

国際経営学研究科 修士課程 シラバス (春学期科目)

2026 年 5 月 1 日現在
国際大学

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code ACT3020101	Course title Financial Statement and Business Analysis	
Name of Instructor	Lee, Hyunkoo		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Thu.2~3		

Course Description	This course introduces standard frameworks of financial statement analysis. The primary approach is fundamental analysis. Various techniques will be introduced to extract information from financial statements, analyze them, build scenarios, and determine corporate value. Participants who intend to work as financial analysts or financial managers will get the most benefits. The course will also cover various situations through actual financial statements, cases, and current issues.		
Learning Objectives & Goals	Upon completion of this course, students will be able to: (1) learn how to extract financial information from various sources, analyze it, and build a scenario. (2) discuss relevant issues and present their viewpoints in a group meeting and a class. (3) write an industry-level equity analysis report.		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	This course fulfills the following MEXT learning objectives: MF5 (MBA, JGDP): Able to demonstrate understanding of Accounting Knowledge MD1 (IMBA): Able to apply the concepts of strategic management, recognizing internal and external strategic contexts MD2 (IMBA): Able to demonstrate the ability to gather and interpret data MP1 (MBA): Able to demonstrate ability to formulate/define issues MP2 (MBA): Able to demonstrate ability to analyze and compute MP3 (MBA): Able to demonstrate ability to interpret concepts and data		
Delivery Methods	The course will start with a short lecture to introduce the core framework. The rest of the classes will be operated as discussions in workshop style. It relies heavily on participants' pre-study of reading materials. Participants are expected to perform all reading assignments and exercises prior to attending a class. Students are required to attend two lectures each week. In every class meeting, students are expected to participate in a quiz, discussion, and problem-solving.		
Assessment	Grades are based on total points earned on quizzes, an examination, group assignments, and participation. Learning Objectives Assessment methods (1) (2) (3) Overall Class Discussion 19% 7% Group Presentation 27% 10%		

	Quizzes 17% 8% Final Exam 83% 40% Case Reports 54% 20% Final Report 100% 15% Weight on Final Grade 48% 37% 15% 100%					
Prerequisites	The course is mainly for 2nd-year MBA or IMBA students. I assume students have a reasonable understanding of financial accounting, corporate finance, and strategic management. This course is an integrative course that combines various disciplines in business.					
Method of feedback from instructor to students for exams/papers						
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: Equity Valuation and Analysis, b)Edition: 5, c)Author: Lundholm and Sloan , d)Publisher: Createspace Independent Pub, e)Year: 2019, f)ISBN: 978-1079983357 a)Title: Schweser Notes for the CFA exam 2024 level II book 3: Equity, b)Edition: 1, c)Author: , d)Publisher: Kaplan, e)Year: 2023, f)ISBN: 978-1078836623 a)Title: Value: the Four Cornerstones of Corporate Finance, b)Edition: 1, c)Author: Koller, Dobbs, and Huyett, d)Publisher: John Wiley and Sons, e)Year: 2011, f)ISBN: 978-0470424605 a)Title: , b)Edition: , c)Author: , d)Publisher: , e)Year: , f)ISBN:					
Note on Textbooks and Reference Books	Articles and cases will be announced later.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Framework of financial statement analysis	[1] Ch 1 [3] Ch 6	2h	Review the slides	2h
	2	Market efficiency and implications Equity investment and analysts (self study)	Read reference articles	2h	Read reference articles	2h
	3	Valuation review I	[1] Ch10 [2] Ch 3	3h	Try sample problem set	2h
	4	Valuation review II	[1] Ch10 [2] Ch 5-6, 14	3h	Try sample problem set	2h
	5	Case analysis	TBA	4h	Review the case	2h
	6	Valuation review	[1] Ch10	2h	Try sample	2h

		III	[2] Ch 4		problem set	
	7	Catch up Price multiples	[1] Ch11 [2] Ch 5-6	2h	Try sample problem set Review worksheet	2h
	8	Growth Forecasting earnings and cash flows	[1] Ch 7	2h	Try sample problem set	2h
	9	Case analysis	TBA	4h	Review the case	2h
	10	Cost of capital	[1] Ch 9 [2] Ch 19	2h	Try sample problem set	2h
	11	Case analysis	TBA	4h	Review the case	2h
	12	Ratio analysis I : Profitability	[1] Ch 5 [2] Ch 12-13	3h	Try sample problem set	2h
	13	Ratio analysis II : Connecting ratios to valuation	[1] Ch 5 [2] Ch 12-13	3h	Try sample problem set	2h
	14	Case analysis	TBA	4h	Review the case	2h
	15	Catch up or Accounting/Indu stry/Strategy analysis	[1] Ch 3	2h	Read reference articles	2h
	16	Case analysis	TBA	4h	Review the case	2h
		Total	78h			
Others	'Audit' is not allowed. 'Withdrawal' is not allowed.					

International University of Japan
Graduate School of International Management
Spring 2026 Term

Course	Schedule code FIN1010	Course title Corporate Finance	
Name of Instructor	Prof. Yanghua Shi		Credits 2
Instructor's contact information	Office#	Office Hours By appointment	E-mail
Class Schedule Day / Period	Thursday on 2 nd and 3 rd periods from 10:30 to 14:30 Friday on 4 th and 5 th periods from 14:40 to 17:50		

Course Description	In continuation of Financial Accounting (ACT1010), this course further introduces essential topics of the foundation of corporate finance within the context of general management.																				
Learning Objectives & Goals	MBA/IMBA (Management Concentration) ✓ MF2: Able to demonstrate understanding of finance knowledge ✓ MD2: Able to demonstrate the ability to gather and interpret data Digital Transformation Program ✓ MF7: Able to demonstrate understanding of fundamental business knowledge																				
Contribution to the Diploma Policy (knowledge, skills, and attitude which can be acquired through this course for obtaining the degree concerned)	This course will cover at least some major topics, including i. discounted cash flow (DCF) model, ii. the impact of the firm’s investment decision on firm value, iii. the impact of a financing choice on the value of a firm and the risk and value of equity holders, iv. the factors determining the firm’s capital structure, and v. the introduction of corporate governance.																				
Delivery Methods	This course consists of lectures, homework exercises, quizzes, and group/open discussion. During classes, participants are welcome to express their opinions and justify their ideas. There will be teaching assistants in charge of solving exercises and answering students’ questions.																				
Assessment	The grading policy is as follows: <table><tr><td>Assessment methods</td><td>MF2</td><td>MD2</td></tr><tr><td>Class Participation</td><td>15%</td><td>15%</td></tr><tr><td>Exercise (×4)</td><td>40%</td><td></td></tr><tr><td>Quiz</td><td>45%</td><td>45%</td></tr><tr><td>Case Study Report</td><td></td><td>40%</td></tr><tr><td>Weight on Final Grade</td><td>50%</td><td>50%</td></tr></table>			Assessment methods	MF2	MD2	Class Participation	15%	15%	Exercise (×4)	40%		Quiz	45%	45%	Case Study Report		40%	Weight on Final Grade	50%	50%
Assessment methods	MF2	MD2																			
Class Participation	15%	15%																			
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Quiz	45%	45%																			
Case Study Report		40%																			
Weight on Final Grade	50%	50%																			
Prerequisites																					

Method of Feedback for Exams/Papers	The instructor will provide exercises and quizzes to illustrate how to apply the concepts learned during the lectures.
Required Textbook(s)	
Reference Books	“Principles of Corporate Finance,” by Richard A. Brealey, Stewart C. Myers, Franklin Allen, 10 th Ed. (BMA 10 th)
Other Materials	Additional materials will be further provided during the lectures.

Class Outlines	Class	Contents		
		Topic	Orientation	
	1	Required preparation /homework	Review of financial accounting	1.5h
		Required post-study	Reading: Sec. 1.1-1.2 of Ch1. Introduction to corporate finance (BMA 10 th)	0.5h
		Topic	Orientation	
	2	Required preparation /homework	Reading: Sec. 2.1 of Ch2. How to calculate present values (BMA 10 th)	1h
		Required post-study	Reading: Sec. 3.1 of Ch3. Valuing bonds (BMA 10 th)	1h
		Topic	Valuing bonds	
	3	Required preparation /homework	Reading: Sec. 3.2-3.3 of Ch3. Valuing bonds (BMA 10 th)	1h
		Required post-study	Exercise 1	1h
		Topic	Valuing bonds	
	4	Required preparation /homework	Reading: Sec. 3.2-3.3 of Ch3. Valuing bonds (BMA 10 th)	1h
		Required post-study	Reading: Sec. 4.1 of Ch4. The value of common stocks (BMA 10 th)	1h
		Topic	Valuing stocks	
	5	Required preparation /homework	Reading: Sec. 4.2-4.4 of Ch4. The value of common stocks (BMA 10 th)	1h
		Required post-study	Exercise 2	1h
		Topic	Valuing stocks	
	6	Required preparation /homework	Reading: Sec. 4.2-4.4 of Ch4. The value of common stocks (BMA 10 th)	2h
		Required post-study	Reading: Sec. 5.1 of Ch5. Net present value and other investment criteria (BMA 10 th)	1h
		Topic	NPV and other investment criteria	
	7	Required preparation /homework	Reading: Sec. 5.2-5.3 of Ch5. Net present	1h

			value and other investment criteria (BMA 10 th)		
		Required post-study	Exercise 3	1h	
	8	Topic	Practical issues of long-term financial decisions		
		Required preparation /homework	Reading: Sec. 5.4 Net present value and other investment criteria (BMA 10 th)	2h	
		Required post-study	Reading: Sneaker (2013)	1h	
	9	Topic	Sneaker (2013)		
		Required preparation /homework	Sneaker (2013)	3h	
		Required post-study	Persistence calculation	0h	
	10	Topic	Sneaker (2013)		
		Required preparation /homework	Sneaker (2013)	3h	
		Required post-study	Reading: Sec. 7 Introduction to risk and return (BMA 10 th)	0h	
	11	Topic	CAPM		
		Required preparation /homework	Reading: Sec. 8.2 The relationship between to risk and return (BMA 10 th)	3h	
		Required post-study	Exercise 4	1h	
	12	Topic	Cost of the capital		
		Required preparation /homework	Reading: Sec. 9.1-9.3 The relationship between risk and return (BMA 10 th)	2h	
		Required post-study	Reading: Sec. 10.1 Project analysis (BMA 10 th)	1h	
	13	Topic	Project analysis: Uncertainty		
		Required preparation /homework	Reading: Sec. 10.2-10.3 Project analysis (BMA 10 th)	2h	
		Required post-study	Review	1h	
	14	Topic	Project analysis: Real options and Decision trees		
		Required preparation /homework	Reading: Sec. 10.4 Project analysis (BMA 10 th)	2h	
		Required post-study	Review	3h	
	15	Topic	Quiz		
		Required preparation /homework	Reading: Ch2-Ch10 of BMA 10 th	3h	
		Required post-study		0h	
	16	Topic	Quiz		
		Required preparation /homework	Reading: Ch2-Ch10 of BMA 10 th	3h	
		Required post-study		0h	
	Total				46h

Others	
Keyword	

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code FIN3050101	Course title Risk Management	
Name of Instructor	Chuang, Hongwei		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Mon.4~5		

Course Description	Risk management is a discipline for living with the possibility that future events may cause adverse effects, ensuring resilience to the future.		
Learning Objectives & Goals	Risk is a variable that can cause deviation from an expected outcome which can cause variation from the desired result. Risks are highly dependent and can't be segmented and managed by entirely independent units. This course provides fundamental knowledge for the financial risk management certificate, including risk measurement and quantitative tools, which are critical aids for supporting risk management.		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	[For MBA, JGDP] MF2: Able to demonstrate an understanding of Finance Knowledge. [For IMBA] MD1: Able to apply strategic management concepts, recognizing internal and external strategic contexts. MD2: Able to demonstrate the ability to gather and interpret data. [For MBA-GX] MG1: Able to demonstrate understanding of carbon neutrality, circular economy, and bio-diversity		
Delivery Methods	Slides and course materials will be distributed via IUJ Google Classroom.		
Assessment	The understanding level will be on participation/discussion, homework, and case study presentation: 20% participation + 40% assignments + 40% case studies.		
Prerequisites	Corporate Finance (FIN 1010)		
Method of feedback from instructor to students for exams/papers			
Textbook(s)	Required: Reference Books / Journal Articles: a) Title: Enterprise Risk Management, b) Edition: 2, c) Author: James Lam, d) Publisher: Wiley, e) Year: 2014, f) ISBN: 978-1118413616 a) Title: Implementing Enterprise Risk Management, b) Edition: 1, c) Author: James Lam, d) Publisher: Wiley, e) Year: 2017, f) ISBN: 978-0471745198 a) Title: Risk Management and Financial Institutions, b) Edition: 4, c) Author: Hull, J. C., d) Publisher: Wiley, e) Year: 2015, f) ISBN: 978-1118955949		
Note on Textbooks and			

Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction	Instructor's slide	1.5h		1h
	2	Risk awareness self-evaluation	Harvard Business Publishing Education: "Your company is too risk-averse" (2020)	1.5h		1h
	3	Hedging Risks by Derivatives- Insurance and Forward	Hull (2015) Ch1-2	1.5h		1h
	4	Hedging Risks by Derivatives- Futures and Options	Hull (2015) Ch2-3	1.5h		1h
	5	Hedging Risks by Derivatives- Options and Swaps	Hull (2015) Ch3-4, 7	1.5h		1h
	6	Credit risk management and market risk management	Hull (2015) Ch24	1.5h		1h
	7	Operational risk management	Instructor's slide	1.5h		1h
	8	Case study	SILK Road: Threads of History from Gunma to Yokohama	1.5h		1h
	9	ERM and KPI	Instructor's slide	1.5h		1h
	10	Balance Score Card	Instructor's slide	1.5h		1h
	11	Object and Key Results	Instructor's slide	1.5h		1h
	12	Risk Management Frontier-FinTech	Instructor's slide	1.5h		1h
	13	Risk Management Frontier-Pandemic	Instructor's slide	1.5h		1h
	14	Risk Management Frontier-Climate change	Instructor's slide	1.5h		1h
	15	Case study	Enterprise Risk	1.5h		1h

			Management in a Digital Age			
	16	Case study	Enterprise Risk Management in a Digital Age	1.5h		1h
		Total	40h			
Others						

International University of Japan
Graduate School of International Management
Spring 2026 Term

Course	Schedule code FIN3060	Course title Project Financing and Public-Private-Partnerships (PPPs)	
Name of Instructor	Fumihiko Kobayashi		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	June 1, 2, 3 and 4 2nd and 3rd periods (10:30-12:00, 13:00-14:30)		

Course Description	Project financing serves as a well-established financing method essential for funding large-scale, capital-intensive projects such as electric power generation, transportation, and communication projects, as well as resource development (e.g., agriculture) and extraction (e.g., mining, oil, and gas) projects. Multilateral Development Banks (MDBs), notably the World Bank Group, have been pioneering project financing to help developing countries in the construction and operation of vital infrastructure projects with substantial developmental impact. The International Finance Corporation (IFC), established in 1956 as the private sector arm of the World Bank Group, has been a key player in leveraging project financing to bring private sector projects to fruition without government repayment guarantee. What sets project financing apart from other funding methods is its reliance on limited- or non-recourse basis, wherein fund providers depend on project cashflows to service loans or yield returns on invested equity capital. The course starts with an overview of the World Bank Group and IFC's activities, coupled with fundamental concepts of finance and investments to set a stage for the exploration of project financing. The course then covers the essentials of project financing, addressing its various tools, including risk management, security, seniority, insurance, and loan pricing. Subsequent sessions cover the Public-Private-Partnership (PPP) projects, and the intricacies of project supervision and debt collection. To enhance the learning, the course incorporates multiple case studies. These case studies provide students with firsthand insights into the complexities of project financing, enabling them to apply theoretical knowledge to practical scenarios and develop a comprehensive understanding of the subject matter.
Learning Objectives & Goals	The objective of the course is to provide students with the practical perspective and tools, as well as the necessary theoretical and conceptual tools, related to project financing for sound decision-making when undertaking major investments. Based on the instructor's extensive business experience in a major Japanese general trading

	company and IFC, the course provides a solid basis for understanding and resolving key issues associated with project financing. To stimulate critical thinking, the course utilizes case studies where there may be no perfect answer due to the inherent unpredictability of the business world. The course is designed for graduate students pursuing careers in government agencies, international development consulting and banking, public and private sector infrastructure investment, corporate finance, and business development functions. It is particularly suited for students with entrepreneurial mindset as well as those with interest in carrying out medium to large-scale infrastructure projects requiring structured financing. The underlying concepts would be applicable universally, in both emerging market and developed country settings.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	MM1 (MBA): Able to demonstrate the sensitivity to different perspectives and opinions of those from different international backgrounds MM2 (MBA): Able to identify and articulate common viewpoints among different and possibly conflicting opinions of those from different international backgrounds MP4 (MBA): Able to demonstrate ability to evaluate and make choices among alternatives MF2 (MBA): Able to demonstrate understanding of Finance Knowledge MD3 (MBA): Able to demonstrate ability to make a strategic decision under pressure
Delivery Methods	The course will be taught in the form of lectures together with case studies intended for in-class discussion. Students are encouraged to be part of small study groups to work on the assignment questions of case studies and class presentation, and end of course presentation. Weighting for class participation will be derived from attendance, class participation, and discussion on case studies. Each student is expected to go over assigned handout materials to facilitate lively class discussion.
Assessment	Participation: 30% Reaction papers and Assignment Questions: 50% End of course presentation: 20% There will be no exams.
Prerequisites	None
Method of Feedback for Exams/Papers	The instructor will return the graded papers promptly along with written feedback
Required Textbook(s)	There is no textbook, and relevant handout materials and case studies will be provided. Purchase of the reference books is optional as they are for additional reading to enhance the learning.
Reference Books	Reference book 1: Book title: Project Financing Asset-Based Financial Engineering Edition: 3 Author: Finnerty, John D.

	Publisher: John Wiley & Sons. Inc. Year of publication: 2013 Reference book 2: ISBN: 978-1-107-63278-3 Book title: The Economics of public-private partnerships: a basic guide Author: Eduardo Engel, Ronald D. Fischer, Alexander Galetovic Publisher: Cambridge University Press Year of publication: 2014 Reference book 3: ISBN: 1 84374 194 6 Book title: Cross-Border Debt Restructurings Innovative Approaches for Creditors, Corporates and Sovereigns Author: Buljevich, Esteban C. Publisher: Euromoney Books Year of publication: 2005
Other Materials	IFC's homepage at https://www.ifc.org for relevant information particularly IFC's Annual Report. Relevant handout materials and case studies will be provided.

Class Outlines	Class	Contents		
	1	Topic	Introduction to the Course	
		Required preparation /homework	This session serves as an initiation to the course, featuring an introduction to both the course content and the lecturer. It provides an opportunity for students to acquaint themselves with their peers, establish class ground rules and format. The session then introduces the activities of Multilateral Development Banks (MDBs), the World Bank Group, and IFC. Additionally, the session covers the outline and fundamentals of finance and investments, discussing the distinctive features of project financing, such as limited or non-recourse financing. Required reading: Handout course materials	2h
		Required post-study	Review the class contents	1h

	2	Topic	Project Financing and Its Tools	
		Required preparation /homework	This session covers the intricacies of carefully structured project financing, highlighting its potential to secure significant funds even in high-risk areas. The approach involves allocating and sharing various project risks among multiple participants, including sponsors, insurance companies, EPC contractors, suppliers, purchasers, governments, and financiers. The session introduces the basic form of project financing, major project finance risks, security and guarantees, and contractual tools like waterfall, seniority, and subordination. It also explores the outline of financing terms and loan pricing.	
			Required reading: Handout course materials	2h
		Required post-study	Review the class contents	1h
	3	Topic	Project Financing Case Study	
		Required preparation /homework	Students engage in a case study involving a loan for a new cement plant in the Middle East, where the cashflow generated from plant operation becomes the sole source of loan repayment. Student groups present their responses to assignment questions, recognizing that there may be no perfect answer due to the inherent unpredictability of the business world. The session encourages active participation in critical discussions.	
			Required homework: Read the case study and prepare responses to the assignment questions	2h
		Required post-study	Review the class contents	1h
	4	Topic	Public-Private-Partnerships (PPPs)	
		Required preparation /homework	The focus of this session is on the Public-Private Partnerships (PPPs), utilized to bring private sector ingenuity into infrastructure project development. Emphasis is placed on the meticulous preparation and transparent execution of legislative and administrative setups essential for successful PPPs. The session discusses key ingredients and basic forms of PPPs, along with an exploration of IFC's strategies and activities in PPP, including Upstream Opportunities in infrastructure.	
			Required reading: Handout course materials	2h

		Required post-study	Review the class contents	1h
	5	Topic	PPP Case Study	
		Required preparation /homework	This session involves a case study on the privatization of national railways in Africa, where a loan is extended to a newly established railway operator. The majority shares of the operator are owned by a private investor selected through an international tender. The case explores the complexities of a new railway act and contract structure devised to facilitate the privatization. Required homework: Read the case study and prepare responses to the assignment questions	2h
		Required post-study	Review the class contents	1h
	6	Topic	Project Supervision and Workout	
		Required preparation /homework	Risk doing business in the emerging market is very high. IFC's investments are made without government repayment guarantee and can go wrong despite careful due diligence and contract structuring. IFC's portfolio supervision is one of the best practices in the banking industry. The session covers a) how normal portfolio supervision is conducted after the financial closing, and b) the process from project supervision to workout when IFC's investments become non-performing assets. Required reading: Handout course materials:	2h
		Required post-study	Review the class contents	1h
	7	Topic	Project Supervision and Workout Case Study	
		Required preparation /homework	This session covers the role of the Special Operations Department when projects go wrong and investments become non-performing assets. The department's mandate is to maximize recovery and minimize reputation risk. The session showcases the formulation of a tailor-made recovery strategy through an in-depth review of the situation. Required homework: Read the case study and prepare responses to the assignment questions	2h
		Required post-study	Review the class contents	1h

	8	Topic	Wrap-up and Students' Presentations	
		Required preparation /homework	The final session serves as a recap of the course, providing an opportunity to discuss lessons learned and address any topics that students wish to review. Each student group makes a presentation, fostering a comprehensive understanding and application of the course content.	
			Required homework: Prepare a presentation.	2h
		Required post-study	Review the class contents	1h
				Total
Others				
Keyword	Project Financing, Public-Private-Partnership, Infrastructure Projects, Multilateral Development.			

