. Pricing: Understanding and Capturing Customer Value</li> <li>10. Marketing Channels: Delivering Customer Value</li> </ol>		



11. Retailing and Wholesaling
12. Personal Selling and Sales Promotion Part 4: Extending Marketing
13. Creating Competitive Advantage
14. Sustainable Marketing: Social Responsibility and Ethics
15. Final Evaluation and Wrap-up

#### 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.

"マーケティング基礎論" and "Fundamentals of Marketing" are the same course. Registering either course will be admitted.

#### Preparation and Review

In order to obtain a good grade, students are required to attend each lecture, actively participate in the class discussion and preview and review the chapters for each week.

#### Textbook(s)

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

#### Reference(s)

Strategic Brand Management: Building, Measuring and Managing Brand Equity, 4th Edition, Kevin Lane Keller, Essex, England, Pearson Prentice Hall, 2014

ISBN: 978-0-27-377-941-4

Facebook Marketing: Leverage Social Media to Grow Your Business, Steven Holzner, Indiana, QUE Publishing, 2009

ISBN: 978-0-78-973-802-8

Achrol, R. and Kotler, P. (2012) , "Frontiers of the Marketing Paradigm in the Third Millennium", Journal of the Academy of Marketing Science, 40 (1) , pp. 35-52.

Kimery, K.M. and Rinehart, S. M. (1998) , "Markets and Constituencies: An Alternative View of the Marketing Concept", Journal of Business Research, 43 (3) , pp. 117-124.

Webster, F.E., Jr. and Lusch, R.F. (2013) , "Elevating Marketing: Marketing is Dead! Long Live Marketing!", Journal of the Academy of Marketing Science, 41 (4) , pp. 389-399

#### Grading and Evaluation

Mid-term Presentation 30%

Class Participation 20%

Class Discussion 20%

Final Evaluation (Case Study) 30%

#### Other

Course number:(GB)MAN596E		
Name of Course	Credit	Name of Professor
Global Business Studies [M]	2 credits	許 佑旭 HSU Yu-Hsu (Sean)
Course Summary and Objectives		
<p>Course ILOs :</p> <ol style="list-style-type: none"> <li>1 . Understand the impact of globalisation on contemporary economic organisations and our society.</li> <li>2 . Explore and learn issues associated with ERS in the business world.</li> <li>3 . Identify and analyse challenges encountered by the managers of the MNEs and offer sound advice.</li> </ol> <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"> <li>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。</li> <li>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。</li> <li>3 . 多国籍企業のマネージャーが直面する課題を特定し、分析し、適切な助言を提供する。</li> </ol> <p>このモジュールは、学生に対して、グローバルなコンテキストでの現代企業経営に関する特定の課題を ERS に焦点を当てて探究する機会を提供します。関連する概念や理論が探求され、議論されます。ケーススタディは、教育の場で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授業で使用されます。</p>		
Course Contents		
<p>1 ・ 2</p> <p>[b]Introduction to the module and globalization[/b]</p> <p>The impact of globalisation</p> <p>The definition of globalisation. In what way we are affected by globalisation.</p> <p>The impact of globalisation on business and management</p> <p>How business and management are influenced by globalisation.</p> <p>3 ・ 4</p> <p>[b]National culture and institution[/b]</p> <p>Does national culture matter?</p> <p>The definition of national culture. Concepts and theories of culture.</p> <p>Does institutions matter?</p> <p>Institutions and the business world. Divergent capitalisms.</p> <p>5 ・ 6</p> <p>[b]Internationalisation and firms[/b]</p> <p>Why do firms venture abroad? Different entry modes.</p> <p>7 ・ 8</p> <p>[b]Group Project Presentation[/b]</p> <p>9 ・ 10</p> <p>[b]Multinational enterprises (MNEs) [/b]</p> <p>The definition of MNEs. Challenges faced by MNEs.</p> <p>11 ・ 12</p>		

[b]Business ethics, responsibility and sustainability[/b]

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

Basic concepts of ERS will be introduced and discussed.

Issues regarding ERS in the context of MNEs.

13 • 14

[b]De-internationalization[/b]

What is de-internationalisation? Why does de-internationalisation occur? How does de-internationalisation impact on firms? How should firms deal with it?

15

[b]Final presentation (Individual) [/b]

#### Prerequisites and Registration Requirements

Students should proactively participate in discussions.

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

#### Preparation and Review

Students should read the assigned material/cases.

#### Textbook(s)

There is no textbook for this module. Materials will be circulated.

#### Reference(s)

To be announced in class.

#### Grading and Evaluation

In-class participation (idea sharing, attitudes, etc) : 40%

Group project presentation: 20%

Presentation: 10%

Final report: 30%

#### Other

If free cases are not available, students may be required to purchase cases.

Course number:(GB)MAN591E		
Name of Course	Credit	Name of Professor
Global Business Studies	2 credits	サントスミゲル SANTOS Miguel
Course Summary and Objectives		
<p>By the end of this course students should be able to:</p> <ul style="list-style-type: none"> <li>-Explore and learn about some of the elements involved in managing a business in a global environment.</li> <li>-Develop an awareness concerning ERS issues in the business world.</li> <li>-Develop a multifaceted perspective of business management.</li> </ul> <p>Incorporating these three ILOs, the overarching goal of this course is to deepen understanding of managing a business within a globalized business environment. This encompasses various topics, including the significance of corporate and business strategy, cultural diversity, management development systems, power dynamics, motivation and leadership, competition, cooperation, negotiation, as well as integrity and governance, in the context of a globalized business environment.</p> <p>Throughout this course, case discussions will be employed to exemplify both exemplary and undesirable practices, fostering reflection and the exchange of ideas related to various management theories. Some sessions will also utilize role-playing exercises to enhance self-awareness and provide practical illustrations for certain models.</p> <p>このコースの終了時には、学生は以下のことができるようになります：</p> <ul style="list-style-type: none"> <li>-グローバルな環境でのビジネスの管理に関与する要素について探求し学ぶ。</li> <li>-ビジネスの世界における倫理的な問題に関する認識を深める。</li> <li>-ビジネス管理の多面的な視点を発展させる。</li> </ul> <p>これらの3つの ILO を取り入れたこの講義の総合的な目標は、グローバルなビジネス環境下でのビジネスの管理に関する理解を深めることです。これにはグローバルなビジネス環境の中での企業およびビジネス戦略の重要性、文化の多様性、管理開発システム、権力のダイナミクス、モチベーションとリーダーシップ、競争、協力、交渉、そして倫理とガバナンスなど、さまざまなトピックが含まれます。</p> <p>このコース全体を通じて、ケースディスカッションは模範的な実践と望ましくない実践の両方を例示するために使用され、さまざまな管理理論に関連する考察とアイデアの交換を促進します。一部のセッションでは、自己認識を高め、特定のモデルに対する実践的な説明を提供するために役割演技の演習も行われます。</p>		
Course Contents		
<p>1</p> <p>Introduction to the course 講義の紹介</p> <p>Presentation of course objectives, learning methods and evaluation scheme. The global manager: an introduction.</p> <p>2</p> <p>The role of strategy グローバルビジネスにおける戦略の役割</p> <p>The role of strategy in business success in the global market. The basic framework for strategy analysis. Locating and describing strategy. Developing a strategy. Ethical issues in strategy formulation.</p> <p>3</p> <p>Cultural challenges to the strategy of a global business 文化の違いから生じるビジネス戦略への課題</p> <p>Analysis of some of the cultural and institutional challenges in the global expansion of a business. Required pre-reading:</p>		

Bartlett and Han, [i]Levendary Café: The China Challenge[/i], Harvard Business School, 4357 (Japanese version: 「レベンダリーカフェ : 中国の挑戦」, 9-413-J01)

4

Managing across cultures

異文化間のマネジメント

Multinational business and national cultural differences. Cultural frameworks. Indicators of cultural differences. Cultural intelligence. The implications of differences in national cultures for management of global business. Ethical dilemmas in intercultural communication.

5

Management development systems

管理開発システム

Analysis of a global and well-structured approach to management in a multinational corporation: advantages and disadvantages. Performance and advancement. Ethical dilemmas in corporate performance evaluation. Required pre-reading: Bartlett and McLean, [i]GE's Talent Machine: The Making of a CEO[/i], Harvard Business School, 9-304-049 (Japanese version: 「GE のタレントマシン : CEO をつくる」, 9-312-J04)

6

Power and influence

ビジネスにおける権力と影響の役割

Analysis of a non-structured approach to management in a start-up: pros and cons. Required pre-reading: Gabarro and Roberts, [i]Erik Peterson (A) [/i], Harvard Business School, 9-494-005 (Japanese version: 「エリック・ピーターソン (A) 」, 9-419-J08)

7

Leadership and motivation

リーダーシップとモチベーション

The role of leadership and motivation in the achievement of organizational objectives in global businesses.

8

The role of competition

ビジネスにおける競争の役割

What is competition? Managing competition. How can strategies be employed to foster cooperation among competitors?

9

The role of cooperation

ビジネスにおける協力の役割

What is cooperation? Conditions necessary to achieve cooperative engagement. How to achieve and manage cooperative business relationships.

10

The role of negotiation

ビジネスにおける交渉の役割

Understanding and managing negotiation processes.

11

Integrity and governance

ビジネスにおける誠実さとガバナンス

The complementary roles of integrity and governance in the management of a global business. Required pre-reading:

Toninato and Tapiés, [i]Milking Money out of Parmalat[/i], IESE Business School, 0-305-041

12

The role of ethics (I)

ビジネスにおける倫理の役割(一)

Is ethics integral part of a business or an add-on?

13

The role of ethics (II)

ビジネスにおける倫理の役割(二)

The role of ethics in business transformation, Required pre-reading: Hogan and Paine, [i]Merck Sharp & Dohme Argentina, Inc. [/i], Harvard Business School, 9-398-033

14

Students' presentations

学生のプレゼンテーション

Students' presentations and discussion

15

Exam

試験

Final Exam

#### Prerequisites and Registration Requirements

There are no prerequisites to register for this course.

このコースへの登録には前提条件はありません。

#### Preparation and Review

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

Submission of a learning diary at the specified dates is required.

各クラス前に、学生は指定された講義を準備してきたと期待されます (詳細はコース内容を参照)。これは、ケースを読み、クラスに来る前に準備の質問に答えようとすることを意味します (各クラス前に配布されます)。指定された日程で学習日誌を提出することが必要です。

#### Textbook(s)

This course requires the pre-reading of five cases (indicated in the Course Contents) . The case for Week 11 may be acquired at: [url]https://www.iesepublishing.com/[url]. All other cases may be acquired at: [url]https://hbsp.harvard.edu/[url]. A course pack will be prepared at HBP for these cases.

このコースでは、5つのケースの事前読み込みが必要です (講義内容に記載)。第11週のケースは以下から入手可能です: [url]https://www.iesepublishing.com/[url]。他のすべてのケースは以下から入手可能です: [url]https://hbsp.harvard.edu/[url]。これらのケースに関する教材パックがHBPで用意されます。

#### Reference(s)

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

講義で学術論文および実務家の記事への言及が行われます。これらの記事は必読ではありません。

#### Grading and Evaluation

Grading and evaluation will include the following elements:

- (1) Quality of participation in case discussions and role playing (weeks 1 - 12, 14; 20%)
- (2) Learning diary (to be submitted after weeks 4, 7, 10 and 13; 20%)

(3) Group presentation (week 14; 20%)

(4) Final exam (week 15; 40%)

Achievement of the three ILOs of this course will be evaluated through the above four grading and evaluation methods. Instructions concerning the submission of the learning diary will be provided during the first week. The final exam will be a written exam if 6 or more students register for this course; otherwise, it will be an oral exam.