International University of Japan
Graduate School of International Management
Summer 2026 Term

Course	Schedule code ITC1090	Course title Ethical, Legal and Social Issues of Digital Business	
Name of Instructor	WATANABE, Tomoaki		Credits 1
Instructor's contact information	Office#	Office Hours (upon request)	E-mail
Class Schedule Day / Period	July. 7(Tue)-10(Fri) / Periods 4 and 5 (14:40-17:50) each day		

Course Description	This course centers around ethical issues related to the business use of digital technologies. The course is discussion-intensive during the class sessions. Students are expected to read designated materials beforehand and contribute to the discussions during the class.																						
Learning Objectives & Goals	✓ To learn ethical issues related to the digital businesses and ICTs ✓ To formulate informed opinions on some of the major questions ✓ To explore some of the technological, design, policy, and other solutions to the ethical challenges, and their limitations																						
Contribution to the Diploma Policy	MS1 Able to identify the central problem/issue to demonstrate understanding of socially responsible leadership concepts and practices MS4 Able to understand the implication of technologies to social responsibilities in the creation of social and business values.																						
Delivery Methods	The students are expected to read the materials and come with answers to the discussion questions. During the class sessions, we hold small group discussions and inter-group debates over some of the discussion questions. At the beginning of each new topic, volunteer(s) are solicited to describe the topic and highlights of the readings.																						
Assessment	The grade is assigned based on your contribution to the in-class discussions. <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th></th><th colspan="3">Learning Objectives</th></tr> <tr> <th>Assessment methods</th><th>(1)</th><th>(2)</th><th>(3)</th></tr> </thead> <tbody> <tr> <td>Class Participation</td><td>30</td><td>10</td><td>30</td></tr> <tr> <td>Position Briefs</td><td>10</td><td>10</td><td>10</td></tr> <tr> <td>Weight on Final Grade</td><td>40</td><td>20</td><td>40</td></tr> </tbody> </table>				Learning Objectives			Assessment methods	(1)	(2)	(3)	Class Participation	30	10	30	Position Briefs	10	10	10	Weight on Final Grade	40	20	40
	Learning Objectives																						
Assessment methods	(1)	(2)	(3)																				
Class Participation	30	10	30																				
Position Briefs	10	10	10																				
Weight on Final Grade	40	20	40																				
Prerequisites	None. Neither advanced knowledge of digital technologies nor expertise on academic theories on ethics is required.																						
Method of Feedback for Exams/Papers	N/A																						
Required Textbook(s)	Required readings for each of the 4 topics are shown below. (Other materials may be added as needed.)																						
Reference Books																							
Other Materials																							

Class Outlines	Class	Contents			
	1	Topic	Virtual and augmented realities v. “real” reality		
		Required preparation /homework	1) Nozik, R. (1974). "Anarchy, State, and Utopia." Basic Books. New York. pp.42-45. (the discussion on “experience machine”) 2) Rizzo, A., Hartholt, A., Grimani, M., Leeds, A. and Liewer, M. (2014). "Virtual reality exposure therapy for combat-related posttraumatic stress disorder" Computer. 47(7) pp.31-37. 3) Singer, P. (2010). "Meet the sims ... and shoot them: The rise of militainment." Foreign Policy. March/April 2010.		5.25 h
		Required post-study		h	
	2	Topic	(the same as above)		
		Required preparation /homework		h	
		Required post-study		h	
	3	Topic	AIs and Robots for elderly care – should we value “human touch?”		
		Required preparation /homework	1) Sharkey, N. and Sharkey, A. (2012). "The eldercare factory" Gerontology, 58(3) 282-288. OR Sætra, H. S. (2022). First, they came for the old and demented: Care and relations in the age of artificial intelligence and social robots. Human Arenas, 5(1), 25-43. 2) Burton, A. (2013). "Dolphins, dogs, and robot seals for the treatment of neurological disease." The Lancet Neurology, 12(9) 851–852. 3) Turkle, S. (2011). Alone Together: Why we expect more from technology and less from each other. New York: Basic Books. Ch.3. True Companions		5.25 h
		Required post-study		h	
	4	Topic	(the same as above)		
		Required preparation /homework		h	
		Required post-study		h	
	5	Topic	Privacy v. national security regarding a terrorist attack		
		Required preparation /homework	1) Solove, D. (2011) “Nothing to Hide.” Yale University Press. New Heaven. Ch.3-4. (pp.33-46) 2) Bergstein (2016). "What If Apple Is Wrong?" MIT Technology Review. April 7, 2016. 3) Cardozo, N. & Crocker, A. (2018). "The FBI could have gotten into the San Bernardino shooter's iPhone, but leadership didn't say that." Electronic Frontier Foundation. April 2. 4) Cook, T. (2016). "A message to our customers" Apple 5) (optional) The High-Level Group on access to data for effective law enforcement (2024). "Concluding Report" pp.12-13		5.25 h
Required post-study			h		

	6	Topic	(the same as above)	
		Required preparation /homework		h
		Required post-study		h
	7	Topic	Data economy and human agency	
		Required preparation /homework	1) Zuboff, Shoshana. The Age of Surveillance Capitalism: The Fight for a Human Future at the New Frontier of Power. New York: Public Affairs, 2019. Ch.10. I.-II. (Economies of Action and Facebook Writes Music) 2) Pate, S. (2025) "Platform Liability for Platform Manipulation" 125 Columbia Law Review, I-B (Platform Design in Practice) 3) Munn, L. (2020). "Angry by design: toxic communication and technical architectures," Humanities and Social Sciences Communications volume 7, Article number: 53. 4) (optional) Horkheimer& Adorno, Dialectic of Enlightenment: Philosophical Fragments, 1947, (trans. 2002 by E. Jephcott) Stanford, CA: Stanford University Press. Ch.4 (The Culture Industry: Enlightenment as Mass Deception)	6h
		Required post-study		h
	8	Topic	(the same as above)	
		Required preparation /homework		h
		Required post-study		h
	Total			21.75 h

Others	Preparatory questions to think over will be provided later via Google Classroom. Reading assignments locations: Sessions #1&2 1) Nozik, https://library.iuj.ac.jp/CARIN/CARINOPACLINK.HTM?AL=B00014202 2) Rizzo et al., https://www.researchgate.net/profile/Albert-Rizzo/publication/264199464_Virtual_Reality_Exposure_Therapy_for_Combat-Related_Posttraumatic_Stress_Disorder/links/5e73bdfc92851c3587565003/Virtual-Reality-Exposure-Therapy-for-Combat-Related-Posttraumatic-Stress-Disorder.pdf 3) Singer, https://www-jstor-org.www3.iuj.ac.jp/stable/20684994 Sessions #3&4 1) Shakey & Shakey, https://tinyurl.com/y4j26o4t or, Sætra, https://link.springer.com/article/10.1007/s42087-020-00125-7 2) Burton, https://www.thelancet.com/journals/laneur/article/PIIS1474-4422(13)70206-0/fulltext 3) Turkle, (no URL, but it is likely to be in the course reserve) Sessions #5&6 1) Solove, https://library.iuj.ac.jp/CARIN/CARINOPACLINK.HTM?AL=B00106070 2) Bergstein https://www.proquest.com/magazines/what-if-apple-is-wrong/docview/1789800250/se-2?accountid=27656 3) Cardozo & Crocker https://www.eff.org/deeplinks/2018/04/fbi-could-have-gotten-san-bernardino-shooters-iphone-leadership-didnt-say 4) Cook https://www.apple.com/customer-letter/ 5) The High-Level Group on access to data for effective law enforcement, https://home-affairs.ec.europa.eu/document/download/4802e306-c364-4154-835b-e986a9a49281_en Sessions 7&8 1) Zuboff, https://library-iuj-ac-jp.www3.iuj.ac.jp/CARIN/CARINOPACLINK.HTM?AL=B00142960 2) Pate, https://columbialawreview.org/wp-content/uploads/2025/05/May-2025-3-Pate.pdf 3) Munn, https://www.nature.com/articles/s41599-020-00550-7 4) Horkheimer& Adorno, https://library-iuj-ac-jp.www3.iuj.ac.jp/CARIN/CARINOPACLINK.HTM?AL=B00102940 For detailed instructions including assignments, please see: https://docs.google.com/document/d/1y3plr-zgfkovQF_1Nw1JUUh-7nsQqzHCZ/edit
Keyword	ethics, privacy, personal data, national security, reality, virtual reality, AI, robot, humanity

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code ITC2030101	Course title AI for Business	
Name of Instructor	Aung, Zaw Zaw		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Tue.4~5		

Course Description	Artificial Intelligence is reshaping industries, redefining competitive advantage, and creating new business models. For future leaders, understanding AI is no longer optional—it's a core strategic imperative. This course is designed for MBA students with no technical background in AI. It moves beyond the hype to provide a rigorous, managerial framework for evaluating, adopting, and governing AI within an organization. This hands-on, experiential course bridges the gap between AI strategy and practical implementation for future business leaders. While maintaining a managerial focus, students will gain firsthand experience with real AI tools and platforms used in industry today. Through a combination of case discussions, technical demonstrations, and hands-on labs, students will learn to not only formulate AI strategy but also understand the practical realities of implementation. The course uniquely integrates three critical dimensions: 1. Strategic Framework - How to identify, evaluate, and prioritize AI opportunities 2. Technical Literacy - Hands-on experience with actual AI platforms (Dialogflow, TensorFlow, LLM APIs) 3. Implementation Reality - Understanding team dynamics, data requirements, and change management This course offers a range of methods, tools and expertise needed for young managers to optimize their approach and to enter the world of automation, and AI driven business solution. No prior programming experience is required, but students should be comfortable with basic technology concepts and willing to experiment with cloud-based tools.
Learning Objectives & Goals	By completing this course, students will be able to: 1. Evaluate AI opportunities using strategic frameworks (AI Canvas, Value Chain Analysis) 2. Design practical AI solutions using industry-standard tools (Dialogflow, TensorFlow, LLM APIs) 3. Execute basic AI implementations including chatbots, image classifiers, and generative AI applications

	4. Manage AI projects from conception to deployment using CRISP-DM methodology 5. Lead AI initiatives with awareness of technical constraints and organizational implications
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	For MBA Students Master of Business Administration MBA/IMBA/JGDP LG <Functional Business Knowledge> MBA students from different backgrounds will learn fundamental business knowledge so as to become a successful business managers. MF6: Able to demonstrate understanding of Data Analysis and Digital Technology LG <Strategic Decision Making> Our students will assess diverse social and business contexts and make a strategic decision MD1: Able to apply the concepts of strategic management, recognizing internal and external strategic contexts. MD2: Able to demonstrate ability to gather and interpret data For DXP Students Master of Digital Management Digital Transformation Program (DXP) LG <Technology and Digital Transformation> DXP students will be able to apply the latest technology element to creating a new business or adding competitive value to an organization through digital transformation. MT1: Able to understand the latest technology trend MT2: Able to employ suitable technology element to create a business or add competitive value to an organization MT3: Able to implement digital transformation while taking into account organizational and environmental implications For ISEP Students Master of Social Entrepreneurship International Social Entrepreneurship program (ISEP) LG <Solutions toward Social Issues with Business Concept> Our students will identify and analyze factors of social issues, and will be able to establish sustainable solutions with business knowledge. MI4: Able to demonstrate ability to establish systems with business knowledge for providing solutions to social issues sustainably
Delivery Methods	This course include lectures, case discussions, take-home exercises and experiments with AI models and tools.
Assessment	Class Participation: 40% Individual Essay: 30% AI Project (Group Report): 30%

	(Class participation includes - case assignment reading, discussion, take home exercise, lab sessions and attendance)					
Prerequisites	Prerequisites: · Basic computer literacy · Familiarity with spreadsheet software					
Method of feedback from instructor to students for exams/papers	Google Classroom					
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: Prediction machines : the simple economics of artificial intelligence, b)Edition: , c)Author: Ajay Agrawal, Joshua Gans, and Avi Goldfarb,Agrawal, Ajay,Gans,, d)Publisher: Harvard Business Review Press, e)Year: 2018, f)ISBN: 1633695670 a)Title: Competing in the age of AI : strategy and leadership when algorithms and networks run the world, b)Edition: , c)Author: Marco Iansiti, Karim R. Lakhani,Lakhani, Karim R,Iansiti, Marco, d)Publisher: Harvard Business Review Press, e)Year: 2020, f)ISBN: 1633697622 a)Title: The inevitable: Understanding The 12 Technological Forces That Will Shape Our Future, b)Edition: , c)Author: Kelly, Kevin, d)Publisher: Penguin, e)Year: 2017, f)ISBN:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Week 1. Artificial intelligence ecosystem Demystifying AI for the General Manager	Lecture slides and reading supplements	3h	Watch video below Video: - Kevin Kelly 12 Inevitable Tech Forces That Will Shape Our Future SXSW Interactive 2016 https://www.youtube.com/watch?v=pZwq8eMdYrY	3h
	2	Week 2.The AI-Driven Business Model	Case Discussion: 1. Netflix Recommendation System (HBS Case: 9-620-143) 2. Airbnb Dynamic Pricing (Kellogg Case: KEL983)	3h	- Prediction Machines: The Simple Economics of Artificial Intelligence by Ajay Agrawal, Avi Goldfarb, and Joshua Gans. Harvard Business	3h

					Review Press, 2018 Ch 7-11	
	3	Week 3.The AI Project Assessment Hands-on Lab: TensorFlow.js	Case Discussion: "Amazon's Recruiting Tool Failure" - Analyze bias in AI systems	3h		3h
	4	Week 4. The Build, Buy, or Partner Decision Natural Language Processing - Dialogflow Practical Session: PizzaChatBot	Lecture slides and reading supplements	3h	Home Lab: PizzaChatBot	3h
	5	Week 5. Understanding Deep Learning and Neural Networks Training Data and ML Process Image Recognition and Vision Learning Practical Session: Image Classification using Tensorflow	Lecture slides and reading supplements	3h	Home Lab: Image Classification using Tensorflow	3h
	6	Week 6. Competing in the Age of AI Generative AI & The New Frontier	Competing in the Age of AI: Strategy and Leadership When Algorithms and Networks Run the World by Karim R. Lakhani and Marco Iansiti Harvard Business Review Press; Illustrated edition (January 7, 2020) Case Discussion: "Morgan Stanley's	3h		8h

			GPT-4 Implementation for Financial Advisors"			
	7	Week 7. Building AI Projects, Collaboration with AI specialists and data scientist AI Canvas, AI Transformation Playbook, Case: TBD	Text Reading: - Prediction Machines: The Simple Economics of Artificial Intelligence by Ajay Agrawal, Avi Goldfarb, and Joshua Gans. Harvard Business Review Press, 2018 Ch 15-18	3h	Group Project	8h
	8	Week 8. Creating an AI Strategy AI, Jobs, and the Future of Work Cases: TBD	Lecture slides and reading supplements	3h	Group Project	0h
		Total	55h			
Others	Last two weeks will have presentation of group project Class Size Limit: 30					

International University of Japan
Graduate School of International Management
Spring (Special) 2026 Term

Course	Schedule code ITC2090	Course title Digital Transformation in Practice across Public and Private Sectors	
Name of Instructor	Mihoko Sakurai		Credits 1
Instructor's contact information	Office#	Office Hours (upon request)	E-mail
Class Schedule Day / Period	July 1 th (Wed) 3, 4 and 5 periods July 2 th (Thu) 2, 3 and 4 periods July 6 th (Mon) 3 and 4 periods		

Course Description	This course serves as the capstone of the DXP program, with the primary objective of applying the knowledge and skills acquired over the past year to address real-world challenges. Specifically, students will engage in either group projects to propose solutions for digital transformation (DX) at IUJ, incorporating insights gathered from stakeholders on the ground. In parallel, the course will feature guest speakers who will share practical examples of DX initiatives in both the public and private sectors. These speakers will offer perspectives from both prefectural and local levels, discussing policies, strategies, on-the-ground challenges, and digital solutions currently being implemented. As needed, the course will also provide an overview of regulatory frameworks related to digital technologies—particularly personal data protection—in Japan, the United States, and the European Union.
Learning Objectives & Goals	By the end of this course, students will be able to: 1. Apply and demonstrate the knowledge and skills acquired throughout the DXP program. 2. Identify and analyze key challenges related to digital transformation (DX) at IUJ. 3. Develop and propose concrete solutions by engaging with real-world practitioners and incorporating insights from on-the-ground perspectives.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	DXP - MT1 Able to understand the latest technology trend ISEP - MI3 Able to demonstrate ability to connect different ideas for creating new solutions toward factors of social issues MBA - MF6 Able to demonstrate understanding of Data Analysis and Digital Technology

Delivery Methods	This course consists of guest lectures by practitioners and individual or group work aimed at developing solution proposals. The instructors will present primary materials or invite a guest lecturer, and you are expected to examine the materials as well as bring in relevant materials to contribute to the discussion.																																																																
Assessment	<table border="1"> <thead> <tr> <th></th><th colspan="5">Learning Objectives</th></tr> <tr> <th>Assessment methods</th><th>(1)</th><th>(2)</th><th>(3)</th><th>(4)</th><th>(5)</th></tr> </thead> <tbody> <tr> <td>Class Participation</td><td>20%</td><td>50%</td><td>50%</td><td></td><td></td></tr> <tr> <td>Group Presentation</td><td>80%</td><td>50%</td><td>50%</td><td></td><td></td></tr> <tr> <td>Midterm Exam</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>Final Exam</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>Peer Review</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>Final Report</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>Any other methods</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>Weight on Final Grade</td><td>30%</td><td>30%</td><td>40%</td><td></td><td></td></tr> </tbody> </table>						Learning Objectives					Assessment methods	(1)	(2)	(3)	(4)	(5)	Class Participation	20%	50%	50%			Group Presentation	80%	50%	50%			Midterm Exam						Final Exam						Peer Review						Final Report						Any other methods						Weight on Final Grade	30%	30%	40%		
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Prerequisites	None.																																																																
Method of Feedback for Exams/Papers	Feedback will be given during the session.																																																																
Required Textbook(s)	N/A Prepare all textbooks or related materials you have learned through the DXP course.																																																																
Reference Books																																																																	
Other Materials																																																																	

Class Outlines	Class	Contents		
1	Topic	Introduction and discussion - Introduction of the course - Class discussion about the basic DX knowledge and related practical observation		
	Required preparation /homework	Students are expected to review the knowledge and skills acquired throughout the DXP program prior to this course. You are asked to submit the following in advance: 1. Your definition of DX 2. The challenges of digitalization within the university These submissions will be used as the basis for class discussions.		3h
	Required post-study	Reflect the class discussion		1h

	2	Topic	Guest speaker from the Niigata Prefectural Government (TBD) - Understanding their DX strategy, problem and solutions - Learning practical perspectives from the ground	
		Required preparation /homework	N/A	h
		Required post-study	Reflect the class discussion	1h
	3	Topic	Guest speaker from the local industry 1 (TBD) - Understanding DX initiatives and its challenges in a local company - Learning practical perspectives from the ground	
		Required preparation /homework	N/A	h
		Required post-study	Reflect the class discussion	1h
	4	Topic	Guest speaker from the local industry 2 (TBD) - Understanding DX initiatives and its challenges in a local company - Learning practical perspectives from the ground	
		Required preparation /homework	N/A	h
		Required post-study	Reflect the class discussion	1h
	5	Topic	Grounding for the group work - Preparation for the presentation - Identifying the real challenges of DX in IUJ	
		Required preparation /homework	Prepare for the group work with reviewing your learning throughout the DXP courses	3h
		Required post-study	Continue the preparation	2h
	6	Topic	Continued group work, a preliminary presentation of the idea, and feedback	
		Required preparation /homework	N/A	h
		Required post-study	Reflect feedback and polish your presentation	2h

	7	Topic	Final presentation	
		Required preparation /homework	Prepare for the solution proposition	5h
		Required post-study	Reflect presentation feedback from the instructor	1h
	8	Topic	Wrap-up	
		Required preparation /homework	N/A	h
		Required post-study	Reflect your learnings in this course	2h
	Total			23h
Others				
Keyword	digital transformation, DX challenges, policy issues, national/local perspective towards DX			

International University of Japan
Graduate School of International Management
Spring 2026 Term

Course	Schedule code ITC2110	Course title Business Analysis for Digital Innovation: Bridging Business and IT	
Name of Instructor	Kaushal Wawlagala		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	April 9, 16, 23 and 30, 14:40-16:10, 16:20-17:50		

Course Description	In today's digitally transforming world, the ability to understand business needs and translate them into technology-driven solutions is more critical than ever. This course equips students with practical frameworks, tools, and methodologies to operate as Business Analysts (BAs) who effectively bridge the gap between business strategy and IT execution. This course is designed for both IM and IR students who likes to design new solutions to the organization that they work. There`s no pre-requisite. Students will engage with core business analysis techniques, stakeholder communication strategies, and digital innovation models. The course includes case-based learning, practical exercises, and team-based assignments that simulate real-world digital transformation challenges. Whether students aspire to careers in consulting, systems integration, or digital product or solution design and management, this course will empower them with foundational skills and applied capabilities to drive business value through digital innovation.
Learning Objectives & Goals	From this course, students shall learn to: ● Understand the role of a Business Analyst in digital innovation. ● Conduct stakeholder analysis and engagement. ● Elicit, analyze, and document business requirements. ● Model business processes and translate them into digital solutions. ● Communicate effectively between business and IT teams. ● Apply business analysis tools and frameworks in real-world contexts.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired	This course contributes to the Diploma Policy by developing students' comprehensive knowledge, practical skills, and professional attitude necessary for careers in business and technology. Through structured engagement with business analysis frameworks and methodologies, students gain in-depth knowledge of how digital innovation is planned and executed within organizations. The course incorporates case-based learning and

through this course for obtaining the degree concerned)	project-driven exercises that strengthen students' ability to analyze complex organizational problems and design IT-enabled business solutions. It also nurtures a proactive and adaptive mindset toward digital change, enabling students to become future-ready professionals who create business value in rapidly evolving environments. This course will contribute to followings to the Diploma Policy. For DXP (Digital Transformation Program) ● ML3: Able to take a strategic initiative and lead an organizational transformation ● MT2: Able to employ suitable technology element to create a business or add competitive value to an organization ● MT3: Able to implement digital transformation while taking into account organizational and environmental implications For IMBA (Intensive MBA) ● MM2: Able to identify and articulate common viewpoints among different and possibly conflicting opinions of those from different international backgrounds ● MD2: Able to demonstrate ability to gather and interpret data										
Delivery Methods	The course will be delivered through a mix of lectures, case-based learning, hands-on exercises, and team-based assignments. The course uses three case studies to deepen understanding of practice. Through these cases, students learn to identify problems, analyze business and technical requirements, and propose viable digital solutions. More details will be given in the class. Group discussions will enhance practical skills and collaboration. Student presentations and peer feedback will support communication and critical thinking. Guest lectures may also be included to provide industry perspectives.										
Assessment	<table> <tr> <td>Class Engagement</td> <td>– 20% (Quality of discussions and in-class activities)</td> </tr> <tr> <td>Individual Assignments and Quizzes</td> <td>– 20%</td> </tr> <tr> <td>Individual Quizzes</td> <td>– 20%</td> </tr> <tr> <td>Group Projects</td> <td>– 20%</td> </tr> <tr> <td>Group Projects Presentations</td> <td>– 20%</td> </tr> </table>	Class Engagement	– 20% (Quality of discussions and in-class activities)	Individual Assignments and Quizzes	– 20%	Individual Quizzes	– 20%	Group Projects	– 20%	Group Projects Presentations	– 20%
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Individual Assignments and Quizzes	– 20%										
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Group Projects	– 20%										
Group Projects Presentations	– 20%										
Prerequisites	Basic understanding of business concepts and interest in digital technologies are recommended. Prior experience in IT, management, R related coursework is beneficial but not mandatory. The course is designed to be accessible to students from diverse academic backgrounds.										
Method of Feedback for Exams/Papers	Feedback will be provided through written comments on submitted assignments and evaluations. In-class reviews and individual consultations will be conducted to clarify performance outcomes and support improvement. Group project feedback will be shared during presentations and follow-up discussions.										