履修評価は次の項目から構成される。

1. 授業におけるディスカッションの質 (週 2-14; 20%)

2. 学習日記 (4週目、7週目、10週目、13週目以降に定められた期間内に提出; 20%)

3. グループ・プレゼンテーション (20%)

4. 期末試験 (週 15; 40%)

この講義の5つのILOの達成は上記の4項目の到達度から評価する。学習日記の提出に関する指示は、最初の週に説明する。5名以上の学生がこのコースに登録された場合、最終試験は筆記試験になる。5名までの場合は、口述試験になる。

Other

Course number:(GB)MAN591E		
Name of Course	Credit	Name of Professor
Global Business Studies	2 credits	沼田優子 NUMATA Yuko
Course Summary and Objectives		
<p>The Course Intended Learning Outcomes (ILOs)</p> <p>A global perspective has been increasingly important, and intercultural communicative ability is a key area. Yet, many of us did not have an opportunity to learn how to conduct effective presentations in English. In addition, a solid foundation in ERS (Ethics, Responsibility, and Sustainability) is increasingly necessary in decision-making in all areas of business. Therefore, by taking this course, students will be able to:</p> <ol style="list-style-type: none"> <li>1. Acquire and display use of language and strategies for business communication in intercultural settings</li> <li>2. Display ethical, socially responsible, and sustainable conduct in business</li> <li>3. Display effective presentation skills</li> </ol>		
Course Contents		
<p>1 Introduction to Global Business Studies</p> <p>2 Speaking in Public: Japanese vs English Presentation</p> <p>3 Selecting a Topic and a Purpose</p> <p>4 What is ERS?</p> <p>5 Analyzing the Audience /Ethical Listeners</p> <p>6 Gathering Materials / Ethical use of Information</p> <p>7 Supporting Your Ideas</p> <p>8 Organizing the Body, Beginning, and Ending of the Speech</p> <p>9 Outlining the Speech</p> <p>10 Using Language Ethically</p> <p>11 Delivery</p> <p>12 Using Visual Aids</p> <p>13 Presentation for Non-Native Speakers</p> <p>14 Ethics and Public Speaking</p>		



## Your Presentation on ERS Activities of a Firm

## Prerequisites and Registration Requirements

This course is for those who have little experience of using English other than required university courses, but would benefit from a widening of perspectives through greater awareness of ERS in business, and intercultural communication issues. Some degree of support in Japanese.

There will be no prerequisite, and anybody interested in making an effective English presentation will be welcome. Material may be in English, and you will be required to make English presentations.

## Preparation and Review

If you do not finish your in-class work, I would like you to catch up by the next class. Your assignment and presentation preparation will require some time outside of class.

## Textbook(s)

Lucas, Stephen. (2019) [i]The Art of Public Speaking: 13th Edition[/i]. McGraw-Hill Higher Education.

## Reference(s)

ルーカス, S.E. 狩野みき (監訳) (2016) 『アメリカの大学生が学んでいる「伝え方」の教科書』SB クリエイティブ

## Grading and Evaluation

Participation and Assignment (60%) and Presentations (40%)

## Other

Course number:(GB)MAN691E		
Name of Course	Credit	Name of Professor
グローバル・ビジネス研究III (2019年度以前入学者) グローバル・ビジネス研究I～VIII (2020年度以降入学者)	2 credits	許 佑旭 HSU Yu-Hsu (Sean)
Course Summary and Objectives		
<p>This year, we are planning to organize a field study trip to Taiwan to visit firms as well as universities. Lectures will be run by the local scholars/researchers in Taiwan. The trip will last for approximately 4 days. Details will be announced once the study trip is approved.</p> <p>Course ILOs :</p> <ol style="list-style-type: none"> <li>1. Understand the dynamics of firms in Taiwan, in particular family-owned firms.</li> <li>2. Identify the challenges faced by firms in Taiwan and offer sound advice.</li> <li>3. Learn different managerial approaches adopted by managers of Taiwanese firms.</li> </ol>		
Course Contents		
<ol style="list-style-type: none"> <li>1. Introduction (The purpose of the study trip.)</li> <li>2. Preparation I</li> <li>3. Preparation II</li> </ol> <p>4-15 Attending Lectures in Taiwan, Visiting Firms, Universities, Science Parks in Taiwan</p>		
Prerequisites and Registration Requirements		
<p>In order to obtain the credit, students have to participate in the study trip to Taiwan. Students have to finance their own travel. 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% Report: 60%</p>		
Other		
The contents of the course may be altered depending upon the situation.		

Course number:(GB)MAN691E		
Name of Course	Credit	Name of Professor
グローバル・ビジネス研究VII (2019年度以前入学者) グローバル・ビジネス研究I～VIII (2020年度以降入学者) Global Business Research	2 credits	山口不二夫 YAMAGUCHI Fujio
Course Summary and Objectives		
<p>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.</p>		
Course Contents		
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 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 (by the end of July)

Reference(s)

It is not to be used.

Grading and Evaluation

MBS and AESE will evaluate students.

Other

Course number:(GB)ECN676E		
Name of Course	Credit	Name of Professor
CaN International 寄附講座 「Strategy for CFO and M&A Accounting」 〔M〕	2 credits	大久保昭平 OKUBO Shohei 小田英毅 ODA Hideki
Course Summary and Objectives		
<p>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.</p> <p>This course will be conducted in basic English. Japanese students who are interested in international business and accounting &amp; taxation are also welcome.</p> <p><b>【Course Objectives (Course ILO)】</b></p> <ul style="list-style-type: none"> <li>- Acquiring the minimum practical skills related to accounting and taxation as a CFO</li> <li>- Understanding how you would apply what you learn in the MBA courses to the real-life CFOs' tasks</li> </ul>		
Course Contents		
<p>1 Introductions Roles of CFOs</p> <ul style="list-style-type: none"> <li>• Orientation</li> <li>• Capabilities Required for CFOs</li> <li>• Country-by-Country Comparison</li> <li>• Careers as CFOs</li> </ul> <p>2 CFOs' Basic Roles ① Institutional and Financial Accounting</p> <ul style="list-style-type: none"> <li>• Accounting System</li> <li>• Fundamentals of Financial Accounting</li> <li>• Various Financial Analyses</li> <li>• Annual Report</li> </ul> <p>3 CFOs' Basic Roles ② Management Accounting</p> <ul style="list-style-type: none"> <li>• Roles of Management Accounting</li> <li>• Cost Accounting</li> <li>• Decision Making and Performance Evaluation</li> </ul> <p>4 CFOs' Basic Roles ③ Financial Management</p> <ul style="list-style-type: none"> <li>• Relationship between Accounting and Cash Flow</li> <li>• Business Plan Preparation</li> <li>• Fundraising Methods</li> <li>• Cash Management System</li> </ul>		

5

#### CFOs' Basic Roles ④

##### Corporate Governance

- Corporate Governance
- Risk Management
- Internal Control

6

#### Management Roles expected for CFOs (Guest speaker)

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

- Subject to change

7

#### M&A① M&A Strategies

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

8

#### M&A② Due Diligence

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

9

#### M&A③ Valuation

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

10

#### M&A④ Accounting

- M&A Schemes
- Consolidated Accounting
- Goodwill

11

#### M&A⑤ Case Studies

- Case analysis

12

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

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

- Subject to change

13

CFOs and IPO, Initial Public Offering

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

14

Tax Planning by CFOs

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

15

(TBD) Assignment and Presentation or Guest speaker

- Presentation and Discussion

Prerequisites and Registration Requirements

Accounting and finance knowledge preferable, but not mandatory.

Preparation and Review

Students will be instructed during the courses.

Textbook(s)

Materials will be provided by the instructor.

Reference(s)

The instructor will introduce reference materials during the courses.

Grading and Evaluation

Class participation 30%

Assignments 70%

Other

None

Course number:(GB)ECN571E		
Name of Course	Credit	Name of Professor
Corporate Liquidity Management	2 credits	サントスミゲル SANTOS Miguel
Course Summary and Objectives		
<p><b>【Course Objectives (Course ILO)】</b></p> <p>By the end of this course students should be able to:</p> <ul style="list-style-type: none"> <li>-Develop and show an understanding of the importance liquidity management for the sustainable continuity of corporations, start-ups and family businesses.</li> <li>-Develop and demonstrate the ability to analyze corporate financial data to assess the present business liquidity position of corporations, start-ups and family businesses.</li> <li>-Forecast business liquidity based on the market conditions, corporate strategy and management policies of corporations, start-ups and family businesses.</li> <li>-Acquire and display the ability to formulate and implement strategic and financial plans to ensure liquidity and business sustainability for corporations, start-ups and family businesses.</li> <li>-Show an understanding of some of the ethical dilemmas that may arise in short-term financial management.</li> </ul> <p>Encompassing these five ILOs, the overall objective of this course is to help non-financial managers develop an informed understanding of the basic issues surrounding corporate liquidity management and to help them develop their ability to employ the analytical tools most commonly used in cash-management and short-term financial planning. It is expected that by the end of this course non-financial managers will be able to understand and communicate better with financial managers and understand how their own decisions as line managers (in production, sales, procurement, inventory, etc.) will affect the liquidity position of their organizations.</p> <p>Case discussions will be used throughout this course to link the analytical frameworks of liquidity management to actual managerial practice.</p>		
Course Contents		
<p>1 Introduction Presentation of course objectives, learning methods and evaluation scheme. The importance of liquidity management for business sustainability. Introduction/review of some basic concepts and analytical tools used in corporate liquidity management.</p> <p>2 - 3 Assessing operational efficiency and liquidity Some peculiarities of financial management in family businesses and in start-ups. Assessing operational efficiency and liquidity from financial statements: Introduction to financial analysis. The relation between Working Capital (WC) and Working Capital Requirements (WCR) . Ethical issues arising in managing the WCRs. Required pre-reading: Piper, “Cartwright Lumber Company”, Harvard Business School, 9-204-126</p> <p>4 Forecasting liquidity Forecasting liquidity: the competitive environment and corporate strategy and policies. Sensitivity analysis. Required pre-reading: Piper, “Cartwright Lumber Company”, Harvard Business School, 9-204-126</p> <p>5 - 6 Liquidity management under sales seasonality</p>		



Production schedules and inventory management: how they impact on the liquidity position of the firm. Managing WCR and liquidity under sales seasonality. Required pre-reading: Kester and Wang, "Polar Sports, Inc", Harvard Business School, 9-913-513

7

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

8

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

9 -10

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.

11

Liquidity management in high grow businesses

Managing liquidity in companies in high growth businesses. Required pre-reading: Ruback, "Dell's Working Capital", Harvard Business School, 9-201029.

12-13

Bank loans and liquidity

Factors affecting a bank's decision to lend to business (corporations, start-ups and family businesses) . Sensitivity analysis. Required pre-reading: Smith and Grasby, "Envy Rides Incorporated", Richard Ivey School of Business, 910N33.

14

Wrap-up and review

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

15

Final Exam

Final Exam

#### Prerequisites and Registration Requirements

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

“企業資金マネジメント” and “Corporate Liquidity Management” are the same course. Registering in either course will be admitted.

#### Preparation and Review

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

#### Textbook(s)

This course requires the pre-reading of seven cases (indicated in the Course Contents) . The case for Week 8 (Centros Comerciales Pryca) may be acquired at: [\[url\]https://www.iesepublishing.com/\[/url\]](https://www.iesepublishing.com/). All other cases may be acquired at: [\[url\]https://hbsp.harvard.edu/\[/url\]](https://hbsp.harvard.edu/). A course pack at Harvard Business Publishing will be prepared for these cases.

There is no required textbook. The recommended textbook is: James C. Van Horne and John M. Wachowicz, Fundamentals

of Financial Management, 13th edition, Pearson, 2009, chapters 6 to 11.

#### Reference(s)

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

#### Grading and Evaluation

Grading and evaluation will include the following elements:

- (1) Quality of participation in case discussions (weeks 1 -14; 20%)
- (2) Learning diary (to be submitted after weeks 4, 8, and 13; 20%)
- (3) Group report (20%)
- (4) Final exam (week 15; 60%)

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

#### Other

Course number:(GB)MAN551E		
Name of Course	Credit	Name of Professor
Corporate Value Management	2 credits	サントスミゲル SANTOS Miguel
Course Summary and Objectives		
<p><b>【Course Objectives (Course ILO)】</b></p> <p>By the end of this course you should be able to:</p> <ul style="list-style-type: none"> <li>-Acquire and demonstrate a solid understanding of what imparts value to an asset and how the value of any asset can be estimated.</li> <li>-Apply standard valuation models, including DCF, APV, and real options, in various business contexts.</li> <li>-Analyze and navigate the decision-making structures and processes of corporations, start-ups, and family businesses through which investment decisions are made, implemented, and reviewed.</li> <li>-Propose improvements to the organizational decision-making structures and processes of corporations, start-ups, and family businesses to ensure and enhance value creation.</li> <li>-Demonstrate an understanding of ethical issues that may arise in the investment decision-making process.</li> </ul> <p>Comprising these five Intended Learning Outcomes, the primary goal of this course is to assist non-financial managers in cultivating an understanding of fundamental aspects related to corporate value creation and management. The course aims to enhance their proficiency in utilizing the analytical tools commonly employed in capital budgeting. By the course's conclusion, it is anticipated that non-financial managers will not only comprehend and communicate more effectively with financial counterparts but also grasp how their decisions as line managers—whether in production, sales and marketing, procurement, inventory management, etc.—directly influence the overall value of their business.</p> <p>Case discussions will be used throughout this course to link the analytical frameworks of value theory to actual managerial practice.</p>		
Course Contents		
<p>1 Introduction Presentation of course objectives, learning methods and evaluation scheme. What is value? How should it be measured? How can it be increased?</p> <p>2 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>3 Appraising value creation Overview of the main methodologies employed in value appraisal: multiples, DCF, APV, and real options.</p> <p>4 Comparing cash-flows Net Present Value analysis. Evaluating projects with different lifespans. Required pre-reading: Samuel G. Hanson, Joel Heilprin, Charles Anderson, [i]Lighting the Way at the Manor House Hotel[/i], Harvard Business School, 9 -214-006, 2015.</p> <p>5 - 6 Managing value in a product introduction</p>		

The launching of a new product: value for whom? Diverse stakeholders' interests. The choice of the proper valuation method for a new project. Assessing and modelling future cash flows: spotting sunk costs, opportunity costs, costs of using shared assets, cannibalization, overheads, working capital requirements, residual and terminal values, taxes and inflation. Real and nominal cash-flows. Using the NPV and the IRR. Required pre-reading: Timothy A. Luehrman, [i]Stryker Corporation: In-sourcing PCBs[/i], Harvard Business School, 9-207-121, 2009.

7

Managing value in a corporate acquisition

Corporate valuation through DCF and market multiples analysis. Revenue forecasting, and margin improvement. EPS analysis. Valuation with Weighted Average Cost of Capital. Stock offers. Bidding contest. Required pre-reading: Thomas R. Piper, Heide Abelli, [i]Monmouth, Inc.[/i], Harvard Business School, 4226, 2010.

8

Corporate value and debt

How debt impacts on the value of a firm: the case of a SME. Required pre-reading: Mihir A. Desai and Elizabeth A. Meyer, [i]The Valuation and Financing of Lady M Confections[/i], Harvard Business School, 9-215-047, 2015.

9 -10

Managing the corporate cost of capital

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

11

APV

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

12-13

Valuation of managerial flexibility

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

14

Review and wrap-up

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

15

Final exam

Final Exam

#### Prerequisites and Registration Requirements

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

“企業価値マネジメント” and “Corporate Value Management” are the same course. Registering either course will be admitted.

#### Preparation and Review

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

#### Textbook(s)

This course requires the pre-reading of seven cases (indicated in the Course Contents) . 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.

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

#### Reference(s)

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

#### Grading and Evaluation

Grading and evaluation will include the following elements:

- (1) Quality of participation in case discussions (weeks 1 -14; 20%)
- (2) Learning diary (weeks 4, 8, 13; 20%)
- (3) Group report (20%)
- (4) Final exam (week 15; 40%)

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

#### Other

Course number:(GB)MAN661E		
Name of Course	Credit	Name of Professor
International Business	2 credits	ペリッツァーマルコ PELLIZZER Marco
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"> <li>• Demonstrate a systematic understanding of, and be able to apply concepts and skills relevant to, the problems of managing and understanding foreign operations.</li> <li>• Critically relate different theoretical perspectives and identify the role and impact of political, economical, social and cultural variables in international business.</li> <li>• Demonstrate critical analytical skills with respect to interpreting global business strategy issues.</li> <li>• Critically analyze business problems from the perspective of the parent and host management of a multinational company from a multi-centric perspective, avoiding ethnocentrism.</li> </ul>		
Course Contents		
<p>1</p> <p>Globalization: Past and Future</p> <ol style="list-style-type: none"> <li>(1) Introduction to the course</li> <li>(2) The nature of globalization, its development and its recent trends</li> <li>(3) The nature of International business</li> <li>(4) PESTL framework, a systematic tool to approach international business</li> </ol> <p>2</p> <p>Country Differences in political, economic and legal systems</p> <ol style="list-style-type: none"> <li>(1) Explore the different political and economic systems, and legal environments, and assess the implications for international business ventures.</li> <li>(2) Critical international laws and regulations impacting business across borders. Assess areas of overlap and possible conflict.</li> </ol> <p>3</p> <p>International Trade</p> <ol style="list-style-type: none"> <li>(1) Trade Theories</li> <li>(2) International Trade and Balance of Payments</li> <li>(3) Government Policies on International Trade - Tariffs, Subsidies, Import and Export Quotas, Local content requirements, Administrative policies, Anti-dumping policies.</li> <li>(4) Arguments for Intervention</li> <li>(5) Recent trends and Developments in International Trade</li> </ol>		

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

#### Technological Change and 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

#### Cross-cultural 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 International 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 & International Organizational 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.

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 be used to administer the final exam.

#### Prerequisites and Registration Requirements

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.

#### Preparation and Review

Foundational knowledge of business subjects and economics

#### Textbook(s)

International Business: International Adaptation, Third Edition by Shad Morris, James Oldroyd, 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; 9th 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/13e9cd1c-f0ea-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
- Etinson, 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: [url]<https://hbr.org/2003/08/in-search-of-global-leaders>[/url].

- 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)MAN566E		
Name of Course	Credit	Name of Professor
International Family Business [M]	2 credits	許 佑旭 HSU Yu-Hsu (Sean)
Course Summary and Objectives		
<p>Course ILOs :</p> <ol style="list-style-type: none"> <li>1 . Understand the essential concepts and theories of multinational family firms.</li> <li>2 . Critically evaluate the challenges faced by multinational family firms.</li> <li>3 . Identify the problems associated with multinational family firms and offer sound advice.</li> </ol> <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>		
Course Contents		
<p>1 • 2</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>3 • 4</p> <p>[b]The challenges faced by multinational family businesses (I) [/b]</p> <p>How does national culture impact multinational family businesses?</p> <p>5 • 6</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>7 • 8</p> <p>[b]Group project presentation[/b]</p> <p>9 • 10</p> <p>[b]Family business in the East[/b]</p> <p>11 • 12</p> <p>[b]Family business in the West[/b]</p> <p>13 • 14</p> <p>[b]Multinational family business and business ethics[/b]</p> <p>15</p> <p>[b]Final presentation[/b]</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>		

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%

Presentation: 20%

Group Project: 10%

Final Report: 30%

#### Other

Course number:(GB)MAN566E		
Name of Course	Credit	Name of Professor
Human Resource Management [M]	2 credits	許 佑旭 HSU Yu-Hsu (Sean)
Course Summary and Objectives		
<p>Course ILOs :</p> <ol style="list-style-type: none"> <li>1 . Understand the basic concept and theories in the field of HRM.</li> <li>2 . Demonstrate the challenges associated with HRM encountered by firms and offer sound advice.</li> <li>3 . Critically evaluate the advantages and disadvantages of HRM practices.</li> </ol> <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.</p> <p>Human Resource Management/Human Resource Management A focuses on basic concepts of HRM.</p>		
Course Contents		
<p>1 • 2</p> <p>[b]Introduction to the module[/b]</p> <p>[b]What is HRM?[/b]</p> <p>Contemporary challenges regarding HRM will also be discussed.</p> <p>3 • 4</p> <p>[b]Staffing and recruitment[/b]</p> <p>5 • 6</p> <p>[b]Training[/b]</p> <p>7 • 8</p> <p>[b]Motivation and retention[/b]</p> <p>9 • 10</p> <p>[b]Group project presentation[/b]</p> <p>11 • 12</p> <p>[b]Employee assessment and managing employee performance[/b]</p> <p>13 • 14</p> <p>[b]Child Labour and Diversity and HRM[/b]</p> <p>15</p> <p>[b]Final Presentation (individual) [/b]</p>		
Prerequisites and Registration Requirements		
<p>Participating in discussion is crucial.</p> <p>Please note that this course is provided as an online Media-based course.</p>		
Preparation and Review		
<p>Students should read the articles and cases assigned.</p>		
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>[/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%

Presentation: 20%

Group project presentation: 10%

Final Test: 30%

#### Other

Course number:(GB)MAN661E		
Name of Course	Credit	Name of Professor
Strategic Management	2 credits	沼田優子 NUMTA 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><b>【Course Objectives (Course ILO)】</b></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 case studies and simulations</p> <p>Select a strategic theory and methods for tackling strategic management issues when encountered and accordingly 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 Evaluating a Firm's External Environment Learn to analyze the external environment of a corporation / Barney (2019)</p> <p>4 Evaluating a Firm's Internal Capabilities Learn to analyze the internal resources and capabilities of a corporation / Barney (2019)</p> <p>5 Cost Leadership Define and understand cost leadership strategy / Barney (2019)</p> <p>6 Product Differentiation Define and understand product differentiation / Barney (2019)</p> <p>7 Vertical Integration Define and understand vertical integration. Discuss how vertical integration can create value / Barney (2019)</p> <p>8</p>		

## Corporate Diversification

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

9

## International Strategy

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

10

## Organizing to Implement Corporate Diversification

Identify organizational structure to be used in the corporate diversification strategy / Barney (2019)

11

## Corporate Governance

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

12

## Strategic Alliances

Define and understand strategic alliances / Barney (2019)

13

## Mergers and Acquisitions

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

14

## Strategic Leadership

Learn what defines strategic leadership / Hitt (2019)

15

## Strategic Entrepreneurship

Learn what defines strategic entrepreneurship / Hitt (2019)

### Prerequisites and Registration Requirements

There will be no prerequisites for admission into the course, and anyone interested in strategic management is welcome. Active participation in class will be expected. Students may be asked to purchase case studies or pay an access fee for online simulations from US publishers such as Harvard Business School Publishing. All lectures and discussions will be conducted in English.

### Preparation and Review

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

### Textbook(s)

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

### Reference(s)

Hitt, M. A., Ireland, R. D., and Hoskisson, R. E. (2019) . [i]Strategic Management: Competitiveness & Globalization, Concepts and Cases[/i]. Cengage Learning.

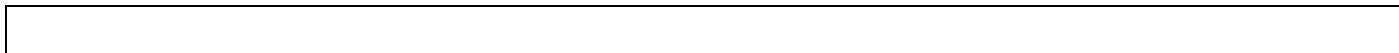
### Grading and Evaluation

Participation: 60%

Assignments: 40%

### Other





Course number:(GB)CMM691E		
Name of Course	Credit	Name of Professor
Business Communication	2 credits	小田切尚登 ODAGIRI Naoto
Course Summary and Objectives		
<p>Course ILOs:</p> <p>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.</p> <p>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.</p> <p>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.</p>		
Course Contents		
<p>1 Introduction Understand why communication skills are important in international business.</p> <p>2 Real World (I) The lecturer who has extensive experience in international businesses discusses his experience including the problems he has faced.</p> <p>3 Real World (II) Learn what type of communication skills are needed in international businesses such as banking, finance, and other industries.</p> <p>4 Discussion (I) Higher education (The discussion classes will be interactive sessions, conducted among the lecturer and students with various backgrounds.) We will discuss how/why advanced degrees are needed (or not) .</p> <p>5 Discussion (II) Japanese industry Learn about the status of Japanese businesses/industries that are known to be quite unique in the international context, and discuss merits/demerits</p> <p>6 Discussion (III) English language Discuss the importance of English proficiency in conducting business.</p> <p>7 Presentation Skills Learn about making presentations in verbal and written forms.</p> <p>8 Presentation (I) Students will deliver presentations. Discuss its contents and the related issues.</p>		

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
<b>Prerequisites and Registration Requirements</b>
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.
<b>Preparation and Review</b>
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.
<b>Textbook(s)</b>
None.
<b>Reference(s)</b>
The lecturer will distribute English language materials (newspaper articles, etc.) from time to time.
<b>Grading and Evaluation</b>
Contribution to class 50%, Presentation 35%, Assignments 15%,
<b>Other</b>
None.