Required Textbook(s)	● BABOK® Guide (Business Analysis Body of Knowledge), Version 3 – International Institute of Business Analysis (IIBA) ISBN-10: 1927584027 ● Designed for Digital: How to Architect Your Business for Sustained Success (Management on the Cutting Edge) Paperback (2021, MIT Press) ISBN-13 978-0262542760
Reference Books	● Business Analysis Techniques: 123 Essential Tools for Success - James Cadle, Debra Paul, Paul Turner (BCS, The Chartered Institute for IT) ISBN: 978-1-78017-5690 "Reserved" ● Digital Transformation Playbook: Rethink Your Business for the Digital Age – David L. Rogers ISBN-13 978-0231175449
Other Materials	

Class Outlines	Class	Contents		
	1	Topic	Introduction to Business Analysis & Digital Innovation: Understand the evolving role of BAs and digital transformation drivers	
		Required preparation /homework	Read and understand the Chapter 1 and 2 of BABOK® Guide. What is business analysis and the key concepts? Read and understand the Chapter 1 of Designed for Digital. What is digital business design.	2h
		Required post-study	Short assignment: Select one organization you are familiar with, and describe the business analyst tasks (e.g., problem definition, stakeholder analysis, requirements elicitation).	1h
	2	Topic	Introduction to Business Analysis & Digital Innovation: How business analysts translate strategy into measurable value through problem identification, stakeholder analysis, and requirements elicitation.	
		Required preparation /homework	Read and understand the Chapter 2 of BABOK® Guide. Key concepts of business analysis. Read and understand the Chapter 2 of Designed for Digital. Building Shared Customer Insights to understand digital offerings.	2h
		Required post-study	Short assignment: Present a business case based on the lectures and pre-reading. (2~3 Page)	1h
	3	Topic	Stakeholder Analysis & Engagement: Identify, map, and prioritize stakeholders by influence, interest, and needs, then analyze their motivations and power dynamics.	
		Required preparation /homework	Read and understand the Chapter 3 of BABOK® Guide. Plan Business Analysis Approach. Prepare for Stakeholder mapping exercise.	2h

		Required post-study	Submit a brief reflection (200–300 words) summarizing key insights gained from the exercise.	1h
	4	Topic	Requirements Analysis & Documentation: Identify and map stakeholders by influence, interest, and needs. Elicit, analyze, and validate business and system needs, translating them into clear, testable artifacts (e.g., user stories, use cases, process models, specifications) with traceability and acceptance criteria.	
		Required preparation /homework	Prepare for Group activity: Choose a mobile app scenario and identify top user/business objectives. Draft 2–3 use cases with actors, triggers, preconditions ect.	2h
		Required post-study	Define functional vs non-functional requirements	1h
	5	Topic	Business Process Modeling: A standardized graphical model used to show how work is carried out and is a foundation for process analysis. It provides an industry-standard language for modelling business processes in a form that is accessible by both business users and technical developers.	
		Required preparation /homework	Read and understand the Chapter 5 and 6 requirements of BABOK® Guide. Lif Cycle Management and Strategy Analysis. Learn process modeling techniques (AS-IS / TO-BE, BPMN basics)	2h
		Required post-study	Model a current-state vs future-state process	1h
	6	Topic	Translating Business Needs into Technical Specs: Convert business goals into clear, technical specifications. Structure functional and non-functional requirements.	
		Required preparation /homework	Select a company case and think how to bridge business problems into user stories, backlog creation, acceptance criteria	1.5h
		Required post-study	Write user stories and define MVP (Minimum Viable Product) a set of features that delivers core value to users and tests your key assumptions.	1.5h
	7	Topic	Collaboration Across Teams (BA, PM, UX, Developers): Align roles and workflows between BA, PM, UX, and Developers through shared artifacts (backlogs, user stories, prototypes).	
		Required preparation /homework	Learn how BAs coordinate across agile teams, tools like Jira.	2h
		Required post-study	Prepare Sprint planning meeting	1h

	8	Topic	Group Project, Presentation and Peer feedback: Teams deliver a concise project presentation (problem, solution concept, key requirements, demo). Peers provide feedback on clarity, feasibility, and user value, and teams incorporate revisions in a brief reflection.	
		Required preparation /homework	Prepare for Project and Presentation: Define the problem, objectives, scope, and stakeholders, assign roles, and rehearse to time.	5h
		Required post-study	Final Presentation Submission (After Feedback)	2h
				Total 28h
Others	There is no enrollment cap.			
Keyword	Business Analysis, Digital Innovation, IT-Business Alignment, Stakeholder Engagement, Solution Design, Business Value.			

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code ITC3010101	Course title Japan's Frontier of Digital Society	
Name of Instructor	Sakurai, Mihoko		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Class schedule Day 1: Mon. June 1, 14:40-16:10 / 16:20 - 17:50 Day 2: Thu. June 4, 14:40-16:10 / 16:20 - 17:50 Day 3: Fri. June 5, 13:00-14:30 / 14:40 - 16:10 Day 4: Mon. June 8, 13:00-14:30 / 14:40 - 16:10		

Course Description	This course provides cases and insights from digital frontiers of Japanese society. Japan faces various social problems such as aging population, natural disasters, population shrink, and population concentration to Tokyo etc. The national government has launched the concept of “Society 5.0”, which integrates cyber and physical aspects of people’s everyday life. It envisions further economic growth, and expects to create new way of solving social problems. While the social problems are getting more complex and increasing, Japanese society is in transition towards a highly digitalized, so-called “Society 5.0”. We will discuss the state of the art of Japan’s digital society, identify problems we need to deal with, and discuss the way to tackle social problems through use of information technologies under the concept of “Society 5.0”. Specifically, we look into topics from government (IT policy), industry (blockchain and organizational decentralization), and consumer (technology acceptance and robotics in nursing care) sectors.
Learning Objectives & Goals	To get an overview of Japan’s society and information technologies To understand Japan’s current social problems and emerging social risks To understand Japanese IT policy and management To discuss novel means for approaching various social problems, especially through use of information technologies
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	For DXP MT1:Able to understand the latest technology trend For MBA MF6:Able to demonstrate understanding of Data Analysis and Digital Technology
Delivery Methods	The classes include lecture and case discussions.
Assessment	(1) class contribution up to 80%. This course has 8 sessions. Each session shall hold 10% split of the class participation. Students are expected to actively engage the class activities. Your

	attendance, attentiveness, sharing relevant info, knowledge and experience, constructive questions, comments and discussion will earn better scores. For each class day, class instructor will evaluate your participation independently and their score will be proportionally weighted on your final score and grade. (2) final presentation (either individual or groups) up to 20%.
Prerequisites	
Method of feedback from instructor to students for exams/papers	Feedback to the final presentation will be given after the last session.
Textbook(s)	Required: Reference Books / Journal Articles:
Note on Textbooks and Reference Books	Two case materials will be necessary to be purchased. 1)HBS case - Akira Fukabori and Kevin Kajitani at avatarin (A) (https://hbsp.harvard.edu/product/421089-PDF-ENG?Ntt=Japan%20Digital%20) 2)USC Marshall case - SOOOUL: Navigating the Hype Cycle (https://hbsp.harvard.edu/product/SCG602-PDF-ENG?Ntt=Japan%20Digital%20) Reference papers: Chapter 2 Science, Technology, and Innovation Policy for the Realization of Society 5.0,pp.15-51 Government of Japan (2021) The 6th Science, Technology, and Innovation Basic Plan. https://www8.cao.go.jp/cstp/english/index.html Prereading materials for session 3 and 4: 1)Wright, J. (2023). Inside Japan's long experiment in automating elder care. MIT Technology Review.com. https://go.exlibris.link/98JhblKS https://www.technologyreview.com/2023/01/09/1065135/japan-automating-eldercare-robots/ 2) Jentzsch, H. Robots won't save Japan: An ethnography of eldercare automation. Contemporary Japan, 1-3. https://doi.org/10.1080/18692729.2023.2266899 3) Marshall, R. C. (2023, 2023). Book Review: Robots Won't Save Japan: An Ethnography of Eldercare Automation. Anthropology and Aging, 44(2), 94-96. https://doi.org/https://doi.org/10.5195/aa.2023.488 4)Vogt, G., & König, A.-S. L. (2023,07/03). Robotic devices and ICT in long-term care in Japan: Their potential and limitations from a workplace perspective. Contemporary Japan, 35(2), 270-290. https://doi.org/10.1080/18692729.2021.2015846

	5)Persson, M.,Redmalm, D., & Iversen, C. (2022, 07/03). Caregivers’ use of robots and their effect on work environment – a scoping review. Journal of Technology in Human Services, 40(3), 251-277. https://doi.org/10.1080/15228835.2021.2000554					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction - Introduction of Japanese IT policy –history and the state of the art.	Readings: 1) WHITE PAPER 2021 - Information and Communications in Japan, Ministry of Internal Affairs and Communications, https://www.soumu.go.jp/main_sosiki/joho_tsusin/eng/whitepaper/2021/index.html -Chapter 3“Toward Realizing Digital Transformation that “Leaves No One Behind”” 2)WHITE PAPER 2022 - Information and Communications in Japan, Ministry of Internal Affairs and Communications, https://www.soumu.go.jp/johotsusintokei/whitepaper/eng/WP2022/2022-index.html -Chapter 2 “Future Prospects for Japanese Society”	1h	Reflection of Japanese government's ICT policy orientation	1.5h
	2	Technology acceptance - Explore the status of a degree of people's technology acceptance in	N/A	0h	Reflection of class discussion and essential concepts	1.5h

		Japan. - Discuss coming new technologies and business opportunities in Japan				
	3	Human, Robots and AI in DX strategy - Explore the values of human and robots interaction. - Explore the transformation strategy of ANA.	Read the case and be ready for class discussion. Readings: (the material should be purchased) Akira Fukabori and Kevin Kajitani at avatarin (A)	2h	Reflection of class discussion and essential concepts	1.5h
	4	Human, Robots and AI for Japanese societal issues - Explore issues in Japanese aging and population decreasing society. - Explore opportunities and possibilities of digital/AI solutions for Japanese societal issues. - Explore Japanese cultural receptiveness to robots& AI's.	Read two to three papers from the prereading list for a class discussion. Detailed instruction will be given during a lecture.	3h	Reflection of class discussion and essential concepts	1.5h
	5	Web3, Blockchain and NTFs for transforming value creation - Understand essential knowledge about Web3, blockchain, and NFTs. - Explore possible collaboration with	Read the case and be ready for class discussion. Readings: (the material should be purchased) SOOOUL: Navigating the Hype Cycle	2h	Reflection of class discussion and essential concepts	1.5h

		a Japanese traditional textile industry.				
	6	Web3, Blockchain and NTFs for transforming value creation (continued) - Explore applications of these new technologies to existing industries and its challenges. - Discuss how does such new technologies contribute to create new value for applied industries. - Explore other practical cases of web3, blockchain and NFTs applications in the Japanese context.	Readings (continued):SOO OUL: Navigating the Hype Cycle	0h	Reflection of class discussion and essential concepts	1.5h
	7	Guest lecture - Invite a guest lecture from industry	N/A	0h	Reflection of class discussion and essential concepts	1.5h
	8	Student presentations + Wrap up - Student will answer to the following question. 1) Business opportunities: Where did you see the most notable business opportunity in relation to the	Preparation for individual or group presentation	5h	Polishing the presentation (if necessary)	1h

	topics covered in this course? 2) Social conditions: How do you compare Japanese market/ social conditions to another one(s) that you know closely, such as your home country? 3) Research questions: What would be one research question to pursue if you were to study further to explore the business opportunities, and why?				
	Total	24.5h			
Others					

International University of Japan
Graduate School of International Management
Spring 2026 Term

Course	Course ID ITC3020	Course title Applied Causal Inference in Business	
Name of Instructor	Hongwei Chuang		Credits 2
Instructor's contact information	Office#	Office Hours By appointment	E-mail
Class Schedule Day / Period	Tue. 10:30-12:00, 13:00-14:30		

Course Description	This course introduces modern empirical study methods in business and demonstrates how to apply them to data and interpret estimation results.
Learning Objectives & Goals	Upon completion, students will be able to: identify causal questions; apply potential outcomes framework; implement experimental design; use observational causal inference methods; and interpret results to inform strategic business decisions.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	In today's data-rich environment, simply finding correlations is insufficient; managers must understand cause-and-effect to accurately measure the impact of their decisions. This course introduces students to the principles and practical methods of modern causal inference for making effective, evidence-based business decisions. Students will move beyond standard regression to master advanced techniques like Randomized Controlled Trials (RCTs)/A/B testing, Difference-in-Differences (DiD), Instrumental Variables (IV), and Regression Discontinuity Design (RDD) among others. The course emphasizes real-world business applications across finance, marketing, operations, and policy, focusing on how to design research, select the appropriate methodology, and communicate actionable causal insights to drive organizational success. Upon completion, students will be equipped to become rigorous, data-driven decision-makers.
Delivery Methods	Lectures, break-out discussions, exams, and Q&A. Other supplemental materials will be distributed.

Assessment	Grades are based on total points earned on: - Participation (individual) 10% - Exercises (individual) 10% Submit to Google Classroom. Being late is not acceptable. - Project presentation (group) 40% One group consists of 3-5 people. - On-site exam (individual) 40% A paper-based exam with only approved materials (pen/pencils). No talking with others.
Prerequisites	Data Analysis with Python (or being acquainted with Python programming)
Method of Feedback for Exams/Papers	
Required Textbook(s)	
Reference Books	- Stock, James H. and Mark W. Watson. (2011). Introduction to Econometrics, 3rd Edition. This textbook will provide basic backgrounds for statistics and regression method reviews. - Angrist, J. D., & Pischke, J.-S. (2015). Mastering 'Metrics: The Path from Cause to Effect. Princeton University Press.
Other Materials	The Mixtape Sessions. https://github.com/Mixtape-Sessions

Class Outlines	Class	Contents		
	1	Topic	Introduction: Correlation vs. Causation	
		Required preparation /homework	- Review of Ordinary Least Squares (OLS) regression. - The limitations of OLS for causal claims. When is linear regression a valid causal estimator?	1h
		Required post-study		1.5h
	2	Topic	Randomized Controlled Trials (RCTs)	
		Required preparation /homework	- Introduction to causal vocabulary: Treatment, Outcome, Unit, Causal Effect. - Visualizing causal assumptions. Confounders, Mediators, and Colliders. - Causal Diagrams and Bias. Directed Acyclic Graphs (DAGs) for visualizing causal relationships. Confounding, Colliders, and Mediators. - Design principles for A/B Testing in product, and marketing. - Internal vs. External Validity. - Power calculations, sample size determination, and	1h

			interpreting results. Common pitfalls and ethical issues in business.	
		Required post-study		1.5h
	3	Topic	Instrumental-Variable (IV) Methods 1	
		Required preparation /homework	• The problem of endogeneity and unobserved confounding. • Intuition and assumptions: Exclusion Restriction and Monotonicity. • Two-Stage Least Squares (2SLS).	1h
		Required post-study		2h
	4	Topic	Instrumental-Variable (IV) Methods 2	
		Required preparation /homework	• Testing for weak instruments. • IV applications in business. • Local Average Treatment Effect (LATE) interpretation.	1h
		Required post-study	Homework Assignment	2.5h
	5	Topic	Regression Discontinuity Designs (RDD) 1	
		Required preparation /homework	Sharp RDD vs Fuzzy RDD.	1h
		Required post-study		2.5h
	6	Topic	Regression Discontinuity Designs (RDD) 2	
		Required preparation /homework	The RDD cut-off and local randomization assumption.	1h
		Required post-study		2.5h
	7	Topic	Regression Discontinuity Designs (RDD) 3	
		Required preparation /homework	Application to threshold-based policies (e.g., credit scores, eligibility cut-offs).	1h
		Required post-study	Homework Assignment	2.5h
	8	Topic	Differences-in-Differences (DiD) 1	
		Required preparation /homework	• Canonical DiD design. • Identifying assumption: Parallel Trends.	1h

		Required post-study		2.5h
	9	Topic	Differences-in-Differences (DiD) 2	
		Required preparation /homework	- Robustness checks for DiD: Event studies, placebo tests, and pre-trend analysis. - Dealing with staggered timing (multiple treatment adoption periods).	1h
		Required post-study		2.5h
	10	Topic	Differences-in-Differences (DiD) 3	
		Required preparation /homework	Application to policy/regulatory changes (e.g., minimum wage effects, new market entry).	1h
		Required post-study	Homework Assignment	2.5h
	11	Topic	Synthetic control methods (SCM) 1	
		Required preparation /homework	Creating a synthetic counterfactual for a single treated unit (e.g., evaluating a company merger, a city-wide ban).	1h
		Required post-study		2.5h
	12	Topic	Synthetic control methods (SCM) 2	
		Required preparation /homework	SCM applications in strategy and economics.	1h
		Required post-study	Homework Assignment	2.5h
	13	Topic	Heterogeneous Effects	
		Required preparation /homework	Methods for estimating how treatment effects vary across different groups (Conditional Average Treatment Effect, CATE).	1h
		Required post-study		2.5h
	14	Topic	Policy Targeting	
		Required preparation /homework	Personalized pricing, optimal policy assignment, and uplift modeling in marketing.	1h
		Required post-study		2.5h

	15	Topic	Comprehensive Case Studies and Course Wrap-Up	
		Required preparation /homework	Review of all major methods. How to select the right method for a new business problem?	1h
		Required post-study		2.5h
	16	Topic	Project Presentation	
		Required preparation /homework	Presentation of final project/term paper details.	5h
		Required post-study		1h
	Total			56h
Others	For using AI tools in this course, please refer to IUJ GSIM AI USE Guidelines: https://shorturl.at/hPdUX .			
Keyword				

International University of Japan
Graduate School of International Management
Spring 2026 Term

Course	Schedule code JDP2030	Course title Monozukuri (Manufacturing) Management in Japan	
Name of Instructor	FUJIMOTO, Takahiro HELLER, Daniel HIGASHI, Hidetada FUKUZAWA, Mitsuhiro KOBAYASHI, Mizuki YASUMOTO, Masanori YOKOZAWA, Kodo		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Saturday 3rd period and 4th period (13:00-14:30, 14:40-16:10)		

Course Description	Japanese manufacturing has become synonymous with high quality, low cost, and timely delivery. In this course, we will examine how and why Japanese firms are able to achieve the right mix of QCD, while also pursuing the flexibility and continuous improvement needed to be competitive over the long term. We will introduce the Japanese word, <i>monozukuri</i> (which covers product development, manufacturing, and sales), to provide a unifying view of customer-centric management that extends beyond a narrow understanding of simply “making things” (the literal meaning of monozukuri) into service management and innovation. The course will be taught through lectures and class discussion.
Learning Objectives & Goals	(1) Be able to describe what sets leading Japanese companies apart from their competitors (2) Be able to explain the essential elements of monozukuri and its historical roots in manufacturing industries in Japan (3) Be able to grasp the challenges facing Japanese companies today and tomorrow, as well as be able to describe possible routes forward (4) Be able to apply lessons from monozukuri to non-Japanese companies and contexts
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired)	(MBA, MBA-GX, JGDP) MF3: Able to demonstrate understanding of IT/OM/SCM Knowledge MJ1: Able to demonstrate understanding of Japanese industries and manufacturing strategy MJ2: Able to demonstrate understanding of Japanese employment practice

through this course for obtaining the degree concerned)	MJ3: Able to demonstrate understanding of Japanese corporate governance and management philosophy MJ4: Able to demonstrate understanding of Japanese society and business environments (ISEP) MI4: Able to demonstrate ability to establish systems with business knowledge for providing solutions to social issues sustainably Through this class students will engage in discussion about the strengths of Japanese companies that have helped Japan achieve and maintain its place as a leading economic powerhouse in the world. Students will integrate the perspectives from five faculty members covering different industries to write a term paper expressing what they and an organization from their home country can learn from monozukuri.																																																																	
Delivery Methods	Lecture and in-class discussion, primarily through in-person classes, with some classes held online due to the inability of faculty to go to the IUJ campus. We expect all students to engage actively the readings and lecture material during class. Each week, the course will be assessed (50% of grade) by active participation in class, including <u>submitting a written question and comment at the beginning of class <i>about that week's reading</i></u>. This submission will show that the student has carefully read the assigned reading and engaged with its content. A term paper (50% of grade), which will cover the content of the whole course, is due on June 8. Details about the term paper and an overall introduction to this course will be given in an <u>on-demand guidance lecture that students are expected to watch before the first class</u>. A link to the lecture will be available through the Google Classroom.																																																																	
Assessment	<table><tr><td></td><td colspan="5">Learning Objectives</td></tr><tr><td>Assessment methods</td><td>(1)</td><td>(2)</td><td>(3)</td><td>(4)</td><td>(5)</td></tr><tr><td>Class Participation</td><td>50</td><td>50</td><td>100</td><td>25</td><td></td></tr><tr><td>Group Presentation</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Midterm Exam</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Final Exam</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Peer Review</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Final Report</td><td>50</td><td>50</td><td>75</td><td>75</td><td></td></tr><tr><td>Any other methods</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Weight on Final Grade</td><td>50%</td><td>10%</td><td>10%</td><td>30%</td><td></td></tr></table>							Learning Objectives					Assessment methods	(1)	(2)	(3)	(4)	(5)	Class Participation	50	50	100	25		Group Presentation						Midterm Exam						Final Exam						Peer Review						Final Report	50	50	75	75		Any other methods						Weight on Final Grade	50%	10%	10%	30%	
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Method of Feedback for Exams/Papers	Feedback on the term paper will be given by email to those students who request it. (Feedback is requested by a student indicating on the title page of the paper that such feedback is requested and including his or her email address.)
Required Textbook(s)	Required Textbook: ● <i>Industrial Competitiveness and Design Evolution</i>, (b) 1st edition, (c) Fujimoto, T. and Ikuine, F., eds., (d) Tokyo: Springer, (e) 2018, (f) ISBN: 9784431551447, (g) N/A Required Books/Chapters & Journal Articles: • Fujimoto, T. (2001). The Japanese automobile parts supplier system: the triplet of effective inter-firm routines. <i>International Journal of Automotive Technology and Management</i>, 1(1), 1-34. • Imai, M. (1986). "Preface: The Kaizen Challenge" & "Chapter 1: Kaizen, the Concept." In Imai, M., <i>Kaizen: The Key to Japan's Competitive Success</i>. NY: Random House, pp. xxix-xxxiii & pp. 1-41. (ISBN: 007554332X) • Liker, J. K. and Ross, K (2016). <i>The Toyota Way to Service Excellence: Lean Transformation in Service Organizations</i>, NY: McGraw-Hill, cover page & pp. vii-viii (Table of Contents) & pp. 1-28,85-184 (Chapters 1,4,5) (ISBN: 9781259641107) • MacDuffie, J. P., Fujimoto T., Heller, D. A. (2021). "Building Supply Chain Continuity Capabilities for a Post-Pandemic World", UPENN Wharton School, Discussion Paper. https://mackinstitute.wharton.upenn.edu/2021/building-supply-chain-continuity-capabilities-for-a-post-pandemic-world/ • Morgan, J. M. and Liker, J. K. (2018). <i>Designing the Future: How Ford, Toyota, and other World-Class Organizations Use Lean Product Development to Drive Innovation and Transform Their Business</i>, NY: McGraw-Hill, cover page & pp. vii-viii (Table of Contents) & pp. 39-136 (Chapters 1-3) (ISBN: 9781260128789)

Reference Books	Reference Textbooks: - Heller, D. A. and Fujimoto, T. (2018). "Monozukuri Management: Driver of Sustained Competitiveness in the Japanese Auto Industry". In Nakano, T., ed., <i>Japanese Management in Evolution: New Directions, Breaks, and Emerging Practices</i>, NY: Routledge. (ISBN: 1138673366) - Parker, G.G., Van Alstyne, M.W., and Choudary, S.P. (2016). <i>Platform Revolution</i>, NY: Norton. (ISBN: 0393249131) - Shapiro, C. and Varian, H. (1998). <i>Information Rules</i>, Boston: Harvard Business School Press. (ISBN: 9780875848631) Reference Papers: - Dyer, J. H. (1996). Specialized supplier networks as a source of competitive advantage: Evidence from the auto industry. <i>Strategic Management Journal</i>, 17(4), 271-291. - Dyer, J. H. (1997). Effective interim collaboration: how firms minimize transaction costs and maximize transaction value. <i>Strategic Management Journal</i>, 18(7), 535-556. - Helper, S. R., & Sako, M. (1995). Supplier relations in Japan and the United States: are they converging? <i>Sloan Management Review</i>, 36(3), 77-85.
Other Materials	

Class Outlines	Class	Contents		
	1 4/11	Topic	The Basics of Manufacturing-Monozukuri Management (FUJIMOTO, Takahiro)	
		Required preparation /homework	Read assigned text and come to class prepared to discuss it [READINGS: Fujimoto and Ikuine (2018)]	1.5h
		Required post-study	Review class content and consider how it may be incorporated into your final report.	0.5h
	2 4/11	Topic	(continuation of 1)	
		Required preparation /3homework	(continuation of 1)	1.5h
		Required post-study	(continuation of 1)	0.5h
	3 4/18	Topic	Japanese Manufacturing in the Era of Digitization: The Capability-Architecture-Performance Approach (FUJIMOTO, Takahiro)	
		Required	Read assigned text and come to class prepared to discuss	1.5h

		preparation /homework	it [READING: Fujimoto and Ikuine (2018)]	
		Required post-study	Review class content and consider how it may be incorporated into your final report.	0.5h
	4 4/18	Topic	(continuation of 3)	
		Required preparation /homework	(continuation of 3)	1.5h
		Required post-study	(continuation of 3)	0.5h
	5 4/25	Topic	Competitiveness and Capabilities of Japanese Factories (FUKUZAWA, Mitsuhiro)	
		Required preparation /homework	Read assigned text and come to class prepared to discuss it [READINGS: Fukuzawa, et al. (2018), pp.223-247, in Fujimoto and Ikuine (2018), Ch. 7]	1.5h
		Required post-study	Review class content and consider how it may be incorporated into your final report.	0.5h
	6 4/25	Topic	(continuation of 5)	
		Required preparation /homework	(continuation of 5)	1.5h
		Required post-study	(continuation of 5)	0.5h
	7 5/2	Topic	Supplier relationships: A multi-perspectives review (KOBAYASHI, Mizuki)	
		Required preparation /homework	Read assigned text and come to class prepared to discuss it [READINGS: Fujimoto (2001)-required; Dyer (1996, 1997), Helper (1995)-optional]	
		Required post-study	Review class content and consider how it may be incorporated into your final report.	
	8 5/2	Topic	(continuation of 7)	
		Required preparation /homework	(continuation of 7)	
		Required post-study	(continuation of 7)	
	9	Topic	Product Development of Japanese Manufacturing Firms: Products	

	5/9		and Services (HIGASHI, Hidetada)	
		Required preparation /homework	Read assigned text and come to class prepared to discuss it [READINGS: Liker and Ross (2016) and Morgan and Liker (2018)]	
		Required post-study	Review class content and consider how it may be incorporated into your final report.	
	10 5/9	Topic	(continuation of 9)	
		Required preparation /homework	(continuation of 9)	1.5h
		Required post-study	(continuation of 9)	0.5h
	11 5/16	Topic	Supply Chain Disruption and Recovery at Toyota (HELLER, Daniel)	
		Required preparation /homework	Read assigned text and come to class prepared to discuss it [READINGS: MacDuffie et al. (2021)-required; Heller and Fujimoto (2018)-optional]	
		Required post-study	Review class content and consider how it may be incorporated into your final report.	
	12 5/16	Topic	(continuation of 11)	
		Required preparation /homework	(continuation of 11)	
		Required post-study	(continuation of 11)	
	13 5/23	Topic	Understanding the relevance of technology platforms to firms' knowledge: The challenge and issues facing Japanese firms in the digital age (YASUMOTO, Masanori)	
		Required preparation /homework	Read assigned text and come to class prepared to discuss it [SUPPLEMENTARY READINGS: Fujimoto and Ikuine (2018) whole book, Parker et al. (2016), Shapiro and Varian (1998)]	1.5h
		Required post-study	Review class content	0.5h
	14 5/23	Topic	(continuation of 13)	
		Required preparation	(continuation of 13)	1.5h

		/homework		
		Required post-study	(continuation of 13)	0.5h
	15 6/13	Topic	Anxiety that drives kaizen: A Strategic Blueprint for Kaizen Implementation Across Borders (YOKOZAWA, Kodo)	
		Required preparation /homework	Read assigned text and come to class prepared to discuss it [READING: Imai (1986)]	2.0h
		Required post-study	Review class content	
	16 6/13	Topic	(continuation of 15)	
		Required preparation /homework	(continuation of 15)	2.0h
		Required post-study	(continuation of 15)	
	Total			32h
Others				
Keyword				

International University of Japan
Graduate School of International Management
2026 Spring Term

Course	Schedule code JDP3050	Course title Energy Policy and Business Leadership	
Name of Instructor	Takeo Kikkawa		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day	Friday 10:30~12:00 and 13:00~14:30		

Course Description	Course context is as follows. Class 1: Orientation Class 2-4: Ownership and Management of the Energy (Electric Power) Industry Class 5-8: Energy Policy focusing on Carbon Neutrality Class 9-12: Innovation and Technology regarding Energy Class 13-14: Energy in the Future Class 15-16: Closing Discussion Among them, Class 3-4, Class 7-8, and Class 11-12 pick up logically related business leaders in Japan, Yasuzaemon Matsunaga, Eiichi Shibusawa, and Founders of SONY and HONDA. Each class consists of Instructor's lecture and open/group discussion based on Students' weekly memo or the term paper. Students are asked to submit 1-page memo on documents or 2 pages term paper every week except the first week. The deadline for email submission to the Instructor is the midnight on Tuesday before the designated Friday class.
Learning Objectives & Goals	The learning objectives of this course are two-fold. One is to understand the core concepts of energy policy towards carbon neutrality. Another is to learn the importance of business leadership in the road to the "COOL EARTH".
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	MS1 (for MBA, MBA-GX, IMBA, JGDP): Able to clearly identify the central problem/issue to demonstrate understanding of socially responsible leadership concepts and practices ML1 (for MBA, MBA-GX, IMBA, JGDP): Able to demonstrate understanding of leadership concepts and practices MJ1 (for JGDP): Able to demonstrate understanding of Japanese industries and manufacturing strategy MG1 (for MBA, MBA-GX): Able to demonstrate understanding of carbon neutrality, circular economy, and bio-diversity MG2 (for MBA, MBA-GX): Able to demonstrate understanding of energy transition

Delivery Methods	Google Classroom
Assessment	Class participation and discussion: 40% Weekly memo submission: 30% Term paper: 30%
Prerequisites	None
Method of Feedback for Exams/Papers	Face-to-face discussion in the class on the weekly memos and the term paper
Required Textbook(s)	
Reference Books	Kikkawa, Takeo, <i>History of Innovative Entrepreneurs in Japan</i> , Springer Link, 19 March 2023. xiii+291 pages. eBook ISBN: 978-981-19-9454-8. Translated by M. S. Murphy and Kazuya Hirai. https://doi.org/10.1007/978-981-19-9454-8 https://creativecommons.org/licenses/by-nc-nd/4.0/deed.ja
Other Materials	The following documents which will be delivered through Google Classroom. 1. Takeo Kikkawa, “The evolution of Japan’s electricity industry: The past, the present, and the future”, XVth World Economic History Congress, Session 020216 <i>The Atomic Business: Industrial, Financial, and Economic Issues of the Development of Nuclear Power over the 20th Century</i>, MIT (Massachusetts Institute of Technology), Cambridge, Massachusetts, USA, August 2, 2018. 2. Takeo Kikkawa, “The Role of Matsunaga Yasuzaemon in the Development of Japan’s Electric Power Industry”, Institute of Social Science, University of Tokyo, ed., <i>Social Science Japan Journal</i>, Vol.9, No.2, Oxford University Press, Oxford, UK, October. 2006, pp.203 – 219. 3. Takeo Kikkawa, “The Road to Carbon Neutrality and the Issues of the 6th Strategic Energy Plan”, <i>Discuss Japan</i>, August 30, 2021. 4. Takeo Kikkawa, “The Crisis of Capitalism and the <i>Gappon-shugi</i> of Shibusawa Eiichi”, XVIIth World Economic History Congress (WEHC), Session 20083 <i>Shibusawa Eiichi’s gappon capitalism (ethical capitalism) as a model for developing countries in future global perspective</i>, Kyoto International Conference Center, Kyoto, Japan, August 5, 2015. 5. Takeo Kikkawa, “Energy Conservation and Technological Innovation: Japan’s Contribution to Cool Earth”, The 4th Joint KISR/Japan Environment Symposium, The 17th Joint GCC/ Japan Environment Symposium, 2nd-4th February 2009, State of Kuwait. 6. Takeo Kikkawa, “The Future of Nuclear Energy Policy: The Current Administration Claims of “Policy Change” Are Without Merit”, <i>Discuss Japan</i>, January 13, 2023. 7. Takeo Kikkawa, “Creativity as the Source of Innovation: Entrepreneurship of founders of Sony and Honda”, 23rd Congress of the European Business History Association (EBHA), Session E05, <i>Designing Artifacts</i>, Erasmus University

	Rotterdam, Vinna, Netherlands, August 31, 2019. 8. Takeo Kikkawa, “Playing Catch-Up with Emission Reductions: Can Japan Deliver on Its Promises?”, THE TOKYO FOUNDATION FOR POLICY RESEARCH Home Page, July 7, 2021.
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Class Outlines	Class	Contents	
		Topic	
	1	Orientation	
		Required preparation /homework	Thinking what and how to learn in this class 1h
		Required post-study	Review of discussions in the class 1h
	2	Ownership and Management	
		Required preparation /homework	Reading Document #1 3h
		Required post-study	Review of discussions in the class 1.5h
	3	Business leader: Yasuzaemon Matsunaga (1)	
		Required preparation /homework	Reading Document #2 3h
		Required post-study	Review of discussions in the class 1.5h
	4	Business leader: Yasuzaemon Matsunaga (2)	
		Required preparation /homework	Making memo on Document #2 3h
		Required post-study	Review of discussions in the class 1.5h
	5	Carbon Neutrality (1)	
		Required preparation /homework	Reading Document #3 3h
		Required post-study	Review of discussions in the class 1.5h

	6	Topic	Carbon Neutrality (2)	
		Required preparation /homework	Making memo on Document #3	3h
		Required post-study	Review of discussions in the class	1.5h
	7	Topic	Business leader: Eiichi Shibusawa (1)	
		Required preparation /homework	Reading Document #4	3h
		Required post-study	Review of discussions in the class	1.5h
	8	Topic	Business leader: Eiichi Shibusawa (2)	
		Required preparation /homework	Making memo on Document #4	3h
		Required post-study	Review of discussions in the class	1.5h
	9	Topic	Innovation and Technology (1)	
		Required preparation /homework	Reading Document #5 & #6	3h
		Required post-study	Review of discussions in the class	1.5h
	10	Topic	Innovation and Technology (2)	
		Required preparation /homework	Making memo on Document #5 and #6	3h
		Required post-study	Review of discussions in the class	1.5h
	11	Topic	Business leaders: Founders of SONY and HONDA (1)	
		Required preparation /homework	Reading Document #7	3h
		Required post-study	Review of discussions in the class	1.5h
	12	Topic	Business leaders: Founders of SONY and HONDA (2)	
		Required	Making memo on Document #7	3h

		preparation /homework			
		Required post-study	Review of discussions in the class	1.5h	
	13	Topic	Towards the future (1)		
		Required preparation /homework	Reading Document #8	3h	
		Required post-study	Review of discussions in the class	1.5h	
	14	Topic	Towards the future (2)		
		Required preparation /homework	Making memo on Document #8	3h	
		Required post-study	Review of discussions in the class	1.5h	
	15	Topic	Closing discussion (1)		
		Required preparation /homework	Making the term paper	3h	
		Required post-study	Review of discussions in the class	0.5h	
	16	Topic	Closing discussion (2)		
		Required preparation /homework	Making the term paper	3h	
		Required post-study	Review of discussions in the class	0.5h	
		Total			67.5h
	Others				
	Keyword	energy policy, carbon neutrality, entrepreneurship, innovation, business leader			

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code JDP3060101	Course title Agriculture Business and Policy in Japan	
Name of Instructor	Yokose, Tsutomu, Yamaguchi, Noboru		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period			

Course Description	In every country around the world, Agriculture and Food Industry is the fundamental and important industry which enhance the stability in country economy and the regional asset for the future growth. Also, due to the rapid change within today's global business environment, in the areas of Agriculture and Food also, a leader must have the future scope of the industry by applying the technology movement, environmental concerns, social responsibility, national security, politics and other human rights issues. As an orthodox concept until 20th Centuries, Agriculture and Food industry was recognized as a regulated and protected industry. On the other hand, in the new movement after 20th Centuries, Agriculture and Food industry was just applying new concept and technology, without identifying and applying the essential elements of the industry which are inherited from the past as the wealth of Agriculture and Food. It must be important for us to see how we should identify the core competencies of Agriculture and Food Industry and how we should apply 21st Century new technology to the industry by installing the hereditary technology, concept, experience, accumulated knowledge and traditional way of the business. By examining of the development stage of Agriculture and Food Industry in Japan, students will understand the veritable elements of the industry and how the Japan's accumulated knowledge and experience in Agriculture and Food Industry should be applied to their home countries/regions for the future opportunities in the industry.
Learning Objectives & Goals	In this course, students will gain the following learning objectives • Understand the essential elements of the success in Agriculture and Food industry • Learn the accumulated knowledge, experience and history of Japan Practice of Agriculture and Food Industry • Comprehend the connection between Agriculture & Food Industry and Local society for the development of the business • Outline the strategy and implementation plan in the commercialization of Agriculture products through field studies and trips in Minami Uonuma area • Embody the knowledge and concept of the application in new digital Technology for the future development in Agriculture and Food industry. • Analyze the competitive advantages in Agriculture Business through new technology and regional branding concept and design the application of those advantages into own countries/regions
Contribution to the	This course is elective course among JGDP and will contribute to the following

Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	Learning Goal/Learning Objectives For MBA MS1: Able to clearly identify the central problem/issue to demonstrate understanding of socially responsible leadership concepts and practices MS2: Able to outline strategies for socially responsible companies MS3: Able to demonstrate ability to illustrate key reasons why socially responsible leadership is integrated into mainstream business operations through global value chain MF1: Able to demonstrate understanding of Management Knowledge MJ1: Able to demonstrate understanding of Japanese industries and manufacturing strategy MJ3: Able to demonstrate understanding of Japanese corporate governance and management philosophy MJ4: Able to demonstrate understanding of Japanese society and business environments For ISEP MS1: Able to clearly identify the central problem/issue to demonstrate understanding of socially responsible leadership concepts and practices MI-1: Able to demonstrate ability to identify social issues MI-2: Able to demonstrate ability to analyze fundamental factors of social issues					
Delivery Methods	Lecture, interactive discussion, field trips and studies, guest speech in real practices					
Assessment	Overall grading assessment • 20% Contribution to the class discussion • 20% Group presentation • 20% Case memo (2 times) • 40% An individual final report					
Prerequisites	None					
Method of feedback from instructor to students for exams/papers	For case memo, some examples of the case memos are shown during the class for their review. Upon request, instructors will provide feedback about each individual case memos and final report.					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books	IUJ Original Cases (will be distributed) • “ORASHO” – new wave of Agriculture Food and Commercialization • “Japan Agriculture Cooperatives”					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Prof. Yamaguchi Course	Read course materials and	1h	Review the lecture materials and	1h

		Introduction Lecture - Agriculture History of Edo Era in Japan - How Japan developed their Agriculture technology in the early stage	understand the objectives of the course Review Japan history after Edo Era for better understanding of the lecture		understand the learning points from Japan history in agriculture after Edo Era	
	2	Prof. Yamaguchi Example of Japanese past practices in farming Case Video viewing and discussion - “BAKOU” – cultivating farmland by horses, by Japan classic style - Traditional agricultural technology and its advantage	Read course materials and understand the objectives of the course	1h	Review the lecture materials, video contents for the application of those practices into own country/region.	1h
	3	Prof. Yokose Commercialization of Agriculture products and linkage between Agriculture and Food Case Method: CASE: (IUJ Original) “ORASHO” – new wave of Agriculture Food and Commercialization - New Type approach to the market in Agriculture business,	Read the case and prepare, submit the case memos Case question: 1. What are the key success factors of ORASHO? 2. How you would like to use ORASHO business model for your own country/region’s agriculture business?	3h	Review the lecture materials and case explanation	1h

		focusing on local branding and direct contact to the consumers - How agriculture business should be re-organized for the future opportunities - How entrepreneurship in agriculture business should be enhanced - How Local community should live together under the past history, regulation and new technology				
	4	Prof. Yokose Group Discussion - How commercialization of Agriculture industry should be in your country/region	Prepare own opinion for the case questions	1h	Debrief the group discussion for the summary of the case learning points.	1h
	5	Prof. Yamaguchi Development of new agricultural breed, products, regulation and local government policies - The story of “KOSHIHIKARI” : most famous and hi-end rice breed - Connection with Local community - Newly designed logistics for new products	Read course materials and understand the learning points of the class	1h	Review the lecture topics and application to own country/region situation	1h
	6	Prof. Yamaguchi	Read the course	1h	Debrief the group	1h

		Group Presentation TOPICs - Why KOSHIHIKARI was so successful – depending upon your own experience of tasting KOSHIHIKARI, learning from Minami Uonuma experience and Minami Uonuma branding - How local community works for the new launch of agriculture products?	materials and summarize own opinion		discussion and learning points for the future agriculture plan in own country/region	
	7	Prof. Yokose Land Reform after WW2 in Japan - How Japan changed government policy in Agriculture and Food - Pros and Cons of the “equalization” in agriculture business - Inherited systems and structure in Agriculture business and how those will be changed - Traditional Agriculture Business model and new wage in 20th Century by	Read course materials and understand the learning points of the class	1h	Review the lecture topics and application to own country/region situation	1h

		IT: Direct contact to consumer market				
	8	Prof. Yokose Case Method: CASE (IUJ Original) “Japan Agriculture Cooperatives” - How Japan Agriculture was re-organized after WW2 and influenced government policies - How Agriculture Business Model has been changed by changes in the technology and demographics - How those advantages can be applied to your countries/regions for the growth in agriculture business	Read the case and prepare, submit the case memos Case question: 1. What are the pros and cons of JA’s role in Japan agriculture industry in its development processes? 2. If you were the planner of your country/region’s representative of Agriculture industry, how you want to use this “JA” model for the industry development?	3h	Debrief the group discussion for the summary of the case learning points.	1h
	9	Prof. Yamaguchi, Prof. Yokose Guest Speaker - Minami Uonuma City, Mayor Hayashi - TOPIC: Local Government policies	Review the course materials and prepare the questions to Mayer	1h	Debrief the speech contents and incremental learning to the class from this speech	1h
	10	Field Trip Objective: Understanding the new wave in Agriculture business in Minami Uonuma area (temporary	Review the course materials and prepare the questions to each field trip sites	1h	Debrief the learning at each field trip sites for the summary of the classes	1h

		destination) 1. Uonuma no SATO 2. Sweet Dumpling factory “SASA DANGO” 3. Rice planting and its maintenance at rice field near IUJ 4. Vegetable processing factory in Muikamachi 5. Agriculture Food shops operation “AGRIPA-KU YAIRO”				
	11	Final Report	Summarize the learning of the class and identify own opinion, the way to apply the knowledge, and other items which students learned from this class. Generate Final Report	4h	Review the final report	1h
		Total	29h			
Others	Up to 20 students Class will be held from June 2 (Tue) - June 5 (Fri), 14:40-16:10, 16:20-17:50					

International University of Japan
Graduate School of International Management
Spring 2026 Term

Course	Schedule code MGT1010	Course title Organizational Behavior	
Name of Instructor	Tsutomu Yokose		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Tuesday class: 14:40-16:10, 16:20-17:50 Wednesday class: 10:30-12:00, 13:00-14:30		

Course Description	In every industry and organization, business persons are expected to acquire and develop a capability to lead their people, teams, and organization. Due to the rapid change at the age of globalization, business leaders are now facing with the critical and tough situation and they are required to respond to the change by making the best decision consistent to the vision and mission shared among the organizational members. From aforementioned points, this course provides students how to manage events occurring in organizations derived from human behaviors and management activities. In order to achieve organizational goals in global and cross-cultural environment, students should understand the concept of global leadership and how to exercise their leadership capability by influencing the organization and people.
Learning Objectives & Goals	Through this course, students will learn the following learning objectives and goals During this course the following topics will be covered • Motivation • Team Management • Organizational Effectiveness • Group Dynamics • Organizational Culture • Change Management • Leadership and Organization • Leadership Development Upon completion of this course, student should be able to: • understand what organization is, how organization and people will be influenced, , and how to develop leadership capabilities in order to become a competent business leader • gain the essential the concept related in leading organization, required to

	succeed, and develop organizational culture and capability. This course provides students opportunities to embody their knowledge, concept, theories and learning in the other programs as leaders in the dynamic business environment. At the new start of business career after their graduation, the discussion and practices in this program will help student to have confidence in the daily tasks.																																											
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	Following Learning Objectives are defined for the completion of degree MM2: Able to identify and articulate common viewpoints among different and possibly conflicting opinions of those from different international backgrounds ML1: Able to demonstrate understanding of leadership concepts and practices ML2: Able to listen well and have empathy with other people MP1: Able to demonstrate ability to formulate/define issues MP2: Able to demonstrate ability to analyze and compute MP3: Able to demonstrate ability to interpret concepts and data MP4: Able to demonstrate ability to evaluate and make choices among alternatives MF1: Able to demonstrate understanding of Management Knowledge MD1: Able to apply the concepts of strategic management, recognizing internal and external strategic contexts																																											
Delivery Methods	interactive lecture, case method study, group discussion and presentation																																											
Assessment	<table><tr><td></td><td colspan="3">Learning Objectives</td></tr><tr><td></td><td></td><td>ML1</td><td>MP1</td></tr><tr><td></td><td></td><td>ML2</td><td>MP2</td></tr><tr><td></td><td>MM2</td><td>ML2</td><td>MP3</td></tr><tr><td>Assessment methods</td><td>MD1</td><td>MF1</td><td>MP4</td></tr><tr><td>Class Participation</td><td>20%</td><td>20%</td><td>10%</td></tr><tr><td>Group Presentation</td><td>20%</td><td>20%</td><td>30%</td></tr><tr><td>Case Questions (5 times)</td><td>30%</td><td>30%</td><td>20%</td></tr><tr><td>Final Exam</td><td>30%</td><td>30%</td><td>40%</td></tr><tr><td>Weight on Final Grade</td><td>30%</td><td>30%</td><td>40%</td></tr></table> Notes: The last row lists the weights of each learning objective on the final grade. The use of generative AI to substantially complete academic work such as case questions, final examinations, and other academic related reports, is not permitted.					Learning Objectives					ML1	MP1			ML2	MP2		MM2	ML2	MP3	Assessment methods	MD1	MF1	MP4	Class Participation	20%	20%	10%	Group Presentation	20%	20%	30%	Case Questions (5 times)	30%	30%	20%	Final Exam	30%	30%	40%	Weight on Final Grade	30%	30%	40%
	Learning Objectives																																											
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		ML2	MP2																																									
	MM2	ML2	MP3																																									
Assessment methods	MD1	MF1	MP4																																									
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Group Presentation	20%	20%	30%																																									
Case Questions (5 times)	30%	30%	20%																																									
Final Exam	30%	30%	40%																																									
Weight on Final Grade	30%	30%	40%																																									
Prerequisites	None																																											
Method of Feedback for Exams/Papers	Case questions: during the class, instructor show the points for the analysis Upon request, instructor will provide individual feedback																																											

Required Textbook(s)	none
Reference Books	
Other Materials	Case • Trouble at TESSEI HBS 9-615-044 • Michael Fernandes at Nicholas Piramal HBS 9-408-001 • Cisco Systems (2001): Building and Sustaining a Customer-Centric Culture HBS 9-409-061 • Bob Garvin and Motorola, Inc (A) HBS 9-487-062 • Donna Dubinsky and Apple Computer, Inc (A) HBS 9-486-083 Leading material • Note on Organizational Effectiveness HBS 9-493-044

Class Outlines	Class	Contents		
	1	Topic	Overview of Organizational Behavior	
		Required preparation /homework	Read the course materials Understand the concept of Organizational Behavior through lecture materials	2.0h
		Required post-study	Debrief the course materials depending upon lecture	0.5h
	2	Topic	Motivation Case: Trouble at TESSEI (case questions submission)	
		Required preparation /homework	Assigned questions 1. How would you analyze the key operational challenges at TESSEI? What caused them? How might those challenges affect the managers, employees, and customers? 2. As Teruo Yabe, what would you do in this situation? How would you get out of the downward spiral?	4.0h
		Required post-study	Review own case memos depending upon lecture	1.0h
	3	Topic	Team Management	
		Required preparation /homework	Read the course materials Understand the concept of Team Management concept through lecture materials	2.0h
		Required post-study	Debrief the course materials depending upon lecture	0.5h