Course number:(GB)MAN692E		
Name of Course	Credit	Name of Professor
Business Analysis (Seminar)	2 credits	許 英姿 KYO Eishi
Course Summary and Objectives		
<p>The purpose of this class is to promote students' ability to make consulting reports about companies using the method of financial statement analysis.</p> <p>To make reports, students shall take the following steps. 1. Select their own target company. 2. Analyze the financial statements of the company with the teacher. 3. Present the qualitative aspects of the company, and discuss them with classmates and the teacher. 4. Make a data sheet or figures using a certain analytical method. 5. Present the quantitative aspects of the company, and discuss them with classmates and the teacher. 6. Correct the data sheet and figures according to the teacher's comments, and submit the documents to the teacher. 7. Make the final report of the company.</p> <p>各自が選択した企業を分析し、財務諸表を読み取り、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"> <li>1. 基本的な財務諸表分析の手法を身につける。</li> <li>2. ビジネスと財務諸表上の数字の関連性を見つけることができる。</li> <li>3. 情報収集とそのデータの分析ができる。</li> <li>4. 会計管理のための視点を提供する。</li> </ol>		
Course Contents		
<p>1 Guidance and Overview What is business analysis</p> <p>2 Lecture and Discussion 1 Case 1 , Presentation and Discussion 1</p> <p>3 Lecture and Discussion 2 Case 1 , Presentation and Discussion 2</p> <p>4 Lecture and Discussion 3 Case 2 , Presentation and Discussion 3</p> <p>5 Lecture and Discussion 4 Case 2 , Presentation and Discussion 4</p> <p>6 Presentation of Qualitative Analysis and Discussion of Group 1 Presentations and Discussions</p> <p>7 Presentation of Qualitative Analysis and Discussion of Group 1 Presentations and Discussions</p> <p>8</p>		

<p>Presentation of Qualitative Analysis and Discussion of Group 3 Presentations and Discussions 9</p> <p>Presentation of Qualitative Analysis and Discussion of Group 4 Presentations and Discussions 10</p> <p>Presentation of Quantitative Analysis and Discussion of Group 1 Presentations and Discussions 11</p> <p>Presentation of Quantitative Analysis and Discussion of Group 2 Presentations and Discussions 12</p> <p>Presentation of Quantitative Analysis and Discussion of Group 3 Presentations and Discussions 13</p> <p>Presentation of Quantitative Analysis and Discussion of Group 4 Presentations and Discussions 14</p> <p>Lecture and Discussion 5 Lecture and Discussion for all Presentations 1. 15</p> <p>Lecture and Discussion 6 Lecture and Discussion for all Presentations 2.</p>
<b>Prerequisites and Registration Requirements</b>
<p>Basic accounting knowledge is required. This class is given mainly in English, but to promote the analytical skills of the students, 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。</p>
<b>Preparation and Review</b>
<p>Materials distributed beforehand should be previewed. 事前に配布した資料を予習する必要がある。</p>
<b>Textbook(s)</b>
No required.
<b>Reference(s)</b>
Bernard, Healy & Palepu, Business Analysis and Valuation: Using Financial Statements, South-Western Pub., 2007.
<b>Grading and Evaluation</b>
Presentation and participation 50%, Final Report 50%.
<b>Other</b>

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</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)

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>		



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)

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 : 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 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 : People 5: Mobile HCI Design</p>		
Prerequisites and Registration Requirements		
<p>The course will be given in English.</p> <p>Assessment will be via verbal presentation and written essay submission also in English. Advice on preparing presentations and writing essays is provided in written form at the beginning of the module.</p>		
Preparation and Review		
<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:(GS)POL598E		
Name of Course	Credit	Name of Professor
NGO/NPO Management	2 credits	NAGAHATA MAKOTO
Course Summary and Objectives		
<p>As modernization prevails upon all over the world, most of the functions of local communities are substituted by the nation state and the market economy, and many local communities changes their characteristics and even about to vanish in some of the developed countries. Nevertheless, as the “limitation of public sector” and “failure of market” become more and more obvious, the roles of “third sector” (not-for-profit private organizations) are considered to be much important in each society even for the developing countries. In the courses (NGO/NPO Policy &amp; NGO/NPO management), we would like to explore the historical background of NPOs/NGOs, their roles in various sectors, strengths and weakness, and their future challenge in the society based on actual case studies both inside and outside the country. In the NPO/NGO Management course, we will focus on the matters of how Non-profit private organizations can be established and operated to pursue their mission and goals, effective and efficient service delivery and solution of social issues. Various cases of NPOs in Japan will be studied (There will be a small field visit to Japanese NPOs). Volunteer facilitation and collaborative management are the key issues for NPO/NGO management. It is expected that the participating students will acquire basic knowledge on NPO/NGO management that can be utilized for establishing / being involved in / working with/ regulating NPOs/NGOs.</p>		
Course Contents		
<p>1st Introduction To share experiences and views of participating students on NPOs/NGOs, and to discuss and fix ways of class management.</p> <p>2nd Basics of NGO/NPO Historical Background of NGO/NPO in the world.</p> <p>3rd/ 4th Japanese NPOs (1) (2) Reviewing overall picture of Japanese NPOs in service delivery / issue solution .</p> <p>5th/ 6th How NPOs are established (1) (2) Starting points of NPOs to be established</p> <p>7th/ 8th Volunteer facilitation (1) (2) How NPOs/NGOs can facilitate voluntary initiatives of various people</p> <p>9th/ 10th Fund raising (1) (2) How NPOs/NGOs can attract ordinary people / various organizations</p> <p>11th/ 12th</p>		

Collaboration with other sectors (1) (2)

How NPOs/NGOs can work with public sector and other stakeholders

13th

NPOs and business (1) (2)

How NPOs/NGOs can promote business and work with profit sectors

14th

Overall synthesis

The participating students will review the course and extract learning from what they found by themselves.

#### Prerequisites and Registration Requirements

As the course is held with "workshop" type method, the students are required to take part in the discussions actively. In the middle of the course, the students are requested to prepare presentations on the issues of NGO/NPO management.

#### Preparation and Review

The students are expected to reflect what he/she learned in the class based on own experience in order that the learning will become more practical one.

#### Textbook(s)

Reading materials will be distributed when necessary.

#### Reference(s)

The relevant documents will be suggested accordingly.

#### Grading and Evaluation

Contribution to the class (30%)

Participation in discussion (30%)

Presentation and the term paper (40%)

#### Other

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



Evaluation and performance

Theories of evaluation and performance measurement

Logic model and short exercise

[Week 8]

Performance budgeting

Theories and practices of performance budgeting

How to link evaluation and resource allocation

[Week 9]

State own enterprise and privatization

Nature and classification of goods and services

Pros and Cons of SOE and Government corporations

Development of privatization

[Week 10]

Agency, outsourcing and PFI/PPP

Unbundle of government services

Alternatives to provide public services

Private Finance Initiative (PFI) / Public Private Partnership (PPP)

[Week 11]

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.

[Week 12]

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

[Week 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

Beyond NPM and agenda for modernizing government

Promote fiscal responsibility, assessing budgetary institutions

Transparency, citizens participation

Legislature and independent fiscal institutions

[Week 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.

World Bank, 1998, Public Expenditure Management Handbook

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

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

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

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

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

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

### Grading and Evaluation

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

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

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

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

A term paper will be due on a date after the week 15, which will be suggested later. Students are recommended to turn in a paper which describes an outline they are going to write by the end of this course in order to direct them to a term paper. A student is suggested to choose a theme from the following examples. He or she can choose other topic which is relevant to the lectures based on lecturer's approval.

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

Score of a term paper depends on the following criteria.

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

Other

Course number:(GS)ECN511E		
Name of Course	Credit	Name of Professor
Economics A	2 credits	KATO RAY RYUTA
Course Summary and Objectives		
<p>The aims of this course are to introduce the fundamental framework of microeconomics to students who are not familiar with microeconomics. Thus, no background in economics is required. While use of mathematical tools will be minimized, several key mathematical tools will be taught to help students understand analytical methods. One of the purposes of this course is to let students understand how much the microeconomic framework is useful to tackle many problems in our society, and thus, in particular, focus will be given on applications of the analytical tools common in microeconomics to lots of issues related to public policies. The goal of this course is to let students understand how much the economics framework can be used for actual issues, and also use the framework to explore several hot issues in our society. Thus, students are expected to equip themselves with analytical tools which are getting more and more common in the social science.</p>		
Course Contents		
<p>1st Economic Models I Chapter 1 2nd Economic Models II Chapter 1 3rd Preferences, Choices and Utility Maximization I Chapter 2 4th Preferences, Choices and Utility Maximization II Chapter 2 5th Demand Curves and Elasticity I Chapter 3 6th Demand Curves and Elasticity II Chapter 3 7th Production I Chapter 6 8th Production II Chapter 6 9th Cost Functions I Chapter 7 10th</p>		

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	KATO RAY RYUTA
Course Summary and Objectives		
<p>The aims of this course are to introduce the fundamental framework of macroeconomics to students who are not familiar with macroeconomics. Thus, no background in economics is required. While use of mathematical tools will be minimized, several key mathematical tools will be taught to help students understand analytical methods. One of the purposes of this course is to let students get able to critically analyze several fiscal and monetary policies within the macroeconomics framework. The goal of this course is to let students understand how much the macroeconomics framework can be used for stabilizing the economy. Thus, students are expected to equip themselves with analytical tools which are getting more and more essential to judge on-going actual government macroeconomic policies</p>		
Course Contents		
<p>1st Introduction: Macroeconomics What is macroeconomics ?</p> <p>2nd Data on macroeconomics GDP, inflation and unemployment</p> <p>3rd Mathematical tools Differentiation</p> <p>4th Mathematical tools Applications to macroeconomics</p> <p>5th Economic Growth I Growth Accounting and Solow Model I</p> <p>6th Economic Growth II Solow Model II</p> <p>7th Economic Growth III Endogenous Growth Model</p> <p>8th Macroeconomics without Microeconomic Foundations I What is the IS-LM model ?</p> <p>9th Macroeconomics without Microeconomic Foundations II Extensions of the IS-LM model</p> <p>10th Market, Prices, Supply and Demand Optimal Decision and Markets</p>		

<p>11th</p> <p>Consumption, Saving, and Investment</p> <p>Optimal Behavior of Households in Macroeconomics</p> <p>12th</p> <p>An Equilibrium Business Cycle Model</p> <p>Short-run Fluctuations and Model Prediction</p> <p>13th</p> <p>Capital Utilization and Unemployment</p> <p>Elastic supply of capital services and unemployment</p> <p>14th</p> <p>Final exam and answers</p> <p>Final exam and provision of answers</p>
<b>Prerequisites and Registration Requirements</b>
<p>There is no specific prerequisite. However, interests in economics and enthusiasm to try to use the economics framework to tackle social problems in our real world are both required. If economics background is relatively weak, strong efforts to get familiar with mathematical tools are also essential.</p>
<b>Preparation and Review</b>
<p>Students are strongly suggested to go through suggested study materials such as supplementary textbooks prior to each session. If the background in economics and/or mathematical tools is relatively weak, additional materials will be introduced, which should also be studied before attending the session.</p>
<b>Textbook(s)</b>
<p>Barro, Robert J., Angus C. Chu, and Guido Cozzi (2017), Intermediate Macroeconomics, 1st Edition, Cengage ISBN-13: 9781473725096   ISBN-10: 1473725097</p>
<b>Reference(s)</b>
<p>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</p>
<b>Grading and Evaluation</b>
<p>An assignment : 100%</p> <p>The end of the term, students are asked to submit an assignment.</p>
<b>Other</b>

Course number:(GS)ECN641E		
Name of Course	Credit	Name of Professor
Private Sector Development	2 credits	KAMEYAMA TAKUJI
Course Summary and Objectives		
<p>In the era of globalization, international community has been reaching a broad consensus that Private Investment can be a major driving force for economic growth and poverty alleviation. Indeed Private Investment in particular Foreign Direct Investment (FDI) can bring capital, enhance international trade and transfer higher technology as well as generate employment. In this regard, most countries are competing each other to attract more FDI. Therefore, [u]the critical challenge is how to attract more valuable investment by improving Investment Climate, the policy and business environment that fosters entrepreneurship and private sector development.[/u]</p> <p>[u]The objective of this course is to explore the practical approaches to improve Investment Climate to stimulate private sector activities by discussing theories and practices through various articles and case materials in both developed and developing countries.[/u] However, the course will focus more on developing countries that badly need capital and technology.</p> <p>This course consists of three parts. The first introductory part will discuss the critical factors and policy measures to attract investment and private sector's roles to achieve SDGs. The second part will examine key 10 issues on investment climate such as entrepreneurship, financial access and Public Private Partnership and make startup ideation exercise by group. Finally, students will make presentation to analyze one of the issues covered by the course for particular country (ies) and make recommendations with a view to improving Investment Climate and promote investment in the country (ies) concerned.</p>		
Course Contents		
<p>〈The 1st Class〉</p> <p>Course Overview : Why private sector development?</p> <p>In this first class, students will be introduced course overview.</p> <p>〈The 2nd Class〉</p> <p>SDGs and Private Sector</p> <ul style="list-style-type: none"> <li>• What are SDGs?</li> <li>• How can private sector contribute achieving SDGs?</li> </ul> <p>〈The 3rd Class〉</p> <p>Key Issue (1) : Entrepreneurship (Startup Ecosystem)</p> <ul style="list-style-type: none"> <li>• Benefits of Entrepreneurship</li> <li>• Regulatory issues</li> <li>• Case Study</li> </ul> <p>〈The 4th Class〉</p> <p>Key Issue (2) : FDI Theory and Promotion</p> <ul style="list-style-type: none"> <li>• FDI theories: Why firms invest abroad?</li> <li>• Why business linkage needed?</li> <li>• Importance of SMEs</li> <li>• Case Study</li> </ul> <p>〈The 5th Class〉</p> <p>Key Issue (3) : Financial Access</p> <ul style="list-style-type: none"> <li>• Financial access cost</li> </ul>		



- 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⟩

<p>Presentation</p> <p>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.</p>
<p>Prerequisites and Registration Requirements</p>
<p>Class Participation and Class Preparation</p> <p>Reading cases and course materials in advance are absolute requirement. Students' active participation of class discussion is strongly encouraged.</p>
<p>Preparation and Review</p>
<p>Students are requested to read cases and make critical summaries in accordance with the instruction of the lecturer.</p>
<p>Textbook(s)</p>
<p>World Bank, [i]World Development Report 2005 : A Better Investment Climate for Everyone[/i], World Bank and Oxford University Press.  OECD, [i]Policy Framework for Investment[/i], 2017 Edition  Students will be distributed other materials in class.</p>
<p>Reference(s)</p>
<p>-[i]Gudrun Kochendorfer-Lucius and Boris Pleskovic Ed., Investment Climate, Growth, and Poverty, Berlin Workshop Series 2005, World Bank[/i]  [i]World Bank, Doing Business 2024 [/i]  [i]Further reading will be announced.[/i]</p>
<p>Grading and Evaluation</p>
<p>Class Participation and Case Summaries : 25%  Startup Ideation Group Exercise: 25%  Final Presentation of Case Study : 50%</p>
<p>Other</p>

Course number:(GS)IND518E		
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"> <li>1. To understand theoretical orientation and genres of qualitative research.</li> <li>2. To familiarize themselves to collect qualitative data.</li> <li>3. To learn how to analyze the obtained data.</li> <li>4. To learn how to present the result in an academic paper.</li> </ol>		
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, Coparative 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

Interview 3

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 analys

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)
<p>『Research Methods in Anthropology : Qualitative and Quantitative Approaches (6th edition)』 Bernard, H Russell. (AltaMira Press)</p> <p>『Qualitative Inquiry and Research Design: Choosing Among Five Approaches』 Creswell, J. W. (Sage Publications)</p> <p>『Writing Ethnographic Fieldnotes』 Emerson, Robert M., Rachel I. Fretz, and Linda L. Shaw (University of Chicago Press)</p> <p>『Finding Culture in Talk: A Collection of Methods.』 Quinn, Naomi. (Palgrave Macmillan)</p> <p>『Learning in the field: An introduction to qualitative research (2nd ed.)』 Rossman, G. B., &amp; Rallis, S. F. (Sage Publications)</p>
Grading and Evaluation
<p>Contribution to the class: 20%</p> <p>Mini-assignments (Fieldnote, Interview Guide, Transcription, Coding list) 20%</p> <p>Midterm presentation and paper: 20%</p> <p>Final presentation and report: 40%</p>
Other

Course number:(BA)MAN556E		
Name of Course	Credit	Name of Professor
E Commerce A [M]	2 credits	Adams, Andrew Alexander
Course Summary and Objectives		
<p>ECommerce is often represented as a new way of doing business. Commerce has been conducted electronically since the introduction of the telegraph system in the mid-19th century, however. Legal issues such as contracts, regulatory issues such as advertising control, and a broad range of other concepts have all gradually evolved as more and different modes of electronic commerce have become available. In this module, the development and implications of ecommerce involving general customers/consumers is presented, covering both business to customer (B2C) and customer to customer (C2C) ecommerce issues.</p>		
Course Contents		
<p>This course is provided as an online Media-based course (Real-time Delivery Type). Lectures will be delivered in Real-Time on the Zoom platform.</p> <p>1 : Introduction to ECommerce  2 : Theories of ECommerce  3 : B2C Basics  4 : Infrastructure 1: Front Ends  5 : Infrastructure 2: Payment Systems  6 : Infrastructure 3: Fulfilment  7 : B2C Etail  8 : B2C Services  9 : Social Platforms and ECommerce  10 : C2C Basics  11 : Infrastructure 4: Reputation  12 : Case Study: Amazon  13 : Case Study: Rakuten  14 : Conclusions</p>		
Prerequisites and Registration Requirements		
<p>The course will be given in English.</p> <p>Assessment will be via verbal presentation and written essay submission also in English. Advice on preparing presentations and writing essays is provided in written form at the beginning of the module.</p>		
Preparation and Review		
<p>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)**

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)MAN556E		
Name of Course	Credit	Name of Professor
E Commerce B [M]	2 credits	Adams, Andrew Alexander
Course Summary and Objectives		
<p>ECommerce is often represented as a new way of doing business. Commerce has been conducted electronically since the introduction of the telegraph system in the mid-19th century, however. Legal issues such as contracts, regulatory issues such as advertising control, and a broad range of other concepts have all gradually evolved as more and different modes of electronic commerce have become available. In this module, the development and implications of ecommerce involving businesses and government is presented, covering both business to business (B2B) and business to government (B2G) and government to business (G2B) ecommerce issues.</p>		
Course Contents		
<p>This course is provided as an online Media-based course (Real-time Delivery Type). Lectures will be delivered in Real-Time on the Zoom platform.</p> <p>1 : Introduction to ECommerce  2 : Theories of ECommerce  3 : B2B Basics  4 : B2B Infrastructure  5 : B2B Fulfilment  6 : B2G Services  7 : B2B Case Study: Go2Paper  8 : B2B Case Study: Toyota Production System: Just in Time  9 : B2B Case Study: Shutterstock  10 : B2G Basics  11 : B2G Case Study: e-procurement and anti-corruption  12 : G2B Basics  13 : G2B Case Study: NIC Inc.  14 : Conclusions</p>		
Prerequisites and Registration Requirements		
<p>The course will be given in English.</p> <p>Assessment will be via verbal presentation and written essay submission also in English. Advice on preparing presentations and writing essays is provided in written form at the beginning of the module.</p>		
Preparation and Review		
<p>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)

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)MAN521E		
Name of Course	Credit	Name of Professor
Business Management and Organization 1A	2 credits	中村 虎彰 NAKAMURA, Toraaki
Course Summary and Objectives		
<p>This course is intended to provide in-depth knowledge of Japanese economic history and management systems. The course will also explain archetypal organizational structures and operational systems in Japanese organizations such as the business affiliation and small-medium sized companies after the bubble economy. Through this course, students will learn the essential knowledge for functioning effectively in a Japanese economic history and have the discussion of each topic with your master thesis. We sometimes go outside of classroom and take a factory or company tour.</p>		
Course Contents		
<p>1 : Introduction/Research Design  2 : The post-World War II: Economic Expansion of Japan  3 : Era of High-speed Economic Growth  4 : Bubble Economy Burst  5 : After Bubble Economy Burst and Management Style  6 : Japanese Socioeconomic Condition 2000-2010  7 : Japanese Socioeconomic Condition at the Present Time  8 : Introduction of Case Study 1: Japanese Central Economic Policy  9 : Introduction of Case Study 2: Japanese Local Economic Policy  10 : Introduction of Case Study 3: Japanese Culture and Management  11 : Introduction of Case Study 4: Local Industry (Shopping Street)  12 : Introduction of Case Study 5: Small and Medium-Size Enterprises  13 : Introduction of Case Study 6: Global Partnership  14 : Summary</p>		
Prerequisites and Registration Requirements		
<p>Students should regard classes as important and attend all classes. Students should be at school before the first bell rings and should not be late for school or absent from school.</p>		
Preparation and Review		
<p>Students should develop an effective resume that can be utilized for your next class and give students who take this course an resume of your report.</p>		
Textbook(s)		
<p>Morgan, James C. and Morgan, J Jeffrey (1991) Cracking the Japanese Market: Strategies for Success in the New Global Economy, The Free Press/New York</p>		
Reference(s)		
<p>Bucknall, Kevin B. (2006) Japan: Doing Business in a Unique Culture, Boson Books</p>		
Grading and Evaluation		
<p>1. Participation in class 20% (participation in activities) 2. Presentations 20% 3. Course Questionnaire 10% 4. Homework 20% 5. Term Paper 30%</p>		
Other		

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

Other

Course number:(BA)MAN526E		
Name of Course	Credit	Name of Professor
Business Management&Organization 2B [M]	2 credits	VIVIANI, Jean-Laurent G.
Course Summary and Objectives		
<p>The objective of the courses will be to present how to integrate sustainability constraints and opportunities into the governance and performance system of companies.</p> <p>The course will present how sustainability considerations will impact the traditionally shareholder-oriented governance-performance model. The course will detail how the objectives of the company should be adapted to consider the sustainability objectives and constraints, how governance systems should consider those objectives and constraints and how to implement and develop non-financial performance measurement systems.</p>		
Course Contents		
<p>This course is provided as an online Media-based course (Real-time Delivery Type).</p> <p>Course Contents</p> <ol style="list-style-type: none"> <li>1. Sustainability constraints and opportunities.</li> <li>2. Impact of sustainability on the companies' business models</li> <li>3. Impact of sustainability on the objectives of the company</li> <li>4. Objective of the company: the limits of the shareholders' approach</li> <li>5. Objective of the company: Long term objectives and the stakeholders' approach</li> <li>6. Corporate Social Responsibility (CSR)</li> <li>7. Corporate governance: the traditional shareholders-oriented view</li> <li>8. Corporate governance and sustainability</li> <li>9. Performance measurement system: financial performance</li> <li>10. ESG performance measurement</li> <li>11. Critics of ESG performance measurement</li> <li>12. Management compensation package</li> <li>13. Management compensation package and sustainability objectives</li> <li>14. Case studies on non-financial performance system</li> </ol>		
Prerequisites and Registration Requirements		
<p>This course is conducted in English.</p>		
Preparation and Review		
<p>Basic knowledge in finance and governance can be useful.</p> <p>Course contents may be modified according to circumstances such as number of students and academic ability.</p>		
Textbook(s)		
<p>Main textbook: Principles of Sustainable Finance by Dirk Schoemaker, Willem Schramade. Oxford.</p> <p>Several books and scientific papers will be used.</p>		
Reference(s)		
<p>Additional materials including academics papers and business cases will be provided during the class.</p>		
Grading and Evaluation		

Active participation: solutions to exercises and case studies, answer to questions and quizz (40%), answers to assignments (comments on research papers, bibliography analysis...)
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"> <li>define broadly concepts of individual and group behavior in organizations</li> <li>understand theories related to explaining individual and group behavior in organizations</li> <li>apply conceptual and theoretical knowledge to describe a wide array of behavioral phenomena occurring in real world organizations.</li> </ol> <p>The learning environment this course will create may require and motivate learning partners to improve persistently their reading, listening, speaking, and writing skills in English by interacting with all others in the class with ambition and passion.</p>		
Course Contents		
<p>This course is delivered in person (face-to-face). Notably, the Zoom Video-conferencing Technology will be used only for holding online Guest Speaking Session.</p> <p>Session 1 The nature of human beings and human behavior in organizations: A cursory glance through fundamentals 1</p> <p>Session 2 The nature of human beings and human behavior in organizations: A cursory glance through fundamentals 2</p> <p>Session 3 Individual behavior, personality, and values</p> <p>Session 4 Perceiving ourselves and others in organizations</p> <p>Session 5 Workplace emotions, attitudes, and stress</p> <p>Session 6 Case study analysis 1: Oral presentations</p> <p>Session 7 Foundations of employee motivation</p> <p>Session 8 Case study analysis 2: Oral presentations</p> <p>Session 9 Team dynamics</p> <p>Session 10 Communicating in teams and organizations</p> <p>Session 11 Guest speaking (online) by a practicing manager from the industry ([i]tentative[/i]) [b]or[/b] a lecture on a relevant topic by the course facilitator ([i]alternative[/i])</p> <p>Session 12 Case study analysis 3: Oral presentations</p> <p>Session 13 Leadership in organizational settings</p> <p>Session 14 Case study analysis 4: Written assignment and oral presentations (and reflections and course wrap up)</p>		
Prerequisites and Registration Requirements		
There is no pre-requisite course/s.		