	4	Topic	Team Management and people motivation Case: Michael Fernandes at Nicholas Piramal (case questions submission)	
		Required preparation /homework	Assigned questions 1. What is going on here? 2. What do you think each member does not want to speak out?	4.0h
		Required post-study	Review own case memos depending upon lecture Read “Note on Organizational Effectiveness” and prepare for Survey questions Answer to the survey questions for Week 4 Group presentation	4.0h
	5	Topic	Group Dynamics	
		Required preparation /homework	Read the course materials Understand the concept of Group Dynamics concept through lecture materials	2.0h
		Required post-study	Debrief the course materials depending upon lecture	0.5h
	6	Topic	Real case learning – group dynamics Video: 12 angry men	
		Required preparation /homework	Questions by viewing DVD 1. How the group decision was made? 2. How each personal context and personal behavior had influenced each other? Analyze the situation from group context point of view.	2.0h
		Required post-study	Debrief the course materials depending upon lecture	0,5h
	7	Topic	Organizational Climate and its analysis	
		Required preparation /homework	Group work for Survey Question analysis and presentation by the class survey data collected at week 4	3.0h
		Required post-study	Review of each group presentation	0.5h
	8	Topic	Group presentation: Organizational Climate and its analysis	
		Required preparation /homework	Group work for Survey Question analysis and presentation at week 4	3.0 h
		Required post-study	Review of each group presentation	0.5h

	9	Topic	Organizational Culture	
		Required preparation /homework	Read the course materials Understand the concept of organizational culture concept through lecture materials	2.0h
		Required post-study	Debrief the course materials depending upon lecture	0.5h
	10	Topic	Organizational Culture change Case: “Cisco Systems (2001): Building and Sustaining a Customer-Centric Culture” (case questions submission)	
		Required preparation /homework	Assigned questions 1. What has Cisco done to maintain its unique culture? What are the pros and cons of doing so? 2. Why has John Chambers decided to reorganize in 2001? What are the tradeoffs? 3. Are there any functions that are likely to be impacted more than others by this reorganization, in terms of their customer-centricity? 4. What advice do you have for John Chanmebrs to manage Cisco’s culture through the transition?	4.0h
		Required post-study	Review own case memos depending upon lecture	1.0h
	11	Topic	Change Management	
		Required preparation /homework	Read the course materials Understand the concept of Change Management concept through lecture materials	2.0h
		Required post-study	Debrief the course materials depending upon lecture	0.5h
	12	Topic	Change Management in real case Case: Bob Garvin and Motorola, Inc (A) (case questions submission)	
		Required preparation /homework	Assigned questions 1. What impact do you thinks Galvin’s officer meeting speech will have? 2. What should Galvin do next? What should Human Resource do next? 3. Is Galvin’s leadership philosophy and practice a model for “ Visionary Leadership”?	4/0h
		Required	Review own case memos depending upon lecture	1.0h

		post-study		
	13	Topic	Leadership and Organization	
		Required preparation /homework	Read the course materials Understand the concept of Leadership and Organization concept through lecture materials	2.0h
		Required post-study	Debrief the course materials depending upon lecture	0.5h
	14	Topic	Guest Speech Real world example Guest Speech : Former President of Tokyu Hotel and Resort	
		Required preparation /homework	Read course materials	1.0h
		Required post-study	Review the lecture and learning points	1.0h
	15	Topic	Leadership Development	
		Required preparation /homework	Read the course materials Understand the concept of Leadership Development concept through lecture materials	2.0h
		Required post-study	Debrief the course materials depending upon lecture	0.5h
	16	Topic	Leadership Development situation Case: Donna Dubinsky and Apple Computer, Inc (A) (case questions submission)	
		Required preparation /homework	Assigned questions 1. Why was Dubinsky initially so successful at Apple? 2. Why did she respond the way she did to the JIT proposal? (put yourself in her situation, intellectually and emotionally) 3. What do you think she should have done differently? Be specific.	4.0h
		Required post-study	Preparation for Final Examination by reviewing course materials	6.0 h
	Total			62 h
Others				
Keyword				

International University of Japan
Graduate School of International Management
Spring 2026 Term

Course	Schedule code MGT1300	Course title Corporate Social Responsibility	
Name of Instructor	Tsutomu Yokose		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	1) Monday / 14:40-16:10, 16:20-17:50 2) Tuesday / 10:30-12:00, 13:00-14:30 (Courses will be offered during April) Final Examination will be held at May 11, 14:40-17:40 , 18:00-21:00 3 hours (for Monday class) May 12, 10:30-13:30, 3 hours (for Tuesday class)		

Course Description	Business leaders in this digital age must have the role as a member of the society. In every industry and organization, business persons are expected to acquire and develop a capability to lead their people, teams, and organization with their mindset of living with society. Due to the rapid change at the age of globalization, business leaders are now facing with the critical and tough situation and they are required to respond to all stake holder needs with the balance of each benefit From aforementioned points, this course provides students how to generate, implement and manage Corporate Social Responsibility strategy and its implementation plan. In order to achieve organizational goals in global context and cross-cultural environment, students should understand the role of leaders from the point of Corporate Social Responsibility.
Learning Objectives & Goals	During this course the following topics will be covered ◆ Concept of Corporate Social Responsibility (CSR) ◆ Connection between business strategy and CSR strategy ◆ Industry level CSR ◆ Corporate citizenship ◆ Protecting human rights and environment as a company ◆ Country local rules vs global ethical roles ◆ Balance between corporate benefit and strategic risk in social responsibility ◆ The role of leaders in generating and implementing CSR strategy Upon completion of this course, student should be able to:

	- Understand and exercise how a company build the strategy in Corporate Social Responsibility, what the responsibility of a corporate in the society, how to balance the benefit among stakeholders. - Gain the essential concept, mindset and analytical skills to be a business leader with social responsibility role. This course provides students opportunities to embody their knowledge, concept, theories and learning in the other programs as leaders in the dynamic business environment. At the new start of business career after their graduation, the discussion and practices in this program will help student to have confidence in their leader’s tasks.																												
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	Following Learning Objectives are defined for the completion of degree <MBA> MS1 - Able to clearly identify the central problem/issue to demonstrate understanding of socially responsible leadership concepts and practices MS2 - Able to outline strategies for socially responsible companies MS3 - Able to demonstrate ability to illustrate key reasons why socially responsible leadership is integrated into mainstream business operations through global value chain MD1 - Able to apply the concepts of strategic management, recognizing internal and external strategic contexts <ISEP> MM2 - Able to identify and articulate common viewpoints among different and possibly conflicting opinions of those from different international backgrounds MS1 - Able to clearly identify the central problem/issue to demonstrate understanding of socially responsible leadership concepts and practices MS2 - Able to outline strategies for socially responsible companies MS3 - Able to demonstrate ability to illustrate key reasons why socially responsible leadership is integrated into mainstream business operations through global value chain MI3 - Able to demonstrate ability to connect different ideas for creating new solutions toward factors of social issues MI4 - Able to demonstrate ability to establish systems with business knowledge for providing solutions to social issues sustainably																												
Delivery Methods	interactive lecture, case method study, group discussion and presentation																												
Assessment	<table><tr><td></td><td colspan="6">Learning Objectives</td></tr><tr><td></td><td>MS-1 (MBA)</td><td>MS-2 (MBA)</td><td>MS-3 (MBA)</td><td>MD-1 (MBA)</td><td></td><td></td></tr><tr><td>Assessment methods</td><td>(ISEP)</td><td>(ISEP)</td><td>(ISEP)</td><td>(ISEP)</td><td>MI-3 (ISEP)</td><td>MI-4 (ISEP)</td></tr><tr><td>Contribution to Class discussion</td><td>20%</td><td>10%</td><td>10%</td><td>10%</td><td>10%</td><td>10%</td></tr></table>		Learning Objectives							MS-1 (MBA)	MS-2 (MBA)	MS-3 (MBA)	MD-1 (MBA)			Assessment methods	(ISEP)	(ISEP)	(ISEP)	(ISEP)	MI-3 (ISEP)	MI-4 (ISEP)	Contribution to Class discussion	20%	10%	10%	10%	10%	10%
	Learning Objectives																												
	MS-1 (MBA)	MS-2 (MBA)	MS-3 (MBA)	MD-1 (MBA)																									
Assessment methods	(ISEP)	(ISEP)	(ISEP)	(ISEP)	MI-3 (ISEP)	MI-4 (ISEP)																							
Contribution to Class discussion	20%	10%	10%	10%	10%	10%																							

		Group Presentation	20%	20%	20%		20%	20%
		Case questions (4 times)	30%	30%	30%	40%	30%	30%
		Final Examination	30%	40%	40%	50%	40%	40%
		Weight on Final Grade	20%	20%	20%	20%	10%	10%
	Notes: The last row lists the weights of each learning objective on the final grade. The use of generative AI to substantially complete academic work such as case questions , final examination and other academic related reports, is not permitted.							
Prerequisites	None							
Method of Feedback for Exams/Papers	Case questions: during the class, instructor show the points for the analysis Upon request, instructor will provide individual feedback							
Required Textbook(s)	<HBS Articles> The Truth about CSR Harvard Business Review – January February 2015,							
Reference Books	None							
Other Materials	Cases; ● “McDonald’s Corporate Social Responsibility Challenge” Wirtschafts University 711-033-1 ● “Stakeholders and corporate environmental decision making: The BP whiting refinery controversy” The Case Journal TC-J06-01-01 ● “Apple and its suppliers: Corporate Social Responsibility” IVEY 8B16M0 ● “Enrich Not Exploit”: Can New CSR Strategy Help Body Shop Regain Glory? ICMR 717-0073-8							

Class Outlines	Class	Contents		
	1	Topic	◆ Definition of CSR ◆ Stakeholder concept vs shareholder value ◆ Credibility of CSR activities and CSR communication	
		Required preparation /homework	Read the required text book Understand the concept or CSR through lecture materials	2.0h

		Required post-study	Debrief the course materials depending upon lecture	0.5h
	2	Topic	Case: McDonald's Corporate Social Responsibility Challenge (case questions submission)	
		Required preparation /homework	Assigned questions 1. What is corporate social responsibility? 2. Based on the data obtained from the case, identify McDonald's key stakeholders 3. Which problem is McDonald's facing? 4. What is the recommended strategy? Why you propose?	4.0h
		Required post-study	Review own case memos depending upon lecture	1.0h
	3	Topic	- Potential courses of action for corporate managers by competing stakeholder interest. - Corporate citizenship - CSR activities difficulty in a multinational firm experience in environmental sustainability	
		Required preparation /homework	Read course materials and understand the concept	1.0h
		Required post-study	Debrief the course materials depending upon lecture	0.5h
	4	Topic	Stakeholders and corporate environmental decision making: The BP whiting refinery controversy (case questions submission)	
		Required preparation /homework	Assigned questions 1. Summarize the stakeholder analysis by identifying those stakeholders with the greatest interest and the most power. Also identify whether BP needs to address their interests. 2. Generate a list of three or more possible courses of action Bob Malone can execute with regard to the refinery expansion and evaluate how these courses of action affect each major group of stakeholders. Then select the one which can satisfy BP's diverse stakeholders	4.0h
		Required post-study	Review own case memos depending upon lecture	1.0h
	5	Topic	- Trade off between being profitable and doing well for society - Managing and monitoring CSR activities among outside suppliers - Hard realities of managing CSR across institutional boundaries. - CSR in digital age	

		Required preparation /homework	Read course materials and understand the concept	1.0h	
		Required post-study	Debrief the course materials depending upon lecture	0.5h	
	6	Topic	Apple and its suppliers: Corporate Social Responsibility (case questions submission)		
		Required preparation /homework	Assigned questions 1. Identify the multiple levels of analysis at play for Apple as it addresses the CSR challenges in its supply chain 2. Is Apple responsible for the alleged human rights violation that occurred? 3. Would onshoring , insourcing or a combination of the tow represent a suitable response to Apple’s problems?	4.0h	
		Required post-study	Review own case memos depending upon lecture	1.0h	
	7	Topic	♦ CSR and its crisis management ♦ Leadership role in the newly settled CSR strategy ♦ Analyze CSR strategy from communicating stakeholders ♦ Align CSR strategy with sustainability		
		Required preparation /homework	Read course materials and understand the concept	1.0h	
		Required post-study	Debrief the course materials depending upon lecture	0.5h	
	8	Topic	“Enrich Not Exploit”: Can New CSR Strategy Help Body Shop Regain Glory? (case questions submission and Group Presentation)		
		Required preparation /homework	Assigned questions (case memos 1-3, group presentation 3-4) 1. How did Body Shop emerge as a champion of CSR while challenging industry norms? How important a contribution did Roddick make to the creation of Body Shop? 2. How did the acquisition by L’Oreal affect the ethical image of Body Shop? Identify the problem Body Shop faced following the take over 3. (Group presentation Topic) Critically analyze Body Shop’s new CSR approach 4. (Group presentation Topic) Do you think the revamped strategy will help Body Shop regain its lost glory as a leader in ethical business? What possible challenges could Schwartz and Davis face going forward and how can the be		8.0h

			tackled?	
		Required	Review own case memos depending upon lecture	1.0h
		post-study	Final examination (3 hours) and its preparation (3 hours)	6.0h
	Total			37.0h
Others				
Keyword				

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code MGT2060101	Course title Competing in Emerging Markets	
Name of Instructor	Zhang Zhang, Yingying		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Wed.2~3		

Course Description	Emerging Markets stand at the forefront of international business interest, not only due to their vast market potential but also the increasing influence of enterprises within these regions. This course delves into the intricacies of navigating the challenges and capitalizing on the opportunities inherent in conducting business and managing operations in emerging markets. A comprehensive exploration of the social, economic, and institutional factors unique to emerging markets forms the core of this course. It critically analyzes specific organizational strategies essential for overcoming obstacles and leveraging opportunities within these dynamic environments. The curriculum also delves into the ascendance of multinational corporations from emerging markets, with a particular emphasis on the management philosophies and practices of Chinese enterprises and their leaders. The course utilizes a case-based approach, drawing on diverse scenarios from different global regions and pivotal industries. Pedagogically, the emphasis is on the case method, seamlessly integrating lectures, interactive participation, real-time news presentations, and guest speakers to bridge theoretical concepts with practical business applications. Participants can expect a nuanced understanding of the complexities associated with competing in emerging markets and gain valuable insights into effective managerial approaches.
Learning Objectives & Goals	This course aligns with the overarching learning objectives of multicultural awareness, problem-solving, functional business knowledge, and strategic decision-making. It is designed to facilitate the achievement of the following specific learning goals: 1. Multicultural Awareness: - Develop a heightened understanding of the diverse social, economic, and institutional factors that characterize emerging markets. - Explore and appreciate the cultural nuances and implications influencing business operations and management practices within these markets. - Foster an awareness of the global business landscape by examining case studies from various regions and industries. 2. Problem Solving: - Equip students with the analytical tools and frameworks necessary to identify and address challenges specific to emerging markets.

	- Cultivate critical thinking skills through the analysis of real-world cases, enabling students to devise effective solutions to complex business problems. - Encourage the application of problem-solving strategies in a multicultural context, considering the unique challenges and opportunities presented by emerging markets. 3. Functional Business Knowledge: - Acquire a comprehensive understanding of organizational strategies tailored for emerging markets, encompassing areas such as market entry, resource allocation, and risk management. - Explore the management philosophies and practices of multinational corporations, with a specific focus on the Chinese business landscape. - Develop a nuanced perspective on the dynamics of different industries and regions, enhancing functional business knowledge applicable in diverse global settings. 4. Strategic Decision Making: - Enhance strategic decision-making skills by synthesizing theoretical concepts with practical insights from case studies and real-world examples. - Foster an ability to assess and capitalize on opportunities in emerging markets while effectively mitigating associated risks. - Encourage a forward-thinking approach to strategic decision making, aligning business strategies with the evolving landscape of emerging markets. By addressing these learning objectives, the course aims to empower students with the knowledge and skills required to navigate the complexities of business and management in emerging markets, contributing significantly to their overall academic and professional development.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	MM1 Able to demonstrate the sensitivity to different perspectives and opinions of those from different international backgrounds. MM2 Able to identifying and articulating common viewpoints among different and possibly conflicting opinions of those from different international backgrounds. MM3 Able to acquire skills to communicate with people from diverse international backgrounds. MP1 Able to demonstrate ability to formulate/define issues. MP2 Able to demonstrate ability to analyze and compute. MP3 Able to demonstrate ability to interpret concepts and data. MP4 Able to demonstrate ability to evaluate and make choices among alternatives. MF1 Able to demonstrate understanding of Management Knowledge. MD1 Able to apply the concepts of strategic management, recognizing internal and external strategic contexts. MD2 Able to demonstrate ability to gather and interpret data.
Delivery Methods	The course mainly uses case method for the pedagogy purpose, combining lectures, interactive participation, presentation of actual news, and guest speaker to tie theories to business practices.
Assessment	1. Class participation (40%) 2. Case report (30%) 3. Presentation (20%) 4. Quizzes (10%)

	Class Participation Grading Criteria: Each student will be graded in terms of participation in each session. The grade is 1-4 scale. 4 is excellent, 3 is good, 2 is poor while 1 is very poor. 1: Participation of a student has negatively impacted the class; A student arrives 15 minutes late to the class without any justified reason; A student leaves the class before the time without any justified reason. 2: A student is present but hasn't participated; Participation of a student is insignificant; A student is second-time justified absent. 3. Participation of a student has positively impacted the class. 4: Participation of a student has significantly and positively impacted the class. Notes: - Participation includes (not an exhaustive list) participating in discussions, asking questions, adding comments, or providing feedback. - Frequency of participation is not counted in a class with more than 15 students. - If a student is first-time (per day, not per session) justified absent, the grade will use the average of her/his overall participation. - If a student is absent without any justification, the grade will be 0.
Prerequisites	No specific prerequisite. The basic knowledge on International Management is preferable but it is not a prerequisite.
Method of feedback from instructor to students for exams/papers	Feedback will be communicated by the instructor via digital means when necessary.
Textbook(s)	Required: a) Title: Doing Business in Emerging Markets, b) Edition: 3, c) Author: S. Tamer Cavusgil, Pervez N. Ghauri, and L.A. Liu, d) Publisher: Sage Publications. , e) Year: 2021, f) ISBN: a) Title: Leadership of Chinese Private Enterprises: Insights and Interviews, b) Edition: , c) Author: Tsui, A.S., Zhang, Y., & Chen, X. , d) Publisher: Palgrave MacMillan, e) Year: 2017, f) ISBN: a) Title: People Centric Innovation Ecosystem: Japanese Management and Practices, b) Edition: , c) Author: Zhang-Zhang, Y. & Kikkawa, T., d) Publisher: Cambridge University Press, e) Year: 2023, f) ISBN: Reference Books / Journal Articles: a) Title: Understanding Multinationals from Emerging Markets, b) Edition: , c) Author: Alvaro Cuervo-Cazurra, and Ravi Ramamurti (Eds.), d) Publisher: Cambridge University Press, e) Year: 2014, f) ISBN: a) Title: Emerging Markets Rule: Growth Strategies of the New Global Giants, b) Edition: , c) Author: Mauro Guillen, and Esteban Garcia Canal, d) Publisher: The McGraw-Hill Companies, e) Year: 2013, f) ISBN: a) Title: Winning in emerging markets: a road map for strategy and execution., b) Edition: , c) Author: Tarun Khanna, Krishna G. Palepu and Richard J. Bullock, d) Publisher: Harvard Business Press., e) Year: 2010, f) ISBN: a) Title: The Competitive Advantage of Emerging market Multinationals.,

	b)Edition: , c)Author: Peter J. Williamson, Ravi Ramamurti, Alfonso Fleury and Maria T, d)Publisher: Cambridge University Press, e)Year: 2013, f)ISBN: a)Title: The Oxford Handbook of Management in Emerging Markets, b)Edition: , c)Author: Robert Grosse, Klaus E. Meyer, d)Publisher: Oxford University Press, e)Year: 2019, f)ISBN: 978019683948 a)Title: Competitiveness in Emerging Markets, b)Edition: , c)Author: Datos Khajeheian, Mike Friedrichsen, Wilfried Modinger, d)Publisher: Springer, e)Year: 2018, f)ISBN: a)Title: The Source of Innovation in China: Highly Innovative Systems, Hampshire (UK): , b)Edition: , c)Author: Zhang, Y. & Zhou, Y., d)Publisher: Palgrave MacMillan, e)Year: 2015, f)ISBN:					
Note on Textbooks and Reference Books	Other materials will be delivered in class.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction: Overview of Emerging Markets	Readings: Book Chapter 1	1h	Review class PPT	0.5h
	2	Introduction: Overview of Emerging Markets Actual News (TBA)	Short news (to be distributed in Google Classroom)	0.5h	Review class PPT	0.2h
	3	Topic: Macro Environment in Emerging Markets Case: Acer, Inc: Taiwan's Rampaging Dragon (short)	Readings: Book Chapter 2, 3	1h	Review class PPT	0.5h
	4	Topic: Macro Environment in Emerging Markets Case: Acer, Inc: Taiwan's Rampaging Dragon (short)	Case: Read and prepare the case analysis	1h	Review class PPT	0.2h
	5	Opportunities and Trends in Emerging Markets Case: Global Wine War	Readings: Book Chapter 4	1h	Review class PPT	0.5h
	6	Opportunities	Case: Read and	2h	Review class PPT	0.2h

		and Trends in Emerging Markets Case: Global Wine War	prepare the case analysis			
	7	Companies from Emerging Markets Case: Mahindra & Mahindra in South Africa	Readings: Book Chapter 5	1h	Review class PPT	0.5h
	8	Companies from Emerging Markets Case: Mahindra & Mahindra in South Africa	Case: Read and prepare the case analysis	2h	Review class PPT	0.2h
	9	Analysis of Selected Emerging Markets Case: Tenmou, the Angel Investment Group in Bahrain	Readings: Book Chapter 6	1h	Review class PPT	0.5h
	10	Analysis of Selected Emerging Markets Case: Tenmou, the Angel Investment Group in Bahrain	Case: Read and prepare the case analysis	2h	Review class PPT	0.2h
	11	Strategies of Emerging Markets Case: Bottled Water Industry in Uzbekistan	Readings: Book Chapter 7-8	2h	Review class PPT	0.5h
	12	Strategies of Emerging Markets Case: Bottled Water Industry in Uzbekistan	Case: Read and prepare the case analysis	2h	Review class PPT	0.5h
	13	Management Philosophy and Practices of Chinese Business	Readings: Chinese business leaders book	3h	Review class PPT	1h

		Leaders Case: Huawei				
	14	Management Philosophy and Practices of Chinese Business Leaders Case: Huawei	Case: Read and prepare the case analysis	2h	Review class PPT	0.5h
	15	Emerging Markets Evolution and Japanese Management Case: Colombia and the economic premium of peace Guest speaker: TBA	Readings: Japanese Management Book	2h	Review class PPT	1h
	16	Emerging Markets Evolution and Japanese Management Case: Colombia and the economic premium of peace Guest speaker: TBA	Read and prepare the case analysis	2h	Review Guest Speaker material	0.5h
	17	Others	Team meetings and discussion for case report writing and presentation	12h		h
		Total	45h			
Others	Working groups will be formed in the first week of the class. Note: Guest speaker may be invited and schedule will be slightly adjusted.					

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code MGT2080101	Course title Corporate Strategy in a Technology and Digital Era	
Name of Instructor	Zhang Zhang, Yingying		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Thu.2~3		

Course Description	Navigating the intricacies of corporate strategy in the Technology and Digital Era is a paramount challenge for businesses seeking to create value across diverse industries. This course delves into the fundamental questions of where to compete and how to strategically position a firm, with a keen focus on the transformative effects of technology and digitalization on society and industry. The curriculum equips participants with effective analytical tools tailored for corporate-level decision-making, transcending individual business units. Beyond competitive strategy, the course addresses crucial considerations such as investment choices, business portfolio development, resource and capability cultivation, organizational structure design, and the alignment of corporate functions. Central to this exploration is the pivotal role played by technology and digitalization in shaping and executing corporate strategy. This course offers practical insights into the dynamic realm of Corporate Strategy in the Technology and Digital Era, catering to firms of all sizes and sectors. Participants will gain a holistic understanding of the analytical tools and strategic considerations essential for navigating the complexities of the digital landscape, empowering them to craft effective and forward-thinking corporate strategies.
Learning Objectives & Goals	This course aligns with the overarching learning objectives of problem-solving, functional business knowledge, and strategic decision-making. It is designed to facilitate the achievement of the following specific learning goals: 1. Problem Solving: - Develop advanced problem-solving skills by addressing real-world challenges faced by corporations in the dynamic landscape of technology and digitalization. - Apply various frameworks and analytical tools to diagnose and resolve complex issues encountered in corporate strategic management. - Foster critical thinking in evaluating the impact of technology on business strategies and formulating effective solutions. 2. Functional Business Knowledge: - Acquire a deep understanding of how technology and digitalization influence corporate strategy, including business portfolio development, resource allocation, and capability building. - Explore the nuances of managing businesses in diverse sectors, from startups to established IT giants, in the context of the digital era.