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

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

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

#### Preparation and Review

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)

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 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 reac



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"> <li>understand the overall process of how business organizations formulate strategies and executive them</li> <li>identify practical issues of strategy formulation and strategy execution in business organizations</li> <li>analyze various business situations and visualize appropriate strategies for dealing with them.</li> </ol> <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>This course is delivered in person (face-to-face). Notably, the Zoom Video-conferencing Technology will be used only for holding online Guest Speaking Session.</p> <p>Session 1 What strategic management and the role of strategic leadership are all about: The nature and scope 1</p> <p>Session 2 What strategic management and the role of strategic leadership are all about: The nature and scope 2</p> <p>Session 3 External analysis: Industry structure, competitive forces, and strategic groups</p> <p>Session 4 Internal analysis: Resources, capabilities, and core competencies</p> <p>Session 5 Business strategy: Differentiation, cost leadership, innovation, entrepreneurship, and platforms</p> <p>Session 6 Corporate strategy: Vertical integration and diversification 1</p> <p>Session 7 Corporate strategy: Mergers and acquisitions 2</p> <p>Session 8 Analysis and presentation of minicase 1</p> <p>Session 9 Global strategy: Competing around the world</p> <p>Session 10 Analysis and presentation of minicase 2</p> <p>Session 11 Guest speaking (online) by a practicing manager from the industry ([i]tentative[/i]) [b]or[/b] a lecture on Blue ocean strategy by the course facilitator ([i]alternative[/i])</p> <p>Session 12 Corporate governance and business ethics</p> <p>Session 13 Case (full-length case) study analysis: Written assignment and oral presentations</p> <p>Session 14 Reflections and course wrap up</p>		

### Prerequisites and Registration Requirements

There is no pre-requisite course/s.

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

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

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

### Preparation and Review

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 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.

T

Course number:(BA)MAN526E		
Name of Course	Credit	Name of Professor
Strategic Management B [M]	2 credits	Dassanayake Mudiyanselage SAMAN
Course Summary and Objectives		
<p>This is a continuation of Strategic Management A. The aim of this course is to provide learning partners (students) with a learning environment for broadening and deepening their knowledge and understanding of strategy formulation and execution in business organizations functioning in a competitive environment. Predominantly, the emphasis is given to discussing research-based literature, [i]i.e.[/i] journal articles, so learning partners can develop an in-depth understanding of the ongoing debates on topics of Strategic Management. The analysis and presentation of minicases and a full-length case will complement this.</p> <p>Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) that characterize collectively the nature of broader external environment has changed the competitive landscape of business organizations and the role carried out by their strategic leaders. Its implications for short-, medium-, and long-term profitability, growth, and survival of these organizations are worth studying in depth. Thus, this course also purports to build a platform for learning partners to discuss and understand issues of managing strategy in organizations in a "VUCA world".</p> <p>At the end of this course, learning partners will be able to:</p> <ol style="list-style-type: none"> <li>know deeply practical issues/phenomena/scenarios of the process of strategy formulation and execution in business organizations</li> <li>identify major influences on and challenges of strategy formulation and execution in present day business organizations</li> <li>recognize the significance of strategic management as a discipline and practice that draws upon all functional areas of management whilst integrating them for developing a bird's-eye view of a business organization.</li> </ol> <p>The learning environment of this course will motivate learning partners to interact with each other in the class whilst appreciating a friendly and relaxing ambience.</p>		
Course Contents		
<p>This course is delivered in person (face-to-face). Notably, the Zoom Video-conferencing Technology will be used only for holding online Guest Speaking Session.</p> <p>Session 1 What strategic management and the role of strategic leaders are all about: A cursory glance through fundamentals 1</p> <p>Session 2 What strategic management and the role of strategic leaders are all about: A cursory glance through fundamentals 2</p> <p>Session 3 Chapter reading-based discussion on a selected topic 1</p> <p>Session 4 Chapter reading-based discussion on a selected topic 2</p> <p>Session 5 Chapter reading-based discussion on a selected topic 3</p> <p>Session 6 Analysis and presentation of minicase 1</p> <p>Session 7 Reading and discussing a journal article 1</p> <p>Session 8 Reading and discussing a journal article 2</p> <p>Session 9 Chapter reading-based discussion on a selected topic 4</p> <p>Session 10 Reading and discussing a journal article 3</p> <p>Session 11 Guest speaking (online) by a practicing manager from the industry ([i]tentative[/i]) [b]or[/b] a lecture on Blue</p>		

ocean strategy by the course facilitator ([i]alternative[/i])

Session 12 Analysis and presentation of minicase 2

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

Session 14 Reflections and course wrap up

#### Prerequisites and Registration Requirements

There is no pre-requisite course/s.

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

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

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

#### Preparation and Review

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

#### 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 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.

T

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

Class Participation and Assignments - 20%

Test- 20%

Case Studies- 40%

Group Project- 20%

TOTAL - 100%

Other

-

Course number:(BA)MAN561E		
Name of Course	Credit	Name of Professor
Transnational Management A	2 credits	鷲見 淳 SUMI, Atsushi
Course Summary and Objectives		
<p>Outline:</p> <p>The globalization of a nation's socio-economy exerts various influences on corporations. One of its prominent characteristics is evident in the growing cross-border trade and foreign direct investment. This is particularly noticeable in the recent shift in the strategic goals of many corporations—from export-oriented, multi-domestic strategies, focusing on internationalizing selected divisions, to a more global approach where corporations actively aim to establish profit centers worldwide.</p> <p>Global competition has become more complex, driven by emerging newly industrialized nations such as the BRICs and an increasing emphasis on regionalization and regional economic alliances. These factors necessitate corporations to adapt their managerial practices to cope with the turbulent global environments. In response to the changes in today's international political economy, Japanese corporations are compelled to cultivate international human resources capable of actively addressing urgent global challenges. In contrast, foreign-affiliated companies in Japan are recognized for their success in localizing their management practices. The course aims to tackle these emerging challenges and issues in international management, providing a comprehensive understanding from broader perspectives. The emphasis in this course will be on theories of international management compared to the undergraduate class. It will include English lectures and student presentations.</p> <p>Objectives:</p> <p>Through the use of the English language, students will gain a thorough understanding of globalization, international environments, and their impact on companies conducting business abroad.</p>		
Course Contents		
<p>1a : Course Introduction</p> <p>    b : What is International Management?</p> <p>2. Globalization I</p> <p>3a : Globalization II</p> <p>    b : Discussion</p> <p>4-5. National Differences in Political Economy I</p> <p>6a : National Differences in Political Economy II</p> <p>    b : Discussion</p> <p>7. Political Economy and Economic Development I</p> <p>8a : Political Economy and Economic Development II</p> <p>    b : Discussion</p> <p>9-11. Differences in Culture I</p> <p>12a : Differences in Culture II</p> <p>    b : Discussion</p>		



13. Ethics, Corporate Social Responsibility, and Sustainability I

14. Ethics, Corporate Social Responsibility, and Sustainability II

#### Prerequisites and Registration Requirements

Students who wish to enroll in this course must attend the first class on course introduction.

The TOEIC level necessary for registering for this course is around 730.

#### Preparation and Review

The course facilitator (lecturer) plans to primarily use face to face (in-person) classes for delivering this course. However, all learning partners are advised to regularly check with Oh-o! Meiji System for updates on any changes that the university may introduce to the delivery of instructions, which apply to all schools and graduate programs across the university.

#### Textbook(s)

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 online this textbook on ProQuest Ebook Central platform of the library of Meiji University. For doing so, they are required to use their Meiji University ID number and Password.

#### Reference(s)

Will be introduced whenever necessary in class.

#### Grading and Evaluation

Course evaluation will be based on the following criteria:

- (1) Oral presentations: Each student will deliver an oral report on assigned textbook sections, accompanied by a brief summary, five (5) to six (6) times during the semester (50%).
- (2) Case Report (40%): Submit an English report (A4, 4~5 pages, 1200-1600 words).
- (3) Overall Class Participation (10%): This includes active participation in group discussions.

#### Other

You are always inspired to share openly ideas and insights during classroom meetings as well as ask freely any number of questions for understanding better the contents covered in this course. The course facilitator is reachable at 2024classes.sumi@gmail.

Course number:(BA)MAN561E		
Name of Course	Credit	Name of Professor
Transnational Management B	2 credits	鷲見 淳 SUMI, Atsushi
Course Summary and Objectives		
<p>Outline:</p> <p>The globalization of a nation's socio-economy has a diverse impact on corporations, notably through the increase in cross-border trade and foreign direct investment. This shift is particularly pronounced in recent changes to the strategic goals of corporations. There has been a transition from an export-oriented, multi-domestic strategy, where corporations focus on internationalizing selected divisions, to a more global approach, actively seeking to establish profit centers worldwide.</p> <p>Global competition has become more intricate due to the emergence of newly industrialized nations, exemplified by the BRICs, and the growing emphasis on regionalization and regional economic alliances. These shifts have compelled corporations to adapt their managerial practices to navigate the turbulent global environments. In response to the changes in today's international political economy, Japanese corporations are compelled to cultivate international human resources capable of actively addressing urgent global challenges. In contrast, foreign-affiliated companies in Japan are recognized for their success in localizing their management practices. The course aims to address these emerging challenges and issues in international management, providing a comprehensive understanding from broader perspectives. The course will emphasize theories of international management compared to the undergraduate class, and it will include lectures and presentations by students.</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>1a : Introduction</p> <p>    b : What is International Management?</p> <p>2. Foreign Direct Investment</p> <p>3-4. The Strategy of International Business</p> <p>5a : The Strategy of International Business</p> <p>    b : Discussion</p> <p>6. Entering Foreign Markets</p> <p>7a : Entering Foreign Markets</p> <p>    b : Discussion</p> <p>8. Global Production, Outsourcing, Logistics</p> <p>9a : Global Production, Outsourcing, Logistics</p> <p>    b : Discussion</p> <p>10. Global Marketing and R&amp;D</p> <p>11-12. Global Human Resource Management</p> <p>13. Individual Presentation (1)</p>		

14. Individual Presentation (2)

Prerequisites and Registration Requirements

Students who wish to enroll in this course must attend the first class on course introduction.

The TOEIC level necessary for registering for this course is around 730.

Preparation and Review

The course facilitator (lecturer) plans to primarily use face to face (in-person) classes for delivering this course. However, all learning partners are advised to regularly check with Oh-o! Meiji System for updates on any changes that the university may introduce to the delivery of instructions, which apply to all schools and graduate programs across the university.

Textbook(s)

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 online this textbook on ProQuest Ebook Central platform of the library of Meiji University. For doing so, they are required to use their Meiji University ID number and Password.

Reference(s)

Will be introduced whenever necessary in class.

Grading and Evaluation

Course evaluation will be based on the following criteria:

- (1) Oral presentations: Each student will deliver an oral report on assigned textbook sections, accompanied by a brief summary, five (5) to six (6) times during the semester (50%).
- (2) Case Report (40%): Submit an English report (A4, 4~5 pages, 1200-1600 words).
- (3) Overall Class Participation (10%): This includes active participation in group discussions.