	- Gain insights into the practical application of functional business knowledge within the specific challenges posed by technological advancements. 3. Strategic Decision Making: - Enhance strategic decision-making skills by analyzing case studies and real-world examples that illustrate the strategic choices made by corporations in response to technological changes. - Evaluate the role of corporate headquarters in steering strategic decisions and fostering synergy across diverse businesses in a technology-driven environment. - Develop a forward-thinking approach to strategic decision making, aligning corporate strategies with the rapidly evolving landscape of technology and digitalization. By addressing these learning objectives, the course aims to empower participants with the knowledge and skills required to navigate the complexities of strategic management at the corporate level in the Technology and Digital Era. Through the discussion of various frameworks, case studies, and practical applications, participants will be well-prepared to tackle challenges, make informed decisions, and contribute strategically to the success of their organizations.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	MP1 Able to demonstrate ability to formulate/define issues. MP2 Able to demonstrate ability to analyze and compute. MP3 Able to demonstrate ability to interpret concepts and data. MP4 Able to demonstrate ability to evaluate and make choices among alternatives. MF1 Able to demonstrate understanding of Management Knowledge. MD1 Able to apply the concepts of strategic management, recognizing internal and external strategic contexts. MD2 Able to demonstrate ability to gather and interpret data.
Delivery Methods	The case method and group presentations.
Assessment	The assessment will be based on: 1. Class participation (30%) 2. Case report (30%) 3. Group Presentation (20%) 4. Quizzes (20%)
Prerequisites	No specific prerequisite. The basic knowledge on Strategic Management is preferable but it is not a prerequisite.
Method of feedback from instructor to students for exams/papers	Feedback will be sent by mail from an instructor.
Textbook(s)	Required: a)Title: Strategy for the Corporate Level: Where to Invest What to Cut Back How to Grow Organisations with Multiple Divisions, b)Edition: 2, c)Author: Andrew Campbell, Jo Whitehead, Marcus Alexander and Michael Goo, d)Publisher: Jossey-Bass, e)Year: 2014, f)ISBN: 978-1-118-818374 a)Title: Business Strategy: Managing Uncertainty, Opportunity, and Enterprise, b)Edition: , c)Author: Spender, J.C, d)Publisher: Oxford University Press, e)Year:

	2015, f)ISBN: Reference Books / Journal Articles: a)Title: Contemporary Strategy Analysis, b)Edition: 12, c)Author: Grant, R. M., d)Publisher: John Wiley & Sons, e)Year: 2024, f)ISBN: a)Title: Corporate Level Strategy: Theory and Application, b)Edition: , c)Author: Furrer, Olivier , d)Publisher: Routledge, e)Year: 2016, f)ISBN: a)Title: Strategy needs creativity: An analytic framework alone won't reinvent your business, b)Edition: , c)Author: Brandenburger, Adam, d)Publisher: Harvard Business Review, e)Year: 2019, f)ISBN:			
Note on Textbooks and Reference Books	Reading articles are provided in the following list and you can find it via IUJ library digital database. Cases will be provided one week ahead of presentation day, along with study questions. Recommended articles: <Week 1> (Session 1 &2) HBR: Strategy in an Era of Abundant Expertise HBR: The Founder of Qualtrics on Reinventing an Already Successful Business <Week 2> (Session 3 & 4) JMS: Corporate Strategy and the Theory of the Firm in the Digital Age <Week 3> (Session 5 & 6) HBR : The 4 Tiers of Digital Transformation Zhang-Zhang et al. An Eco-Systematic View of Cross-Sector Fintech: The Case of Alibaba and Tencent <Week 4> (Session 7 & 8) HBR: Robots need us more than we need them HBR: Strategy needs creativity: An analytical framework alone won't reinvent your business <Week 5> (Session 9 & 10) HBR: Every Organizational Function Needs to Work on Digital Transformation McKinsey: Strategy for a digital world <Week 6> (Session 11 & 12) MIT: Five Myths about Digital Transformation <Week 7> (Session 13 & 14) HBR: Where Can Digital Transformation Take You HBR: How Pixar Fosters Collective Creativity <Week 8> (Session 15 & 16) HBR: Turn Generative AI from an Existential Threat into a Competitive Advantage			
Class Outline	Class	Topic	Required preparation /homework	Required post-study

	1	S1&2: Introduction and history of Corporate Strategy Case: Edward Jones Synopsis	Readings: SCL Chapter 2 & above mentioned article & short case (distributed in Google Classroom)	2h	Review class note and PPT	1h
	2	S3&4: From Business strategy to corporate strategy Case: Coca-Cola In search of a New Model	Readings: SCL Chapter 3, 4 & above mentioned article Case: Read and prepare the case analysis	3.5h	Review class note and PPT Application to the actual company	1h
	3	S5&6: Combining logics for better strategic decision making Case: Danaher Corporation	Readings: SCL Chapter 6 & above mentioned article Case: Read and prepare the case analysis	3.5h	Review class note and PPT Application to the actual company	1h
	4	S7&8: Technology intensive industries Case: Microsoft Teams versus Zoom	Readings: SCL Chaps 7, 8 & above mentioned article Case: Read and prepare the case analysis	3.5h	Review class note and PPT Application to the actual company	1h
	5	S9&10: Internal governance and strategy execution Case: Alibaba Group	Readings: SCL Chaps 9,10 & above mentioned article Case: Read and prepare the case analysis	3.5h	Review class note and PPT Application to the actual company	1h
	6	S11&12: Business Model Innovation Case: TESLA MOTORS: Business Model Configuration	Readings: SCL Chapter 11 & above mentioned article Case: Read and prepare the case analysis	3.5h	Review class note and PPT Application to the actual company	1h
	7	S13&14: Corporate Strategy, Sustainability, and Digitalization Case: QooApp-Japanese	Readings: SCL Chaps 13, 14 & above mentioned article Case: Read and prepare the case analysis	3.5h	Review class note and PPT Application to the actual company	1h

		character based Video game platform				
	8	S15&16: Overview: Actual company presentation (Guest Speaker)	Readings: SCL Chaps 15 & above mentioned article Team company project presentation	2h	Review class note and PPT	1h
	9		Other team meeting and case project presentation	12h		h
		Total	45h			
Others	Note: The sessions are subject to adjustments in accordance with learning progress and guest speaker session arrangement. Team Work: Three or four members will be organized into teams in the class in the first week class to analyse a company for cases and actual company project, and present their findings. Class Participation Grading Criteria: Each student will be graded in terms of participation in each session. The grade is 1-4 scale. 4 is excellent, 3 is good, 2 is poor while 1 is very poor. 1: Participation of a student has negatively impacted the class; A student arrives late or leaves the class earlier without any justified reason; A student leaves the class before the time without any justified reason. 2: A student is present but hasn't participated; Participation of a student is insignificant; A student is second-time justified absent. 3. Participation of a student has positively impacted the class (good contribution). 4: Participation of a student has significantly and positively impacted the class (excellent contribution). Notes: Participation includes (not an exhaustive list) participating in discussions, asking questions, adding comments, or providing feedback. If a student is first-time (per day, not per session) justified absent, the grade will use the average of her/his overall participation. If a student is absent without any justification, the grade will be 0. Other references: Reference books: Grant, R. M. (2016). Contemporary Strategy Analysis. Oxford: John Wiley & Sons. Collis, David J., and Cynthia A. Montgomery. (1997). Corporate Strategy: Resources					

and the Scope of the Firm. Chicago: Irwin.

Furrer, Olivier (2016), Corporate Level Strategy: Theory and Application, 2nd Edition, Routledge.

Journal Articles:

Bowman, Edward H. and Helfat, Constance E. (2001). Does corporate strategy matter? Strategic Management Journal, 22 (1): 1-23.

Collis, David, J. and Bukstad, Michael, G. (2008). Can you say what your strategy is? Harvard Business Review. April: 82-90.

Porter, Michael E. (1996). What is strategy? Harvard Business Review, November-December: 61-78.

Nippa, Michael; Pidun, Ulrich; and Rubner, Harald (2011). Corporate Portfolio Management, Academy of Management Perspectives. November: 50-66.

Campell, Andrew; Goold, Michael; and Alexander, Marcus (1995). Corporate Strategy: The Quest for Parenting Advantage. Harvard Business Review. March-April: 120-132.

Goold, Michael and Campell, Andrew (1987) many best ways to make strategy, Harvard Business review. November – December: 70-76.

Goold, Michael and Campell, Andrew (2002), Do you have a well-designed organization? Harvard Business review, March: 117- 124.

Brandenburger, Adam (2019). Strategy needs creativity: An analytic framework alone won't reinvent your business. Harvard Business Review. March-April: 58-65.

INTERNATIONAL UNIVERSITY OF JAPAN
Graduate School of International Management

Academic Year: 2025/2026

Term: Spring

Course	Course code MGT2210	Course title Strategies for Digital Disruption	
Name of Instructor	Toshiro Wakayama		Credits: 2
Instructor's contact Information	Office#	Office Hours	E-mail:
Class Schedule Day / Time	Thursday: 2:40-4:10, 4:20-5:50		

▪ **Course Concept**

The core concept of this course rests on the following dual competitive realities driven by increasingly pervasive digital infrastructure that underlie today's economic and social activities:

- New generations of digital technologies impact the whole value chain of business activities from branding to marketing to operations to organizational capability building. These impacts throughout the value chain are collectively enabling a host of new strategies that are often disruptive to conventional, pre-digital businesses.
- Incumbent businesses, however, are not standing still (e.g., Walmart taking on Amazon): while leveraging their core strengths, they often embrace their own digitization initiatives in response to threats posed by born-digital players or sometimes preemptively to exploit digital opportunities.

The course aims to uncover the forefront of such competitive realities and thereby better prepare students for their managerial responsibilities.

▪ **Learning Objectives**

- To understand strategic impacts of new digital technologies (e.g., Blockchain, AI, Two-sided digital platforms).
- To gain insights on how digitally-enabled strategies are often disruptive to conventional businesses.
- To be able to analyze and assess strategic options available to incumbent businesses to counter disruptive moves of digitally equipped competitors.

Prerequisite: None

Textbook(s)	None
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Readings and Cases	Readings ▪ Blockchain for managers, IESE, 2019, IES745-PDF-ENG [Must be purchased] ▪ What is disruptive innovation? HBR, 2015 [Placed in the course folder “Required Readings”] ▪ Blockchain is changing how media and entertainment companies compete, MIT SMR, 2018 [Placed in the course folder “Required Readings”] Cases [All cases must be purchased] ▪ Amazon: Merging Digital and Physical Worlds for Market Growth, Thunderbird, 2020, TB0589-PDF-ENG ▪ Walmart Inc. Takes on Amazon.com, HBS, 2021, 718481-PDF-ENG ▪ Maersk: Betting on Blockchain, HBS, 2018, 518089-PDF-ENG ▪ Tailor Brands: AI-driven branding, HBS, 2020, 519017-PDF-ENG ▪ The Financial Times (FT) and Generative AI, HBS, 2024, 724410-PDF-ENG ▪ AirBnB, Inc., McGraw Hill, 2023, MH0072-PDF-ENG ▪ AccorHotels’ Digital Transformation: A Response to Hospitality Disrupter AirBnB, IMD, 2017, IMD885-PDF-ENG
References (Books)	▪ The Blockchain and the New Architecture of Trust, The MIT Press, 2018 ▪ Blockchain Science: Distributed Ledger Technology, Inverted Forest Publishing, 2019 ▪ Competing in the age of AI, HBR Press, 2020

Class	Theme	Session	Readings and Cases (Weekly)
Outline	Disrupter-Disruptee Battles in Retail Industry	1, 2 Week 1	Course Overview Readings (If you are unfamiliar with or rusty on “disruptive innovation”) ▫ What is disruptive innovation? Christensen et al., 2015 Case ▫ Amazon: Merging Digital and Physical Worlds for Market Growth, Thunderbird, 2020
		3, 4 Week 2	Case ▫ Walmart Inc. takes on Amazon.com, HBS, 2021
	Blockchain-enabled Disruption	5, 6 Week 3	Elements of Blockchain Readings ▫ Blockchain for managers, IESE, 2019 ▫ Blockchain is changing how media and entertainment companies compete, MIT SMR, 2018: [We will use this article as a discussion material. A list of preparation questions is provided in the class note for this session]

		7, 8 Week 4	Case ▫ Maersk: Betting on Blockchain, HBS, 2018
	AI-powered Disruptive Strategies	9, 10 Week 5	Case ▫ Tailor brands: AI-driven branding, HBS, 2020
		11, 12 Week 6	Case ▫ The Financial Times (FT) and Generative AI, HBS, 2024
	Disruptive Impacts of Digital Sharing Economies	13, 14 Week 7	Case ▫ AirBnB, Inc., McGraw Hill, 2023
		15, 16 Week 8	Case ▫ AccorHotels' Digital Transformation: A Strategic Response to Hospitality Disrupter AirBnB, IMD, 2017 Wrap-up

International University of Japan
Graduate School of International Management
Academic Year: 2025/2026
Term: Summer (Spring Special)

Course	Schedule code MGT2320	Course title Leadership Boot Camp	
Name of Instructor	Tsutomu Yokose		Credits 1
Instructor's contact information	Office#	Office Hours Upon request	E-mail
Class Schedule Day / Period	July 13 (Mon)- 13:00-14:30, 14:40-16:10, 16:20-17:50 July 14 (Tue)- 13:00-14:30, 14:40-16:10, 16:20-17:50 July 15 (Wed)- 10:30-12:00, 13:00-14:30, 14:40-16:10		

Course Description	Through this course, students will experience “Assessment Center” program which is a standard leadership development program in global companies. By experiencing the real-world practice, students can see how their capability as a leader will be measured and how the development plan for leadership capability will be set up with ownership, which is aligned with a corporate strategy. This experience will give students an opportunity to see how they will be developed in a business organization after graduation.
Learning Objectives & Goals	One of the single-most important capabilities of a Leader is the ability to make informed strategic decisions without having access to perfect and complete information. This course is meant to serve as a “Capstone” course within the 1-Year MBA curriculum, bringing together all of the hard and soft skills students have learned to become effective global leaders, and put these into practice through real-time interactions with the senior leadership team of a chosen company. This course will focus on enabling participants to develop to practical skills and capabilities to analyze imperfect and incomplete information within a constantly changing and real business environment. Also students will Understand the strength and development areas of own leadership competencies, how those competencies will be measured, and how to develop own competency in the real business occasion to be a competent business leader.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the	Following Learning Objectives are defined for the completion of degree <IMBA> MM-1 Able to demonstrate the sensitivity to different perspectives and opinions of those from different international backgrounds MM-2 Able to identify and articulate common viewpoints among different and possibly conflicting opinions of those from different international backgrounds

degree concerned)	MM-3 Able to acquire skills to communicate with people from diverse international backgrounds ML-1 Able to demonstrate understanding of leadership concepts and practices ML-2 Able to listen well and have empathy with other people. MD-1 Able to apply the concepts of strategic management, recognizing internal and external strategic contexts MD-3 Demonstrate ability to make a strategic decision under pressure <DXP> ML-1 Able to demonstrate understanding of leadership concepts and practices ML-2 Able to listen well and have empathy with other people. ML-3 Able to take a strategic initiative and lead an organizational transformation																																							
Delivery Methods	Assessment center approach, activities, interactive lecture, group discussion, class discussion, case method discussion, role playings,																																							
Assessment	<table><tr><td></td><td colspan="4">Learning Objectives</td></tr><tr><td>Assessment methods</td><td>(1) MD-1 MM-3</td><td>(2) ML-1 MM-1</td><td>(3) ML-2 MM-2</td><td>(4) ML-3 MD-3</td></tr><tr><td>Contribution to class discussion</td><td>20%</td><td>30%</td><td>30%</td><td>30%</td></tr><tr><td>Contribution to Group activities</td><td>20%</td><td>10%</td><td>30%</td><td></td></tr><tr><td>Case Memo (Day 2)</td><td>20%</td><td>20%</td><td></td><td>30%</td></tr><tr><td>Final Report</td><td>40%</td><td>40%</td><td>40%</td><td>40%</td></tr><tr><td>Weight on Final Grade</td><td>25%</td><td>25%</td><td>25%</td><td>25%</td></tr></table> Notes: The last row lists the weights of each learning objective on the final grade. The use of generative AI to substantially complete academic work such as case memos, final papers and other academic related reports, is not permitted.						Learning Objectives				Assessment methods	(1) MD-1 MM-3	(2) ML-1 MM-1	(3) ML-2 MM-2	(4) ML-3 MD-3	Contribution to class discussion	20%	30%	30%	30%	Contribution to Group activities	20%	10%	30%		Case Memo (Day 2)	20%	20%		30%	Final Report	40%	40%	40%	40%	Weight on Final Grade	25%	25%	25%	25%
	Learning Objectives																																							
Assessment methods	(1) MD-1 MM-3	(2) ML-1 MM-1	(3) ML-2 MM-2	(4) ML-3 MD-3																																				
Contribution to class discussion	20%	30%	30%	30%																																				
Contribution to Group activities	20%	10%	30%																																					
Case Memo (Day 2)	20%	20%		30%																																				
Final Report	40%	40%	40%	40%																																				
Weight on Final Grade	25%	25%	25%	25%																																				
Prerequisites	Organizational Behavior course																																							
Method of Feedback for Exams/Papers	One on one feedback upon request																																							
Required Textbook(s)	None																																							
Reference Books																																								

Other Materials	Case Materials: - Class participants are expected to prepare all reading assignments for each class, including the case study materials, as indicated in the course schedule. Cases; - Nordstrom: Dissension in the Ranks? (A) (HBS 9-191-002) - Jan Carlzon: CEO at SAS (A) (HBS 9-392-149) Recommended books - The Mind Of The Strategist: The Art of Japanese Business, Kenichi Omae
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Class Outlines	Class	Contents		
	1 July 13 13:00--	Topic	Leadership role What are the leadership roles? “Leadership activities”	
		Required preparation /homework	Read course materials in advance and prepare for the discussion	2.0 h
		Required post-study	Review the class discussion	1.0 h
	2 July 13 14:40	Topic	Leadership concept	
		Required preparation /homework	Read course materials in advance and prepare for the discussion	2.0 h
		Required post-study	Review the class discussion	1.0h
	3 July 13 16:20-	Topic	Video: Iron Ladies Liberia Group and class discussion items - How effectively Johnson Sirleaf showed her leadership in each situation? - What kind of leadership competencies are required to solve tough situation shown in the video?	
		Required preparation /homework	Read the course materials in advance for the discussion	1.5 h
		Required post-study	Review the class discussion	1.0 h

	4 July 14 13:00-	Topic	Leadership and decision making How leadership make decision as executive? Nordstrom: Dissension in the Ranks? (A) Assigned questions 1. What is the cause of the problems described in the case? How serious are these problems? 2. Are Nordstrom employee pressured inappropriately by the sales-per-hour system? By management? 3. If you were a member of senior management in Nordstrom, how would you manage this problem, how should you change management systems at Nordstrom?	
		Required preparation /homework	Read the case and prepare the assigned questions	4.0 h
		Required post-study	Review the course materials	1.0 h
	5 July 14 14:40 -	Topic	Nordstrom: Dissension in the Ranks? (A) Role Playing as Management Team : decision for the Nordstrom case	
		Required preparation /homework	Summarize own answers for the class role playing	1.5 h
		Required post-study	Review the course materials	1.0 h
	6 July 14 16:20-	Topic	Leadership and strategy Case: Jan Carlzon: CEO at SAS (A) Assigned questions 1. How do you evaluate “First Wave”? Did the SAS culture have been changed or not? If not, for what reason? If changed, what made SAS culture drove? 2. At the end of case (A), in the start of The Second Wave, if you were Jan, what kind of actions shall you take?	
		Required preparation /homework	Read the case – prepare and submit case memo	4.0 h
		Required post-study	Review course materials	1.0 h

	7 July 15 10:30-	Topic	The assessment of your leadership competencies - Part 1 In-Box simulation	
		Required preparation /homework	Read the company guide well for the simulation	3.0 h
		Required post-study	none	1.0 h
	8 July 15 13:00-	Topic	Group Discussion 1 “assessment center simulation as a real-world business occasion”:	
		Required preparation /homework	Read the company guide in advance for the group discussion	1.0 h
		Required post-study	Review the course materials	1.0 h
	9 July 15 14:40-	Topic	The assessment of your leadership competencies - Part 2 Feedback and self-review of your leadership competency through assessment simulation Compare your leadership capability, characteristic and its strength to the real cases. Summary and Wrap up Individual feedback from other class/group members	
		Required preparation /homework	Prepare feedback sheet and read course materials	1.0 h
		Required post-study	Review own behaviors from the video and generate own memos Read the case for final report and prepare the final report, submit (Final Report preparation and submit)	6.0 h
	Total			34.0 h
Others				
Keyword				

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code MGT2410101	Course title Sustainability Transformation Strategy	
Name of Instructor	Funabashi, Gaku		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Mon.2~3		

Course Description	The objective of this course is to introduce the issues related with sustainability surrounding enterprises. Environmental and social problems have been recognized more and more by many entities these days. Typical concepts used are SDGs and ESG. It is also in the process of re-integrating various key words under the name of Sustainability Transformation (SX) for the transformation of strategies by private businesses. In this course, the level of contents is set as introductory, thus, major concepts are introduced so that students can grasp the whole picture under the name of SX as well as the efforts by actual enterprises. First, as the environmental issues, carbon neutral, circular economy and biodiversity-related topics are covered. Then, as the social issue, human rights in terms of body autonomy, mental integrity, and social minority are discussed. Since SX is a kind of new concept and many enterprises have been conducting trials and errors, the course emphasizes in introducing the world trend including various discussions initiated by international organizations as well as trials by enterprises to provide students food for thought for the future own actions. For several topics, it is planned to have guest lecturers from private/public organizations. It is also planned to have a field trip to the Japanese companies, which have been working on sustainability recently.
Learning Objectives & Goals	This course contributes to the achievement of 5 objectives of 2 learning goals mentioned below. For the purpose of accomplishment of these objectives, this course covers issues related to business and sustainability including environmental and social issues.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	MS1 (for MBA, IMBA, JGDP, ISEP): Able to clearly identify the central problem/issue to demonstrate understanding of socially responsible leadership concepts and practices MS2 (for MBA, IMBA, JGDP, ISEP): Able to outline strategies for socially responsible companies MS3 (for MBA, IMBA, JGDP, ISEP): Able to demonstrate ability to illustrate key reasons why socially responsible leadership is integrated into mainstream business operations through global value chain. MS4 (for DXP) Able to understand the implication of technologies to social responsibilities in the creation of social and business values. MI1 (for ISEP): Able to demonstrate ability to identify social issues MI2 (for ISEP): Able to demonstrate ability to analyze fundamental factors of social issues
Delivery Methods	Classroom and online lectures and discussions (hybrid class). But students are required to participate at a classroom except for the special cases (explained at the first class).

Assessment	Final grades will be based on individual weekly assignments (30%), group work presentation (20%), final report (35%) and class participation (15%). Details will be informed at a class (percentage of each element can be changed). It is not prohibited to use generative AI. But students need to add more consideration to meet requirements of assignments.
Prerequisites	None
Method of feedback from instructor to students for exams/papers	Feedback will be sent to students individually.
Textbook(s)	Required: Reference Books / Journal Articles:
Note on Textbooks and Reference Books	There is no textbook for the course. Please download the articles below from websites. <Week 1> Schaltegger, Hansen & Lüdeke-Freund “Business models for sustainability: Origins, present research, and future avenues.” <i>Organization & Environment</i> 29, no. 1 (2016): 3-10. Hoffman, Andrew J. “The next phase of business sustainability.” <i>Stanford Social Innovation Review</i> 16, no. 2 (2018): 34-39. <Week 2> UN “Paris Agreement” chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://unfccc.int/files/essential_background/convention/application/pdf/english_paris_agreement.pdf Chen, Lin, et al. “Strategies to achieve a carbon neutral society: a review.” <i>Environmental Chemistry Letters</i> 20, no. 4 (2022): 2277-2310. <Week 3> European Commission “Circular Economy Action Plan” https://op.europa.eu/en/publication-detail/-/publication/45cc30f6-cd57-11ea-adf7-01aa75ed71a1/language-en/format-PDF/source-170854112 Bocken, N., and T. Geradts. “Designing Your Circular Business Model.” <i>Stanford Social Innovation Review</i> 20, no. 2 (2022): 34-39. <Week 4> CBD COP15 “Decision Adopted by the Conference of the Parties to the Convention on Biological Diversity” https://www.cbd.int/doc/decisions/cop-15/cop-15-dec-04-en.pdf Addison, Prue FE, et al. “Bringing sustainability to life: A framework to guide biodiversity indicator development for business performance management.” <i>Business Strategy and the Environment</i> 29, no. 8 (2020): 3303-3313. <Week 5> UN “Guiding Principles on Business and Human Rights” https://digitallibrary.un.org/record/720245?ln=en Ramasastri, Anita. “Corporate social responsibility versus business and human rights: Bridging the gap between responsibility and accountability.” <i>Journal of Human Rights</i> 14, no. 2 (2015): 237-259. <Week 6> Rajeev, A., et al. “Evolution of sustainability in supply chain management: A literature review.” <i>Journal of Cleaner Production</i> 162 (2017): 299-314. Yakovleva, Sarkis & Sloan “Sustainable Benchmarking of Supply Chains: the Case of the Food Industry.” <i>International Journal of Production Research</i> 50, no. 5 (2012): 1297-1317. <Week 8> Pimonenko, et al. “Green Brand of Companies and Greenwashing Under Sustainable Development Goals.” <i>Sustainability</i> 12, no. 4 (2020): 1679.

Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction of the course Background of sustainability transformation Base framework to consider sustainability transformation	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Please consider the situation of own country and the possible area that an enterprise can work on solving it.	1h
	2	Same as above	Same as above	h	Same as above	h
	3	Carbon neutrality	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Please consider the situation of own country and the possible area that an enterprise can work on solving it. Weekly assignment	3h
	4	Same as above	Same as above	h	Same as above	h
	5	Circular economy	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Please consider the situation of own country and the possible area that an enterprise can work on solving it. Weekly assignment	3h
	6	Same as above	Same as above	h	Same as above	h
	7	Nature positive	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Please consider the situation of own country and the possible area that an enterprise can work on solving it. Weekly assignment	3h
	8	Same as above	Same as above	h	Same as above	h
	9	Human rights	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Please consider the situation of own country and the possible area that an enterprise can work on solving it. Preparation for Group presentation	4h
	10	Same as above	Same as above	h	Same as above	h

	11	Sustainability and supply chain	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Please consider the situation of own country and the possible area that an enterprise can work on solving it. Preparation for Group Presentation	4h
	12	Same as above	Same as above	h	Same as above	h
	13	Group presentation	Preparation for the Group presentation	3h	Reconsider own presentation based on the questions and comments.	1h
	14	Same as above	Same as above	h	Same as above	h
	15	Greenwash Summary of the course	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Preparation for the Final Report	10h
	16	Same as above	Same as above	h	Same as above	h
		Total				
Others						

International University of Japan
Graduate School of International Management
Summer 2026 Term

Course	Schedule code MGT3040	Course title Integrated Strategic Design for the Global Digital Era	
Name of Instructor	Mahendra Singh		Credits 1
Instructor's contact information	Office#	Office Hours Immediately after the class or appointment	E-mail
Class Schedule Day / Period	28 th (Tue) - 31 st July (Fri) 2026 8:50-10:20 & 10:30-12:00		

Course Description	This capstone course enables participants to experience the dynamic interplay among the various aspects of business management, such as strategy, marketing, operations, leadership, digital business, and issues related to globalization. As an orchestra produces a harmonious symphony through the coordinated performance of skilled individual musicians, successful organizations achieve coherence and effectiveness through the thoughtful integration of their functional areas and leadership practices. It is imperative that these elements are connected cohesively so they mutually reinforce each other. While some of these linkages are readily visible, others require deeper analysis and insights to uncover. This course is designed to help participants develop the analytical perspective needed to identify both the visible and the subtle, underlying connections among the various aspects of business management in successful organizations. The contents and case studies in this course are carefully curated to provide you an experience through the evolving concepts of integrated strategic design in a chronological progression. Due to limited time available, this will be a fast-paced intensive course. To maximize learning outcomes, participants are expected to prepare thoroughly in advance, complete and submit all pre-class assignments on time, and actively engage in class discussions. A student team presentation is scheduled on Day 3 or Day 4; therefore, participants are encouraged to review all four case studies and assigned readings prior to the start of the course. The course will consist of two class sessions each day. A tentative daily class plan is outlined below. Class 1: Review of strategy, marketing, globalization related concepts Class 2: <i>A Comparison Between Strategy at McDonald's and Burger King</i> research paper discussion
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	Class 3: <i>Zara: Fast Fashion</i> case discussion Class 4: Globalization and leadership through examples from other companies Class 5: Team presentations on Netflix case Class 6: <i>Netflix in 2011</i> case discussion Class 7: Team presentations on Uber case Class 8: <i>Uber: Competing Globally</i> case discussion, course summary and conclusions
Learning Objectives & Goals	(1) To create integrated strategic design for strong and successful organizations (2) To develop an ability to observe and analyze the interconnections between the various aspects of business management (3) To formulate globalization strategies for digital and non-digital businesses (4) To learn the changing rules of strategy, competition, and leadership in the evolving digital era
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	MBA, MD1: Able to apply the concepts of strategic management, recognizing internal and external strategic contexts MBA, MD3: Able to demonstrate ability to make a strategic decision under pressure DXP, ML1: Able to demonstrate understanding of leadership concepts and practices DXP, ML3: Able to take a strategic initiative and lead an organizational transformation DXP, MT1: Able to understand the latest technology trend DXP, MT3: Able to implement digital transformation while taking into account organizational and environmental implications
Delivery Methods	Interactive lecture, group discussions, team presentations (each participant only one presentation; either on Day 3 or Day 4)
Prerequisites	Participants are expected to have some fundamental understanding on strategic management, marketing, leadership, globalization, and digitalization.
Method of Feedback for Exams/Papers	In-class feedback, post-class individual feedback based on request
Required Textbook(s)	None.
Reference Books	
Other Materials	Below are the required cases and reading material, (1) A Comparison Between Strategy at McDonald's and Burger King Zhu, K. (2023). A comparison between strategy at Mcdonald'S and Burger King. Highlights in Business Economics and Management, 23, 431–437. Freely available from https://doi.org/10.54097/wc9a4375 (2) Zara: Fast Fashion Harvard Business Publishing, Product Number 703497-PDF-ENG Author: Pankaj Ghemawat, Jose Luis Nuevo Iniesta

	(3) Netflix in 2011 Harvard Business Publishing, Product Number 9-615-007 Author: Willy Shih, Stephen Kaufman (4) Uber: Competing Globally Harvard Business Publishing, Product Number 9-720-404 Author: Alexander J. Mackay, Amram Migdal, John Masco
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Class Outlines	Class	Contents	
	1	Topic	Course introduction, review of strategy, marketing, globalization related concepts, presentation team formation (each participant only one presentation; either on day 3 or day 4)
		Required preparation /homework	Please review the fundamental concepts about strategy, marketing, operations, leadership, digital business, and globalization before the class. 2h
		Required post-study	h
	2	Topic	<i>A Comparison Between Strategy at McDonald's and Burger King</i>
		Required preparation /homework	Pre-class assignment: please answer below questions and submit before the class start time. Q1. McDonald's and Burger King, both are into fast food industry. How did they compete against each other till around 2010? Q2. What strategic recommendations do you propose for each company going forward? 5h
		Required post-study	h
	3	Topic	<i>Zara: Fast Fashion</i> case discussion
		Required preparation /homework	Pre-class assignment: please answer below questions and submit before the class start time. Q1. Please analyze designing, production, distribution, marketing of Zara? Q2. What recommendations do you propose for the future strategy of Zara? 5h
		Required post-study	h

	4	Topic	Leadership and globalization related other examples and discussion	
		Required preparation /homework	Nothing in particular	h
		Required post-study		h
	5	Topic	Team presentations	
		Required preparation /homework	Team presentations on <i>Netflix in 2011</i> case study (instructions to be provided on the Day 1 of the course)	6h
		Required post-study		h
	6	Topic	<i>Netflix in 2011</i> case discussion	
		Required preparation /homework	Pre-class assignment: please answer below questions and submit before the class start time. Q1. How Netflix competed against the Blockbuster till 2008? Q2. What recommendations do you propose for the future strategy of Netflix?	5h
		Required post-study		h
	7	Topic	Team presentations	
		Required preparation /homework	Team presentations on <i>Uber: Competing Globally</i> case study (instructions to be provided on the Day 1 of the course)	6h
		Required post-study		h
	8	Topic	<i>Uber: Competing Globally</i> case discussion, Course summary	
		Required preparation /homework	Pre-class assignment: please answer below questions and submit before the class start time. Q1. What are the key reasons behind the success of Uber? Q2. What kind of leadership is required to successfully create and execute innovative digital business models?	5h
		Required post-study		h
				Total
Others				
Keyword	Strategy, Marketing, Digital Business, Leadership, Globalization.			

International University of Japan
Graduate School of International Management
Summer 2026 Term

Course	Schedule code MGT3050	Course title Applied Regional Company Analysis: Niigata	
Name of Instructor	Yuen Leng, Chow		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	July. 6(Mon)-10(Fri) / Periods 2 and 3 (10:30-14:40) -Subject to change		

Course Description	<Course Description & Learning Objectives> This capstone course is a project-based case study of Niigata's regional industries. It aims to provide real-world strategic context for graduating IMBA students to apply and augment the business knowledge gained during their IMBA program. Students would use Niigata as a "living laboratory" for experiential learning by choosing a company based in Niigata for their project. The project should lead to: (i) identification of key learning points, issues, opportunities, and challenges; (ii) collection of data through secondary sources, field visits and stakeholder interviews; (iii) structured analysis using various analysis tools (SWOT, PEST, Business Model Canvas, Ratio Analysis, etc.); and (iv) recommendations and conclusions. Students are expected to produce a business brief as the finished project and present their findings to the IUJ community. <Course Context> Niigata's local industries range from sake brewing, agriculture, tourism to craft goods. The region faces distinct demographic, economic, and technological pressures. This course provides a bridge between academic analytical tools and real community challenges, enabling students to examine the challenges faced by regional industries. <Course Relevance> Graduating IMBA students showcase their capabilities acquired during their program, such as: ○ Ability to diagnose real strategic conflicts with incomplete information ○ Collect and synthesize qualitative and quantitative data ○ Develop a structured and sound business brief ○ Ability to engage stakeholders professionally ○ Ability to effectively communicate findings, insights, recommendations to various business stakeholders ○ Engagement with local businesses on a professional level
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	<Course Outcomes> • Conduct a structured company analysis in a real-world setting • Identify key learning points/ issues/ trends/ opportunities/ challenges • Develop a 5-8 page business brief																														
Learning Objectives & Goals	This course contributes to two of the four learning goals: (1) Problem Solving; and (2) Strategic Decision Making																														
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	At the end of the course, students should be: MP3: Able to demonstrate ability to interpret concepts and data MP4: Able to demonstrate ability to evaluate and make choices among alternatives MD1: Able to apply the concepts of strategic management, recognizing internal and external strategic contexts																														
Delivery Methods	This course will consist of lectures, discussions, assigned readings, dedicated discussion and writing blocks to develop the business brief. Company visits will be arranged as part of the course.																														
Assessment	<table><tr><td></td><td colspan="3">Learning Objectives</td><td></td></tr><tr><td>Assessment methods</td><td>MP3</td><td>MP4</td><td>MD1</td><td>Weight on Final Grade</td></tr><tr><td>Business Brief</td><td>10%</td><td>20%</td><td>10%</td><td>40%</td></tr><tr><td>Business Brief Presentation</td><td>10%</td><td>20%</td><td>10%</td><td>40%</td></tr><tr><td>Participation & Engagement</td><td>5%</td><td>5%</td><td>10%</td><td>20%</td></tr><tr><td>Weight on Final Grade</td><td>25%</td><td>45%</td><td>30%</td><td>100%</td></tr></table>		Learning Objectives				Assessment methods	MP3	MP4	MD1	Weight on Final Grade	Business Brief	10%	20%	10%	40%	Business Brief Presentation	10%	20%	10%	40%	Participation & Engagement	5%	5%	10%	20%	Weight on Final Grade	25%	45%	30%	100%
	Learning Objectives																														
Assessment methods	MP3	MP4	MD1	Weight on Final Grade																											
Business Brief	10%	20%	10%	40%																											
Business Brief Presentation	10%	20%	10%	40%																											
Participation & Engagement	5%	5%	10%	20%																											
Weight on Final Grade	25%	45%	30%	100%																											
Prerequisites	This course design assumes students already possess foundational analytical abilities (e.g., business model canvas, SWOT analysis, PEST, 5-Forces, Trend Analysis, Ratio Analysis, etc.).																														
Method of Feedback for Exams/Papers																															
Required Textbook(s)	Required: The Pyramid Principle (Barbara Minto) The McKinsey Mind (Rasiel & Friga) The Consultant’s Handbook (Samir Parikh)																														

Reference Books	Reference Books / Journal Articles: The BCG Matrix Video: https://video.alexanderstreet.com/watch/bcg-matrix-2?utm_campaign=Video&utm_medium=MARC&utm_source=aspresolver
Other Materials	Articles for reading will be assigned in class.

Class Outlines	Class	Contents		
	1	Topic	Course Launch - Introduction and course orientation - Introduction to writing business briefs - Analytical Frameworks	
		Required preparation /homework	Nil	h
		Required post-study	Read up on the various analytical frameworks and decide on one for the business brief.	h
	2	Topic	Course Launch - Analytical Frameworks - Overview of Niigata's Local Industries - Group Formation - Initial Project Discussion	
		Required preparation /homework	A subject company is introduced and teams begin initial information collection. Planning for field trip to companies.	2h
		Required post-study		2h
	3	Topic	Business Brief Structure Discussions Teams start data collection	
		Required preparation /homework	Draft business brief outline, gather information, work on structured analyses.	2h
		Required post-study		2h

	4	Topic	Business Brief Structure Discussions – cont’d	
			- Teams continue data collection - Put together initial company overview	
		Required preparation /homework	Continue with discussions in Session 3	2h
	5	Required post-study	Initial company overview for class discussion	2h
		Topic	Business Brief Content Discussions	
			- Briefing for company visits - Identification of opportunities and challenges	
		Required preparation /homework	Presentation of company information and business model before the field trip.	2h
	6	Required post-study		2h
		Topic	Business Brief Content Discussions – cont’d	
			Analysis and Insights discussion	
		Required preparation /homework	Each team to work on their business brief.	2h
	7	Required post-study		2h
		Topic	Analysis and Insights	
			- Field trip debriefs - Present initial analysis and group critique sessions	
		Required preparation /homework	Each team to present company narrative and share initial analysis and insights. Session will be conducted as a group critique session.	2h
	8	Required post-study		2h
		Topic	Analysis and Insights	
			Team presentation	
		Required preparation /homework	Each team to present company brief in class.	2h
		Required post-study		2h

	Total	48h
Others		
Keyword		

Updated: Feb 13, 2026

International University of Japan
Graduate School of International Management
2026 Summer Term

Course	Schedule code	Course title Manager's Guide to Value Creation in Negotiation	
Name of Instructor	HOOI Carol Lai-Wan		Credits: 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	The 8 sessions are scheduled for July 16, 17, 20, and 21.		

Course Description	This capstone course equips MBA students with advanced negotiation capabilities essential for creating and sustaining value in complex, cross-cultural, and technology-mediated business environments. Through an intensive combination of hands-on simulations, real-time feedback, reflective practice, and peer coaching, participants develop a personalized negotiation style while mastering strategic tools related to power, ethics, cultures, virtual negotiation, and collaborative problem-solving. Emphasis is placed on integrative bargaining, reputation management, and team-based negotiations that mirror real-world managerial challenges. The course integrates Japanese management realities such as trust, long-term relationships, consensus building, and implicit communication, with global best practices in negotiation.
Learning Objectives & Goals	By the end of this course, participants will be able to: 1. Diagnose negotiation situations using structured frameworks (interests, alternatives, power, ethics, and culture). 2. Design and execute value-creating negotiation strategies that align organizational interests while preserving long-term relationships. 3. Adapt negotiation strategies to cross-cultural, team-based, and virtual contexts. 4. Lead negotiations ethically and collaboratively, even under ambiguity, power asymmetry, or conflicting incentives. 5. Reflect on and refine personal negotiation styles using peer feedback and experiential learning.
Contribution to the Diploma Policy (knowledge, skills and attitude which	This course fulfills the following MEXT learning objectives: MM1 (IMBA): Able to demonstrate sensitivity to different perspectives and opinions of those from different backgrounds ML2 (IMBA): Able to listen well and have empathy with other people

can be acquired through this course for obtaining the degree concerned)	MP4 (IMBA): Able to demonstrate the ability to evaluate and make choices among alternatives MF1 (MBA): Able to demonstrate understanding of strategic negotiation and leadership knowledge
Delivery Methods	Interactive lectures, simulations, role plays, team negotiations, debriefs, peer coaching, and reflective learning. LMS will be used for resources, assignments, and communications. A Line group will be set up for instant messages and calls.
Assessment	- Class participation and professionalism – 20% - Active engagement in discussions and debriefs - Demonstrated preparation and constructive contribution - Professional conduct during simulations - Ethics note (Individual) – 15% - Evaluation based on clarity of personal ethical boundary, ethical reasoning & justification, application to leadership & negotiation contexts, emotional intelligence & respect for human impact, and cultural & organizational awareness. - Applied negotiation role reflection (Individual) – 15% - Evaluation based on strategy, coordination, value creation, and reflection on outcomes - Team post-negotiation reflection (Sessions 2, 4 and 8 simulations) – 30% - Emphasis on learning integration, self-awareness, and behavioral change - Capstone integration reflection (Individual) – 20% - Final synthesis paper (2-3 pages) articulating a personal negotiation and leadership philosophy
Prerequisites	None
Method of Feedback for Exams/Papers	Written and oral feedback as appropriate.
Required Textbook(s)	Thompson, L.L. (2022). The Mind and Heart of the Negotiator (Global Edition, 7th Edition), Harlow, Essex: Pearson Education Limited.
Reference Books	DeMarr, B., & De Janasz, S. (2014). Negotiation and Dispute Resolution (1st Edition), Harlow, Essex: Pearson Education Limited. Key Negotiation Journals - Group Decision and Negotiation - International Negotiation: a journal of theory and practice - Negotiation Journal: on the process of dispute settlement - Journal of Collective Negotiations - Negotiation and Conflict Management Research - Negotiation Journal - International Negotiation - Journal of Police Crisis Negotiations
Other Materials	Cases (to be purchased): Dispute Resolution Research Center (DRRC) Kellogg School of Management, Northwestern University - Globe Smart Distance Teaming Project - Coach Knight: The Will to Win - Coach K: A Matter of the Heart

Contents			
	1	Topic	Negotiation in a Virtual World
		Interactive activities	Experiential practice in strategic listening and emotional reframing: • Listening triads: Speaker-listener-observer rotation • Emotion reframing exercises: Turning emotional resistance into negotiation intelligence Peer feedback circles: Sharing one communication habit that helps in negotiations and one emotional trigger that challenges
		Required preparation /homework	Reading of key concepts: • Active listening and inquiry • Emotional intelligence in negotiation • Managing silence, indirectness, and high-context communication • Consensus building vs. speed Additional reading: Thompson: Chapter 12 – Negotiation in a Virtual World Viewings: TED Talk: Erica Dhawan, <i>How to Have a Better Conversation</i> – digital communication skills https://www.youtube.com/watch?v=ktAMXJZuuEM
		Required post-study	Team preparation: Team role allocation and strategy discussion for <i>Globe Smart</i> simulation
	2	Case	Group Negotiation Simulation: Globe Smart Distance Teaming Project
		Interactive activities	Team-based, virtual negotiation: • Team preparation with cultural lens: Identify potential friction points • Live team negotiation: Conducted under time pressure Cross-team debrief: Cultural assumptions, trust-building, coordination challenges
		Required preparation /homework	Reading of key concepts: • Internal alignment challenges • Managing conflict within teams • Cross-cultural and distance communication • Cultural distance and value creation • Leading negotiations in virtual environments • Aligning goals across dispersed teams Additional reading: • DeMarr & De Janasz (2014): Chapter 10 – International Negotiations • DeMarr & De Janasz (2014): Chapter 11 – Team and Multiparty Negotiations Viewings: TED Talk: Erin Meyer, <i>The Culture Map: The future of Management</i> – managing cultural differences https://www.youtube.com/watch?v=qf1ZI-O_9tU
		Required post-study	Post-negotiation reflection: Team coordination, cultural assumptions

	3	Topic	Creativity, Problem-solving and Learning in Negotiation	
		Interactive activities	Design thinking sprint: Negotiation as a design challenge • Apply design thinking to negotiation problem-solving, inspired by Tim Brown's TED Talk.	
		Required preparation /homework	Readings: Thompson: Chapter 9 – Creativity, Problem-solving and Learning in Negotiation Viewings: TED Talk: Tim Brown, Tales of Creativity and Play – design thinking and innovation https://www.ted.com/talks/tim_brown_tales_of_creativity_and_play	3 hours
		Required post-study	Team Preparation: Strategy design for <i>Bridging Vision and Innovation</i> simulation	1 hour
	4	Case	Group Negotiation Simulation: Bridging Vision and Innovation	
		Interactive activities	Group negotiation: • Team strategy design: Roles, priorities, concessions • Live group negotiation: Multi-team interaction Instructor-facilitated debrief: Value creation, deadlocks, leadership behaviors	
		Required preparation /homework	Reading of key concepts: • Negotiating strategy, resources, and innovation • Managing internal alignment before external negotiation • Value creation across competing visions • Managing innovation, risk, and consensus Additional Reading: Thompson (2022): Chapter 11 – Cross-Cultural Negotiations Viewings: TED Talk: Linda Hill, How to Manage for Collective Creativity https://www.ted.com/talks/linda_hill_how_to_manage_for_collective_creativity	3 hours
		Required post-study	Post-negotiation reflection: What role did trust, culture, and future orientation play in negotiation?	1 hour
	5	Case	Authoritarian Leadership and Performance	
		Interactive activities	• Case-based small group analysis: “Knight as Leader” • Video integration exercise: From Knight to McChrystal	

		Required preparation /homework	Case: Coach Knight: The Will to Win - Review Coach Knight: The Will to Win - Prepare answers to: - Why did this leadership style succeed? - At what cost? Readings: - Robbins, S.P. & Judge, T.A. (2024). <i>Organizational Behavior</i>, Chapter 13. - McGregor, D. Theory X and Theory Y. - Treviño, L.K., Hartman, L.P., & Brown, M. (2000). Moral person and moral manager: How executives develop a reputation for ethical leadership, <i>California Management Review</i>, 42(4), 128-142. Viewings: - TED Talk: Barry Schwartz, <i>Our Loss of Wisdom</i>. https://www.youtube.com/watch?v=1A-zdh_ - TED Talk: Stanley McChrystal, <i>Listen, Learn... Then Lead</i>. https://www.youtube.com/watch?v=FmpIMt95ndU Reflection: Describe a leader who relied heavily on authority. What were the consequences?	3 hours
		Required post-study	Ethics note: Where do you personally draw the line between performance pressure and abuse?	1 hour
	6	Topic	Power-Based Negotiation and Coercive Authority	
		Interactive activities	“Performance Under Pressure” Simulation	
		Required preparation /homework	Reading of key concepts: - Positional bargaining vs. interest-based negotiation - Sources of power (legitimate, coercive, expert, reputational) - BATNA asymmetry (employees’ weak alternatives vs. manager’s strong BATNA) - Compliance vs. commitment - Fear-based negotiation and emotional manipulation - Ethical limits of leverage Additional Reading: Thompson (2022): Chapter 8 – Power, Ethics and Reputation Viewings: TED Talk: Dan Ariely, <i>Our Buggy Moral Code</i> – ethical blind spots in decision-making https://www.ted.com/talks/dan_ariely_our_buggy_moral_code	5 hours
		Required post-study	Post-negotiation reflection: When does the use of power and pressure in negotiation produce compliance, and when does it destroy long-term value?	1 hour