Other

You are always inspired to share openly ideas and insights during classroom meetings as well as ask freely any number of questions for understanding better the contents covered in this course. The course facilitator is reachable at 2024classes.sumi@gmail.

Course number:(BA)ACC546E		
Name of Course	Credit	Name of Professor
Management Control Systems B [M]	2 credits	VIVIANI, Jean-Laurent G.
Course Summary and Objectives		
<p>The objective of the course will be to present the climate change related risks (CCRR) (physical risk, transition risk, reputation risk, litigation risk) and their consequences on the risk management, investment decisions and performance of companies and banks.</p> <p>The course will present in detail the various climate related risks and how the agents and companies should react in front of those risks. We will focus on the impact of CCRR on investors (how CCRR affect the value of assets), companies (we will study how CCRR affects the investment strategy of the company by using the real option approach) and banks (we will study the link between CCRR and credit risk).</p>		
Course Contents		
<p>This course is provided as an online Media-based course (Real-time Delivery Type).</p> <p>Course Contents</p> <ol style="list-style-type: none"> <li>1. General Presentation of Climate Change Related Risks (CCRR)</li> <li>2. CCRR: Physical risks</li> <li>3. CCRR: Transitions risks</li> <li>4. Case studies on physical and transition risks</li> <li>5. Principle of risk management</li> <li>6. Basic decision analysis in risk and uncertainty</li> <li>7. Case studies on risk management and decision analysis</li> <li>8. Impact of CCRR on asset valuation methods</li> <li>9. Impact of CCRR on capital budgeting</li> <li>10. Cases studies on valuation and capital budgeting</li> <li>11. Real option and CCRR</li> <li>12. Case study in real option and CCRR</li> <li>13. CCRR and credit risk</li> <li>14. Case studies on CCRR and bank management</li> </ol>		
Prerequisites and Registration Requirements		
N/A		
Preparation and Review		
<p>Basic knowledge in basic finance and risk management can be useful.</p> <p>Course contents may be modified according to circumstances such as number of students and academic ability.</p>		
Textbook(s)		
Schoenmaker, D. & Schramade, W. “Principles of Sustainable Finance”, Oxford.		
Reference(s)		
Reference documents will be distributed at each class.		
Grading and Evaluation		
Active participation: solutions to exercises and case studies, answer to questions and quizz (40%), answers to		

assignments (comments on research papers, bibliography analysis...)
Other
N/A

Course number:(BA)ACC536E		
Name of Course	Credit	Name of Professor
Advanced Financial Accounting A [M]	2 credits	中島 真澄 NAKASHIMA, Masumi
Course Summary and Objectives		
<p>This course provides a comprehensive knowledge of financial accounting and reporting. For each topic covered, the theory and technical details of the U.S. generally accepted accounting principles (GAAP) are presented and after that, we discuss the differences between the U.S. GAAP and the international financial reporting (IFRS). The goal is to acquire an in-depth understanding of financial accounting and reporting as accounting profession.</p>		
Course Contents		
<ol style="list-style-type: none"> <li>1. Introduction: Financial Accounting and Accounting Standards (Media Class Realtime Live)</li> <li>2. Database Learning (Media Class Realtime Live)</li> <li>3. Conceptual Framework for Financial Reporting (Media Class Realtime Live)</li> <li>4. The Accounting Information System (Media Class Realtime Live)</li> <li>5. Income Statement and Related Information (Media Class Realtime Live)</li> <li>6. Balance Sheet and Statement of Cash Flows (Media Class Realtime Live)</li> <li>7. Mid-Term Exam (Media Class Realtime Live)</li> <li>8. Cash and Receivables (Media Class Realtime Live)</li> <li>9. Valuation of Inventories: A Cost-Basis Approach (Media Class Realtime Live)</li> <li>10. Inventories: Additional Valuation Issues (Media Class Realtime Live)</li> <li>11. Acquisition and Disposition of Property, Plant, and Equipment (Media Class Realtime Live)</li> <li>12. Depreciation, Impairments, and Depletion (Media Class Realtime Live)</li> <li>13. Review (Media Class Realtime Live)</li> <li>14. Final Exam (Media Class Realtime Live)</li> </ol>		
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 before the class following the syllabus. After lecture, please work on the assignments for each chapter as the review.</p>		
Textbook(s)		
<p>Donald E. Kieso, Jerry J. Weygandt, Terry D. Warfield. Intermediate Accounting, 18th Edition. ISBN: 978-1-119-79097-6 2022.</p>		
Reference(s)		
<p>N/A</p>		
Grading and Evaluation		
<p>Class Contribution 15%  Assignments 15%  Midterm Exam 30%  Final Exam 40%  No face-to-face testing is conducted.</p>		
Other		
<p>This course is offered as a media class course. All classes are conducted live in real time, and the ZOOM LINK and PW</p>		

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	中島 真澄 NAKASHIMA, Masumi
Course Summary and Objectives		
<p>This course extends a comprehensive knowledge of financial accounting to advanced topics. The goal is to obtain an in-depth knowledge of current topics in financial accounting area and to acquire the skills for interpreting financial information.</p>		
Course Contents		
<ol style="list-style-type: none"> <li>1. Intangible Assets (Media Class Realtime Live)</li> <li>2. Data Learning (Media Class Realtime Live)</li> <li>3. Current Liabilities and Contingencies (Media Class Realtime Live)</li> <li>4. Long-Term Liabilities (Media Class Realtime Live)</li> <li>5. Stockholders' Equity (Media Class Realtime Live)</li> <li>6. Revenue Recognition (Media Class Realtime Live)</li> <li>7. Mid-Term Exam (Media Class Realtime Live)</li> <li>8. Accounting for Income Taxes (Media Class Realtime Live)</li> <li>9. Accounting for Pensions and Postretirement Benefits (Media Class Realtime Live)</li> <li>10. Accounting for Leases (Media Class Realtime Live)</li> <li>11. Statement of Cash Flows (Media Class Realtime Live)</li> <li>12. Full Disclosure in Financial Reporting (Media Class Realtime Live)</li> <li>13. Review (Media Class Realtime Live)</li> <li>14. Final Exam (Media Class Realtime Live)</li> </ol>		
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>Donald E. Kieso, Jerry J. Weygandt, Terry D. Warfield. 2022. Intermediate Accounting, 18th Edition. Wiley. Intermediate Accounting, ISBN: 978-1-119-79097-6</p>		
Reference(s)		
<p>N/A</p>		
Grading and Evaluation		
<p>Class Contribution 15%  Assignments 15%  Midterm Exam 30%  Final Exam 40%  No face-to-face testing is conducted.</p>		
Other		
<p>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.</p>		





Course number:(BA)ACC536E		
Name of Course	Credit	Name of Professor
Financial Statement Analysis A [M]	2 credits	中島 真澄 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)  Class 2 : Strategic Analysis (Media Class Realtime Live)  Class 3 : Database Learning (1) (Media Class Realtime Live)  Class 4 : Database Learning (2) (Media Class Realtime Live)  Class 5 : Accounting Analysis (1) (Media Class Realtime Live)  Class 6 : Accounting Analysis (2) (Media Class Realtime Live)  Class 7 : Financial Analysis: Ratio Analysis (Media Class Realtime Live)  Class 8 : Financial Analysis: Cash Flow Analysis (Media Class Realtime Live)  Class 9 : Prospective Analysis: Forecasting (Media Class Realtime Live)  Class 10 : Prospective Analysis: Valuation Theory and Concepts (Media Class Realtime Live)  Class 11 : Earnings quality: Accruals Management (Media Class Realtime Live)  Class 12 : Earnings quality: Real Management (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 assignments for each chapter as a review.</p>		
Textbook(s)		
<p>Business Analysis Valuation: Using Financial Statements, Krishna G. Palepu and Paul M. Healy 5th edition, 2013. South-Western College Publishing (ISBN-10: 1111972303 ISBN-13: 978-1111972302).  Earnings Management and Earnings Quality: Evidence from Japan, Masumi Nakashima, 2015, Hakuto Shobo Publishing (ISBN: 9784561362104)</p>		
Reference(s)		
<p>N/A</p>		
Grading and Evaluation		
<p>Contribution to class: 15%, Assignment: 15%, Presentation: 20%, and Paper: 50%. No face-to-face testing is conducted.</p>		
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	中島 真澄 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).  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		
<p>Contribution to class: 15%, Assignment: 15%, Presentation: 20%, and Paper: 50%. No face-to-face testing is conducted.</p>		
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)MAN566E		
Name of Course	Credit	Name of Professor
International Marketing A [M]	2 credits	張 巧韻 CHANG 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"> <li>• Understand how the basic principles of marketing are applied in a variety of diverse cultural, political, legal and economic environments.</li> <li>• Be able to analyze foreign markets to determine their overall export potential.</li> <li>• Be able to explain the various methods of entering foreign markets, the degree of commitment required and the associated levels of risk.</li> <li>• 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.</li> <li>• Apply basic and advanced marketing concepts to develop integrated marketing plans in global markets.</li> </ul>		
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 Global Marketing Research

Preview: Chapter 6.

Review: Assignment

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 Individual 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/>)
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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>
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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](https://doi.org/10.1007/978-1-349-11255-5_5)

#### Grading and Evaluation

- Class Discussion (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	張 巧韻 CHANG 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"> <li>• Understand how the basic principles of marketing are applied in a variety of diverse cultural, political, legal and economic environments.</li> <li>• Be able to analyze foreign markets to determine their overall export potential.</li> <li>• Be able to explain the various methods of entering foreign markets, the degree of commitment required and the associated levels of risk.</li> <li>• 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.</li> <li>• Apply basic and advanced marketing concepts to develop integrated marketing plans in global markets.</li> </ul>		
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>		

Session 6 Case Study

Preview: Case

Review: Assignment

Session 7 Communicating with the World Consumer

Preview: Chapter 13.

Review: Preparing for Individual Presentation

Session 8 Sales Management

Preview: Chapter 14.

Review: Chapter 14.

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](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))
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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.
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6. Lasserre, Philippe (1995), "Corporate Strategies for the Asia Pacific Region," Long Range Planning, 28(1), pp. 18-30.
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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	張 巧韻 CHANG 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"> <li>• how customer behavior and expectations play a role in the service environment</li> <li>• key considerations in selling and marketing services</li> <li>• branding, promoting and positioning of services</li> <li>• the complexities of managing demand and capacity in service organizations</li> <li>• distribution and pricing considerations</li> <li>• how to build customer loyalty and assess customer lifetime value</li> <li>• the importance of workforce development and organizational culture in delivering quality</li> <li>• customer research and survey design methods</li> </ul>		
Course Contents		
<p>***Please note that this course is provided as an online Media-based course. All the courses will be delivered via Zoom and students are required to attend the class every week.***</p> <p>Session 1 Introduction of the module Preview: syllabus</p> <p>Session 2 Introduction to Services Preview: Chapter 1. Review: Chapter 1.</p> <p>Session 3 The Gap Model of Service Quality I Preview: Chapter 2. Review: Chapter 2.</p> <p>Session 4 The Gap Model of Service Quality II Preview: Chapter 2.</p> <p>Session 5 Customer Expectations of Service Preview: Chapter 3.</p>		

Review: Chapter 3.

Session 6 Case Study

Preview: Case

Review: Assignment

Session 7 Customer Perception of Service

Preview: Chapter 4.

Review: Chapter 4.

Session 8 Listening to Customers through Research

Preview: Chapter 5.

Session 9 Individual Presentation

Session 10 Build Customer Relationships

Preview: Chapter 6.

Review: Chapter 6.

Session 11 Case Study

Preview: Case

Review: Assignment

Session 12 Service Recovery

Preview: Chapter 7.

Review: Chapter 7.

Session 13 Case Study

Preview: Case

Review: Assignment

Session 14 Wrap-up and Quiz

**Prerequisites and Registration Requirements**

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

**Preparation and Review**

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.
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7. Light in the Shadows: So Nothing is Uncertain except Death and Taxes? Look at the Growth of the Underground Economy and Think Again about Taxes', The Economist, 3 May 1997.
8. Regis McKenna, Real Time, Boston: Harvard Business School Press, 1997.

Grading and Evaluation
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Class Discussion (20%) Presentation (20%) Case Study X3 (60%)
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Other
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Course number:(BA)MAN566E		
Name of Course	Credit	Name of Professor
Service Marketing B [M]	2 credits	張 巧韻 CHANG 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"> <li>• how customer behavior and expectations play a role in the service environment</li> <li>• key considerations in selling and marketing services</li> <li>• branding, promoting and positioning of services</li> <li>• the complexities of managing demand and capacity in service organizations</li> <li>• distribution and pricing considerations</li> <li>• how to build customer loyalty and assess customer lifetime value</li> <li>• the importance of workforce development and organizational culture in delivering quality</li> <li>• customer research and survey design methods</li> </ul>		
Course Contents		
<p>***Please note that this course is provided as an online Media-based course. All the courses will be delivered via Zoom and students are required to attend the class every week.***</p> <p>Session 1 Introduction of the module Preview: syllabus</p> <p>Session 2 Case Study Preview: Case Review: Assignment</p> <p>Session 3 Service Innovation and Design Preview: Chapter 8. Review: Chapter 8.</p> <p>Session 4 Customer-Defined Service Standards Preview: Chapter 9. Review: Chapter 9.</p> <p>Session 5 Physical Evidence and the Servicescape</p>		

Preview: Chapter 10.

Review: Chapter 10.

Session 6 Employees' Role in Service Delivery

Preview: Chapter 11.

Review: Chapter 11.

Session 7 Customers' Role in Service Delivery

Preview: Chapter 12.

Review: Chapter 12.

Session 8 Delivering Service Through Intermediaries and Electronic Channels

Preview: Handouts

Session 9 Managing Demand and Capacity

Preview: Chapter 13.

Review: Chapter 13.

Session 10 Integrated Services Marketing Communications

Preview: Chapter 14.

Review: Chapter 14.

Session 11 Pricing of Services

Preview: Chapter 15.

Review: Chapter 15.

Session 12 The Financial and Economic Impact of Service

Preview: Chapter 16.

Review: Chapter 16.

Session 13 Case Study

Preview: Case

Review: Assignment

Session 14 Wrap-up and Final Evaluation

Prerequisites and Registration Requirements

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

Preparation and Review

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.
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7. Christian Gronroos, 'From scientific management to service management', *International Journal of Service Industry Management*, Vol. 5, pp5-90.
8. The 4Ps classification of marketing decision variables was created by E. Jerome McCarthy, *Basic Marketing: A Managerial Approach*, Homewood, IL: Richard D. Irwin, Inc., 1960.

Grading and Evaluation
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Class Discussion (30%)
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Final Evaluation (Presentation) (30%)
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Case Study X2 (40%)
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Other
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Course number:(GB)IND612E		
Name of Course	Credit	Name of Professor
論文演習I/Thesis Tutorial 1	2 credits	サントスミゲル SANTOS Miguel
Course Summary and Objectives		
<p>このゼミの目的は、以下のいずれかの分野での修士論文執筆に向けた研究プロセスへの指導とサポートを提供することです：</p> <p>ア) 企業資金管理及びそれに関わる諸問題  イ) 企業価値の評価とマネジメント及びそれに関わる諸問題  ウ) 事業戦略とコーポレートファイナンス  エ) 資本市場に巡る諸問題  オ) ヘルスケアにおける価値評価  カ) マネジメント理論及び日本のマネジメント思想と実践</p> <p>コーポレートファイナンスを中心に、資金管理、価値評価、バリューマネジメント、事業戦略など、「戦略と資金繰りと価値の諸問題」に興味を持つ学生が集まり、修士論文の完成を目指してお互いに支え合うセミナーを開催します。各参加者は、それぞれの関心領域での成果達成に必要な研究に積極的に取り組むことで創造的な企業経営の理解を得ることが期待されています。オリエンテーションとサポートは、研究のすべてのフェーズを網羅します。これには、研究問題の定義、文献のレビュー、研究方法の選択、仮説/モデルの具体化、データ分析、結果の解釈、および政策提案の提供が含まれます。ゼミ終了時には、学生は以下の能力を身につけることが期待されます（ゼミ ILOs）：</p> <p>ア) 企業ファイナンスの分野の理論的および/または実践的な問題について深い理解を獲得し、示すことができる。  イ) 企業ファイナンスおよび経営における研究スキルを開発し、示すことができる。</p> <p>The objective of this seminar is to provide support to the research process leading to the writing of a thesis in one of the following areas: 1. Corporate cash management: theory and practice; 2. Valuation methods: theory &amp; practice; 3. Strategy and corporate value; 4. Issues concerning capital markets; 5. Value in healthcare; 6. Management theories &amp; Japanese management philosophy and practices. Gathering students with an interest in 'Strategy, Cash Flow &amp; Corporate Value,' this seminar will focus on corporate finance, liquidity management, valuation, value management, &amp; 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 &amp; display a deep understanding of a theoretical and/or practical issue in one of the fields of finance; - Develop and demonstrate research skills in finance and management.</p>		
Course Contents		
<p>ゼミの内容は参加者の研究テーマに合わせて行われ、潜在的な研究トピック、文献レビュー、方法論のアプローチ、モデルの具体化、および得られた研究結果の分析に関するプレゼンテーションと討論を包括します。</p> <p>The seminar content will be tailored to the research interests of the participants, encompassing presentations and discussions on potential research topics, literature review, methodological approaches, model specification, and critical analysis of the research results obtained.</p>		
Prerequisites and Registration Requirements		

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

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

#### Preparation and Review

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

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

#### Textbook(s)

ゼミ中にテキストブックやその他適切な文献が提案されます。

Textbooks and other 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 literature will be suggested during classes.

#### Grading and Evaluation

評価および評価は以下の要素を含みます：

- (1) セミナーの議論への参加の質 (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)IND612E		
Name of Course	Credit	Name of Professor
論文演習II/Thesis Tutorial 2	2 credits	サントスマイゲル SANTOS Miguel
Course Summary and Objectives		
<p>このゼミの目的は、第1学期に設定された研究問題に焦点を当てた修士論文の執筆に至る研究プロセスに向けての指導とサポートを提供することです。オリエンテーションとサポートは、文献のレビュー、研究方法論の選択、仮説/モデルの具体化、データ分析、結果の解釈、および政策提案の策定など、プロセス全体の各段階を包括的にサポートします。</p> <p>ゼミ終了時には、学生は以下の能力を身につけることが期待されます（ゼミ ILOs）：</p> <p>ア) コーポレートファイナンスの分野の理論的および/または実践的な問題について深い理解を獲得し、示すことができる。</p> <p>イ) コーポレートファイナンスおよび経営における研究スキルを開発し、示すことができる。</p> <p>The objective of this seminar is to provide orientation and support to the research process leading to the writing of a Master Thesis on a research question established during the first semester. Orientation and support will encompass all phases of the process, including literature review, choice of research methodology, hypothesis/model specification, data analysis, and interpretation of the results and policy suggestions.</p> <p>By the end of this seminar students should be able to:</p> <ul style="list-style-type: none"> <li>-Acquire and display a deep understanding of a theoretical and/or practical issue in one of the fields of corporate finance.</li> <li>-Develop and demonstrate research skills in corporate finance and management.</li> </ul>		
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 literature will be suggested during classes.</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>		

(2) 定期的な報告 (40%)

(3) 修士論文草稿 (30%)

このセミナーの2つのILOの達成は上記の3つの方法を通じて評価されます。

Grading and evaluation will include the following elements:

(1) Quality of participation in seminar discussions (30%)

(2) Progress reports (40%)

(3) Master Thesis drafts (30%)

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

Other

Course number:(GB)IND612E		
Name of Course	Credit	Name of Professor
論文演習I/Thesis Tutorial 1 (英語)	2 credits	藤岡資正 FUJIOKA Takamasa
Course Summary and Objectives		
<p><b>【Learning Goals】</b></p> <p>This seminar will equip you with a strong foundation in research methods. This includes:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>		
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)		

TBD (depending on your research topic)
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
論文演習II/Thesis Tutorial 2 (英語)	2 credits	藤岡資正 FUJIOKA Takamasa
Course Summary and Objectives		
<p><b>【Learning Goals】</b></p> <p>This seminar will equip you with a strong foundation in research methods. This includes:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>		
Course Contents		
<p>This seminar targets experienced senior managers, policy makers, independent consultants, and practical academics, who are preparing themselves for more advanced leadership positions in their organizations and professions.</p> <p>Due to the pandemic situation, the seminar will be offered by blended learning.</p> <p>This combination of online and face-to-face instruction is designed to make the very best use of your time and to convey information most effectively, while allowing in-depth application of the relevant materials to your research topic. The online component can be accessed from any internet connection at your convenience.</p>		
Prerequisites and Registration Requirements		
<p>As technology, and so business, evolves at an exponential rate, management must make radical and disruptive adjustments. The seminar will introduce you to the techniques and issues, which you will then apply to your domain of interest, gradually evolving your thesis topic.</p> <p>The journey of completing master thesis requires your strong commitments and efforts.</p>		
Preparation and Review		
Reading books, journal articles and daily news articles related to your research interests.		
Textbook(s)		
TBD		
Reference(s)		
TBD		
Grading and Evaluation		



Participation 25
Evaluation of thesis 75%
Other
None

Course number:(GB)IND616E		
Name of Course	Credit	Name of Professor
論文演習I/Thesis Tutorial 1 [M]	2 credits	許 佑旭 HSU Yu-Hsu (Sean)
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"> <li>1. Introduction to the Module (What is a Master's dissertation?)</li> <li>2. What is Research Ethics (e.g. Plagiarism) a Research Question?</li> <li>3. What is "Literature Review"? Where should I begin? What is a research question?</li> <li>4. Student Presentation (Research Topics)</li> <li>5. Referring Style and In-Text Citation</li> <li>6. Structures of a Master's Dissertation</li> <li>7. Argumentation</li> <li>8. Research Methodology</li> <li>9. Data Collection</li> <li>10. Student Presentation (Research Proposal)</li> <li>11. Writing Workshop/Feedback</li> <li>12. Writing Workshop/Feedback</li> <li>13. Writing Workshop/Feedback</li> <li>14. Writing Workshop/Feedback</li> <li>15. Writing Workshop/Feedback</li> </ol>		
Prerequisites and Registration Requirements		

None.
Preparation and Review
Students should read the assigned material and submit reports when required.
Textbook(s)
There is no textbook for this module. Yet, handouts may be distributed.
Reference(s)
<p>Alvesson, M. and Sandberg, J. (2013) Constructing Research Questions: Doing Interesting Research. London: Sage.</p> <p>Bryman, A. (2008) Social Research Methods, 3rd edition. Oxford: Oxford University Press.</p> <p>Denscombe, M. (2010) Ground Rules for Social Research: Guidelines for Good Practice, 2nd edition. Berkshire: Open University Press.</p>
Grading and Evaluation
<p>In-Class Participation: 80%</p> <p>Presentation: 20%</p>
Other

Course number:(GB)IND616E		
Name of Course	Credit	Name of Professor
論文演習II/Thesis Tutorial 2 [M]	2 credits	許 佑旭 HSU Yu-Hsu (Sean)
Course Summary and Objectives		
<p>This is an advanced module for Master's dissertation writing. The module focuses on data analysis as well as critical writing.</p> <p>Students should submit a paper to be presented at a conference. The paper should be closely associated with his/her Mast's project.</p>		
Course Contents		
<ol style="list-style-type: none"> <li>1. Introduction to the Module (Reporting the Progress)</li> <li>2. Writing Workshop/Feedback</li> <li>3. Writing Workshop/Feedback</li> <li>4. Writing Workshop/Feedback</li> <li>5. Writing Workshop/Feedback</li> <li>6. Student Presentation (Preliminary Results)</li> <li>7. Writing Workshop/Feedback</li> <li>8. Writing Workshop/Feedback</li> <li>9. Writing Workshop/Feedback</li> <li>10. Writing Workshop/Feedback</li> <li>11. Student Presentation (Dissertation) /Feedback</li> <li>12. Writing Workshop/Feedback</li> <li>13. Student Presentation (Dissertation) /Feedback</li> <li>14. Writing Workshop/Feedback</li> <li>15. Student Presentation (Dissertation) /Feedback</li> </ol>		
Prerequisites and Registration Requirements		
None.		

Preparation and Review
Students should read the assigned material and submit reports when required.
Textbook(s)
There is no textbook for this module. Yet, handouts may be distributed.
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 the progress of the dissertation) : 80% Presentation: 20%
Other