Interactive activities	7	Case	Authentic Leadership & Developing Others	
		Interactive activities	• “Invisible Negotiations” reflection • Case deep dive: Coach K’s leadership philosophy	
		Required preparation /homework	Case: Coach K: A Matter of the Heart • Review Coach K: A Matter of the Heart with focus on player development • Prepare answers to: ○ What defines Coach K’s leadership philosophy? ○ How does emotion function as a leadership tool? ○ How does Coach K’s leadership differ from traditional “hard-driving” models? Readings: • Robbins, S.P. & Judge, T.A. (2024). Organizational Behavior, Chapter 4. • Goleman, D., Boyatzis, R., & McKee, A. (2001). Primal leadership: The hidden driver of great performance, Harvard Business Review. • Hill, L.A. (2007). Becoming the boss, Harvard Business Review. Viewings: • TED Talk: Drew Dudley, Everyday Leadership. https://www.ted.com/talks/drew_dudley_everyday_leadership	3 hours
	8	Required post-study	Applied negotiation role reflection: Imagine Coach K is leading your current organization. How would he handle a difficult negotiation you are currently facing?	1 hour
		Topic	Values-Based and Relational Negotiation	
		Interactive activities	“Developing Talent While Winning” Simulation	

	Required preparation /homework	Reading of key concepts: • Interest-based negotiation • Psychological contracts • Legitimacy and moral authority • Emotion as information • Trust-building and relationship capital • Integrative bargaining Additional Reading: • DeMarr & De Janasz (2014): Chapter 9 – The Nature of the Relationship in Negotiating and Resolving Disputes • Robbins, S.P. & Judge, T.A. (2024). Organizational Behavior, Chapter 12. • Goleman, D. (2004). “What makes a leader? Harvard Business Review. • George, B., Sims, P., McLean, A.N., & Mayer, D. (2007). Discovering your authentic leadership, Harvard Business Review. Viewings: TED Talk: Bill George, Discover Your True North. https://www.youtube.com/watch?v=Mea0u1FfOcM	3 hours
	Required post-study	Final integration paper – My Negotiation and Leadership Philosophy	15 hours
	Total		48 hours
Additional Readings	Thompson (2022): Negotiation Essentials Chapter 1 Negotiation: The Mind and The Heart Chapter 2 Preparation: What to Do before Negotiation Chapter 3 Distributive Negotiation: Claiming Value Chapter 4 Integrative Negotiation: Expanding the Pie		
Keyword	BATNAs, lose-lose, win-lose, win-win, negotiation strategies, trust and relationships, virtual negotiation, creativity in negotiations		

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code MKG2040101	Course title Customer Relationship Management	
Name of Instructor	Sheehan, Benjamin		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Wed.4~5		

Course Description	The strategic management of customer relationships is a critical activity for all organizations. Over the past two decades, firms have increasingly recognized that building and sustaining customer relationships is often more important than focusing solely on customer acquisition. This course examines Customer Relationship Management (CRM) as an enterprise-wide, customer-centric approach to creating and maximizing customer value. The course emphasizes the development of long-lasting and profitable relationships with individual customers in both B2B and B2C contexts. Advances in information and digital technologies now allow organizations to identify customers at the individual level and to collect, store, and analyze customer data. As a result, firms increasingly rely on data-driven and direct marketing approaches, including customer databases, personalized communications, and customer service management systems. Key topics covered in the course include CRM strategy development, value creation through CRM, multichannel integration, information and technology management, and CRM performance assessment. Participants will be exposed to a range of relationship-building strategies and techniques, as well as practical insights into CRM software and technologies.
Learning Objectives & Goals	By the end of this course, students will understand the key principles of relationship marketing and how effective Customer Relationship Management (CRM) programs are formulated and implemented. The course emphasizes the development of analytical and strategic skills required for managing customers as long-term assets. Students will learn to evaluate customer profitability, recognize that not all customers contribute equally to firm value, and identify strategies for acquiring, retaining, and developing the most valuable customers. The consolidation and application of key concepts and frameworks will be achieved through the course assessment activities.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	FOR MBA: MP1: Able to demonstrate ability to formulate/define issues MP2: Able to demonstrate ability to analyze and compute MP3: Able to demonstrate ability to interpret concepts and data MP4: Able to demonstrate ability to evaluate and make choices among alternatives MF4: Able to demonstrate understanding of Marketing Knowledge

N/A for language courses	FOR IMBA: MD1: Able to apply the concepts of strategic management, recognizing internal and external strategic contexts MD2: Able to demonstrate ability to gather and interpret data FOR JGDP: MF4: Able to demonstrate understanding of Marketing Knowledge FOR DXP: MF7: Able to demonstrate understanding of fundamental business knowledge MT2: Able to employ suitable technology element to create a business or add competitive value to an organization
Delivery Methods	Each 3-hour session is divided into 2 parts: (A) A traditional lecture, where students are introduced to topics and course material and (B) A hands-on workshop, where students will get to develop their CRM pitch, participate in group work or practice their negotiation or data analytics skills.
Assessment	Please note the following: (1) The assessment items are designed to be performed in small teams, (2) The assessment items build upon each other sequentially, (3) The assessment items are designed to teach practical, real-world skills, (4) team formation will occur in Week 1 – please make sure you attend. Detailed instructions and in-class demonstration of the require skills will be provided during the course. 1. Focus Groups: 25% 2. Survey Design: 25% 3: Group Presentation: 25% 4: Peer Evaluation: 25%
Prerequisites	Nil.
Method of feedback from instructor to students for exams/papers	Students will receive feedback in various forms throughout the semester: • Informal: worked examples, such as verbal feedback in class, personal consultations – before or after class or on-campus or via Zoom by appointment • Formal: in writing, such as comments addressing specific marking criteria • Direct: to individual students, either in written form or via consultation • Indirect: to the whole class At the end of the course, students will be asked to complete a survey, providing feedback to the instructor, which may be used to enhance future course delivery. Students can also provide feedback to their team members via assessment item 4 (peer evaluation).
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: Customer Relationship Management. , b)Edition: , c)Author: Buttle, F., & Maklan, S., d)Publisher: Routledge., e)Year: 2019, f)ISBN:

Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Course Overview & Administration What is CRM		h		2h
	2	What are customer relationships Teamwork time: Topic selection		h		2h
	3	Strategic CRM Customer Portfolio Management		h		2h
	4	Assignment 1: Overview Teamwork time: Preparing for A1		h		2h
	5	Strategic CRM Acquisition, Retention & Development		h		2h
	6	Run Focus Groups		5h		h
	7	Operational CRM Sales Automation		h		2h
	8	Assignment 2: Overview		h		2h
	9	Operational CRM Service Automation		h		2h
	10	Operational CRM Marketing Automation		h		2h
	11	Analytical CRM Common CRM metrics		h		2h
	12	Analytical CRM Regression Analysis for A2		h		5h
	13	Executing CRM		h		2h

		Implementation of CRM				
	14	Executing CRM Why CRM Projects Fail		h		2h
	15	Course Summary		h		2h
	16	Group Presentations		8h		h
		Total	44h			
Others	Note 1: Order of class outline subject to change. Note 2: A 10% per day late penalty applies for assessment items. Extensions on deadlines are available upon request, depending upon a student’s individual circumstances. Note 3: Inline with IUJ policy, In-class material and discussion: 24 hours, Pre-class preparation & post-class revision: 44 hours, Total: 68 hours or 34hr per course credit. Note 4: Policy on the use of generative AI will be provided prior to start, as a separate document in Google Classroom.					

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code MKG2050101	Course title Consumer Behavior	
Name of Instructor	Sheehan, Benjamin		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Mon.2~3		

Course Description	An understanding of consumers—their needs, decision processes, and behaviors—is fundamental to effective marketing strategy. This course examines consumer behavior across a wide range of situations and contexts, providing marketers with theory-driven insights to inform strategic decision-making. The course introduces foundational theories for marketing professionals and managers seeking to understand consumers at all stages of the buying process. Drawing primarily from cognitive and social psychology, the course covers key topics such as attention, perception, learning, motivation, attitude formation, and social influence. Theoretical concepts are brought to life through real-world marketing examples, and students are encouraged to reflect on their own experiences as consumers. The course integrates cognitive, emotional, and behavioral perspectives on consumption. Student learning is assessed through a mid-semester examination and a consulting report, which develops practical skills in literature review and theory-based managerial recommendations.
Learning Objectives & Goals	Upon successful completion of this course, you will be able to: • Explain and analyze consumer behavior theories • Apply theoretical and practical knowledge to investigate real-world consumer behavior problems and recommend strategies and tactics that address the complexity and variability of consumer behavior • Demonstrate and apply knowledge of socially responsible behavior in relation to commercial and pro-social issues
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	MP1: Able to demonstrate ability to formulate/define issues MP4: Able to demonstrate ability to evaluate and make choices among alternatives MF4: Able to demonstrate understanding of marketing knowledge MD1: Able to apply the concepts of strategic management, recognizing internal and external strategic contexts MD2: Able to demonstrate ability to gather and interpret data
Delivery Methods	This unit adopts various teaching and learning methodologies in order to present the main consumer behavior theories and models. A lecture format (90-mins each week) will be used to present the theoretical concepts while in-class interaction and discussion via workshops (90-mins each week), will be used to practice these theories

	through the use of experiential activities. This approach provides students with the opportunity to link theory to practical marketing and business environments. This balance between theory and practice is also reflected in the assessment items for this course. This approach is designed to foster critical inquiry and intellectual debate of consumer behavior theories as well as creativity to solve genuine marketing problems that students are likely to encounter in professional settings.					
Assessment	Mid-semester examination: 40% The exam will consist of multiple-choice, and short-answer questions. The questions come from lecture material, and the required readings. Consumer Behavior Report: 60% Students are required to review a real-world case study (to be supplied in Week 1). The case study will feature details of a consumer behavior problem being experienced by a real organization. Students are required to conduct a literature review on the problem as they see it and present marketing recommendations derived from a consumer behavior theory of their choice.					
Prerequisites	Nil.					
Method of feedback from instructor to students for exams/papers	Students will receive feedback in various forms throughout the semester: • Informal: worked examples, such as verbal feedback in class, personal consultations – before or after class or on-campus or via Zoom by appointment • Formal: in writing, such as comments addressing specific marking criteria • Direct: to individual students, either in written form or via consultation • Indirect: to the whole class At the end of the course, students will be asked to complete a survey, providing feedback to the instructor, which may be used to enhance future course delivery.					
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: Consumer Behavior: Buying, Having, Being: Global Edition, b)Edition: 13th, c)Author: Solomon, M., d)Publisher: Person Education, e)Year: 2019, f)ISBN: 978-1292318103					
Note on Textbooks and Reference Books	1. Hammond, J., Keeney, R., & Raiffa, H. (1998). The hidden traps in decision-making. Harvard Business Review. Available online: https://hbr.org/1998/09/the-hidden-traps-in-decision-making-2 2. Ajzen, I. (1991). The theory of planned behavior. Organizational behavior and human decision processes, 50, 179-211. 3. Hoyer, W., Kroschke, M., Schmitt, B., Kraume, K., & Shankar, V. (2020). Transforming the customer experience through new technologies. Journal of Interactive Marketing, 51, 57-71.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction to CB		2h		2h
	2	Consumer		1h		2h

		Decision Making			
	3	Consumer Problem Solving Strategies		h	2h
	4	Disposal & Post-purchase Evaluations		1h	2h
	5	Motivation & Values		1h	2h
	6	Attitudes, Behavior & Change		2h	2h
	7	The Self & Personality		1h	2h
	8	Perception, Learning & Memory		1h	2h
	9	In Class Mid-Semester Examination		h	h
	10	CB Report Overview		2h	2h
	11	Culture, Income, Social Class and Age		2h	2h
	12	Discussion of CB Report (Context & Literature Review)		1h	2h
	13	Groups & Social Connections		h	h
	14	Discussion of CB Report (Theory & Recommendations)		h	3h
	15	CB Technologies		1h	h
	16	Unit Review & CB Report Support		2h	2h
		Total	44h		
Others	Note 1: A 10% per day penalty will be applied for late assignment submissions. However, extensions are granted upon reasonable request. Note 2: A comprehensive policy on the use of generative AI in the course will be provided as a stand-alone document within Google Classroom.				

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code OPR3010101	Course title Digital Supply Chain Management	
Name of Instructor	Li, Wenkai		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Wed.4~5		

Course Description	The emergence of digital technologies such as AI, big-data, IoT, and blockchain, across all aspects of supply chain has shaped new operational dynamics and business opportunities. Decision making process in digital era has been dramatically changed. This course will teach students to master fundamental techniques that are useful in making business decisions related to digital supply chain management, i.e., the ability to manage and optimize the flow of goods, fund, and information throughout supply chains in a digital era. This course starts from introducing the key concepts of a typical supply chain and supply chain strategies, followed by in-depth discussions on topics such as how to design a digital supply chain network and how to use digital technologies to form omni-channels to interact with customers and fulfill their orders. Topics such as big-data driven supply chain management, AI, block-chain and supply chain management will also be discussed. The course aims to provide students with the following knowledge: (i) Acquired knowledge on digital supply chain management; (ii) Practical ability to apply digital supply chain management theory to actual business settings; and (iii) Recognition of the importance of digital supply chain management research and modeling for successful business operations. This course is helpful for students seeking careers such as consultants, supply chain managers, operational managers, general managers, financial analysts, and policy makers in manufacturing and service industries.
Learning Objectives & Goals	This course contributes to the achievement of one course objective. Upon completion of this course, all students will be able to: (1) Demonstrate understanding of digital supply chain management knowledge.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the	[For MBA] MP1:Able to demonstrate ability to formulate/define issues MP2:Able to demonstrate ability to analyze and compute MP3:Able to demonstrate ability to interpret concepts and data MP4:Able to demonstrate ability to evaluate and make choices among alternatives MF6:Able to demonstrate understanding of Data Analysis and Digital Technology

degree concerned) N/A for language courses	[For IMBA] MD1: Able to apply the concepts of strategic management, recognizing internal and external strategic contexts. MD3: Able to demonstrate ability to make a strategic decision under pressure. [for DXP] MF7: Able to demonstrate understanding of fundamental business knowledge MT1: Able to understand the latest technology trend MT2: Able to employ suitable technology element to create a business or add competitive value to an organization MT3: Able to implement digital transformation while taking into account organizational and environmental implications [For ISEP] MI4: Able to demonstrate ability to establish systems with business knowledge for providing solutions to social issues sustainably.
Delivery Methods	Lectures, in-class case discussions, and in-class beer game. Field trips (e.g.: Toyota or Nissan) may also be arranged.
Assessment	Learning Objectives Assessment methods (1) Overall Class Participation 15% In-class group discussions 25% Peer review 20% Home works 10% Final report 30% Weight on Final Grade 100%
Prerequisites	General knowledge of Operations Management will be helpful.
Method of feedback from instructor to students for exams/papers	By email or face-to-face appointment with course instructor.
Textbook(s)	Required: Reference Books / Journal Articles: a) Title: Big Data Driven Supply Chain Management: A Framework for Implementing Analytics and Turning Information Into Intelligence, b) Edition: , c) Author: Nada R. Sanders, d) Publisher: Person Education Inc, e) Year: 2014, f) ISBN: 9780133801286 a) Title: Supply Chain Management: strategy, planning, and operation, b) Edition: 7th Global, c) Author: Chopra, Sunil, d) Publisher: Pearson, e) Year: 2019, f) ISBN: 9781292257891
Note on Textbooks and Reference Books	Recommended Journal Articles and periodicals, etc.: • Feitzinger, E., and H. Lee (1997), "Mass Customization at Hewlett-Packard The Power of Postponement," Harvard Business Review, Vol.75, 116-121. • Fisher, M.L. (1997), "What is the Right Supply Chain for Your Product?" Harvard

	Business Review, Vol. 75 (2), 105-117. • Hau L Lee; V Padmanabhan; Seungjin Whang. The bullwhip effect in supply chains. Sloan Management Review; Spring 1997, 93-102 • Lee, Hau (2002), "Aligning Supply Chain Strategies with Product Uncertainties," California Management Review, Vol. 44 (3), 105-119 • Lee, Hau (2004), "THE TRIPLE-A Supply Chain," Harvard Business Review, Vol. 82 (10), p102-112. • Innovating innovation: The case of Seven-Eleven Japan, Hirofumi Matsuo, Susumu Ogawa, International Commerce Review, 2007, Vol. 7, Issue 2, pp 104-114					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Understanding the Supply Chain, I.	Read Chap. 1 (Chopra book)	1.5h		h
	2	1). Understanding the Supply Chain, II 2). Supply Chain Performance: Achieving Strategic Fit and Scope, I	Read Chap. 1 (Chopra book) Read Chap. 2 (Chopra book)	1.5h	Home work#1	3h
	3	Supply Chain Performance: Achieving Strategic Fit and Scope, II	Read Chap. 2 (Chopra book)	1.5h		h
	4	Supply Chain Performance: Achieving Strategic Fit and Scope, III	Read Chap. 2 (Chopra book)	1.5h	Group work: Design an Appropriate SC Network-3Cases	3h
	5	Supply Chain Performance: Achieving Strategic Fit and Scope, IV	Read Chap. 2 (Chopra book)	h		h
	6	1). Supply Chain Drivers and Metrics 2). Group presentation: Design an Appropriate SC Network-3Cases	Read Chap. 3 (Chopra book)	3h		h
	7	Beer game, I	Read Beer Game instructions	1h		h

	8	Beer game, II	1). Read Beer game instructions. 2). Each group prepares small gifts.	1h		h
	9	1) Beer game, III (Wrap up), Coordination in a Supply Chain: Beer Game & Bullwhip Effect 2). Group presentation: Design an Appropriate SC Network-3Cases 3) Designing a Supply Chain Network for digital business, I	Read Chap. 10 (Chopra book) Read Chp4. (Chopra book)	2h		h
	10	Designing a Supply Chain Network for digital business, II	Read Chp4. (Chopra book)	2h		h
	11	Designing a Supply Chain Network for digital business, III (Digital Supply Chain (E-Business) Three Cases)	Read Chp4. (Chopra book)	2h		h
	12	1). Designing a Digital Supply Chain (Omni-Channels and Overall Framework) Final Report Assignment 2). Big Data Driven Supply Chain Management, I	Read Chp4. (Chopra book) Read Chp5. (Chopra book) Read Sanders book	4h		h
	13	Big Data Driven Supply Chain Management, II	Read Sanders book	2h		h
	14	Case discussion:	Read the Zalando	5h		h

		Zalando: A Digital Foundation for Fashion Supply Chain Success, Product #: IM1259-PDF-ENG https://hbsp.harvard.edu/product/IM1259-PDF-ENG	case, and conduct Zalando group discussions.			
	15	1). Blockchain and Supply Chain Management 2). Case discussion I: Henkel: A Digital Transformation Journey, By: Joan Jane Marcet, Rafael Ruiz, HBP Product #: IES857-PDF-ENG https://hbsp.harvard.edu/product/IES857-PDF-ENG	Read the Henkel case, and conduct Henkel group discussions.	5h		h
	16	1). Case discussion II: Henkel: A Digital Transformation Journey, By: Joan Jane Marcet, Rafael Ruiz, HBP Product #: IES857-PDF-ENG https://hbsp.harvard.edu/product/IES857-PDF-ENG 2). Wrap-up		h		h
	17	Participate in Week 9 Field Trip. The field trip is optional.		16h		h

		Schedules are to be confirmed (16 h)				
	18	Prepare Group final report		5h		h
	19	Prepare Group final report		5h		h
	20	Prepare Group final report		5h		h
		Total	70h			
Others	Field trip (to be confirmed) in week 9 or week 10. 1). Lecture notes, schedule changes, homework questions, and other materials for this course will be updated at the course folder or sent by IUJ email: ¥iuj-home¥IM materials¥2025-2026¥Spring¥DSCM Students should visit this folder frequently for newly posted online materials. 2). Details of factory tours, cases, assignments, and final report will be announced in class. 3). Course policies: (a) All assignments and final report should be completed to receive a passing grade for this course. (b) No late assignment submissions will be accepted. (c) As outlined in the IUJ Honor Code, students are reminded not to engage in acts of plagiarism or other forms academic dishonesty. See: http://en.wikipedia.org/wiki/Plagiarism for more information. (d) No tolerance to any academic misconduct in addition to plagiarism. (e) It is not allowed to use Generative AI (e.g., ChatGPT) when you prepare your group final report.					

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code OPR3050101	Course title Product Innovation and Development	
Name of Instructor	Li, Wenkai		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Mon.4~5		

Course Description	The success of most firms depends on their ability to identify the needs of customers and to quickly create products that meet these needs and can be produced at low cost. This course studies the product development process and the set of tools and methods for product design and development, which involve marketing, design, and manufacturing functions. Product development, is like sailing or biking: proficiency is gained through practice. Hence, this is a very practice-oriented course. The students in this course, divided into groups, will go through a formal process to develop a new product. Each group will present its new product developed and submit a final group report. The course aims to provide students with the following knowledge: (i) Process of product development; (ii) Practical ability to apply product development theory to actual situations. This course is helpful for students seeking careers such as consultants, entrepreneurs, R &D, operational managers, general managers, financial analysts, and policy makers.
Learning Objectives & Goals	This course contributes to the achievement of one course objective. To achieve the course objective, this course will teach students to master fundamental techniques that are useful in making business decisions related to product development. Upon completion of this course, all students will be able to: (1) Demonstrate understanding of product development knowledge
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	[For MBA] MP1: Able to demonstrate ability to formulate/define issues MP2: Able to demonstrate ability to analyze and compute MP3: Able to demonstrate ability to interpret concepts and data MP4: Able to demonstrate ability to evaluate and make choices among alternatives MF3: Able to demonstrate understanding of IT/OM/SCM Knowledge [For JGDP] MF3: Able to demonstrate understanding of IT/OM/SCM Knowledge [For IMBA] MD2: Able to demonstrate ability to gather and interpret data

	MD3: Able to demonstrate ability to make a strategic decision under pressure.					
Delivery Methods	The classes include lectures, case discussions, field trips (e.g.: Toyota headquarter), and final project presentations by student groups.					
Assessment	Learning Objectives Assessment methods (1) Class participation: 20% Home work: 15% Peer review: 20% Final project presentation: 20% Final Report: 25% Weight on Final Grade: 100% Notes:					
Prerequisites	General knowledge of Marketing and Operations Management will be helpful.					
Method of feedback from instructor to students for exams/papers	By email or face-to-face appointment with course instructor. TA will also provide assistances.					
Textbook(s)	Required: a)Title: Product Design and Development, b)Edition: 8th, c)Author: Karl T. Ulrich, Steven D. Eppinger, and Maria C. Yang, d)Publisher: McGraw-Hill Education, e)Year: 2026, f)ISBN: 9781265252267 Reference Books / Journal Articles: a)Title: New products management, b)Edition: 11th, c)Author: C. Merle Crawford and C. Anthony Di Benedetto, d)Publisher: , e)Year: 2014, f)ISBN: 9789814577106 a)Title: Winning at New Products: Accelerating the Process from Idea to Launch, b)Edition: , c)Author: Robert G. Cooper, d)Publisher: , e)Year: 2001, f)ISBN: 978-0738204635 a)Title: The Mechanical Design Process, b)Edition: 6th, c)Author: David G. Ullman, d)Publisher: , e)Year: 2017, f)ISBN: 9780999357804					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction	Read textbook Chp 1 and preview professor lecture notes.	1.5h		h
	2	Development processes and organizations, I	Read textbook Chp 2 and preview professor lecture notes.	1.5h		h
	3	Development processes and organizations, II	Read textbook Chp 2 and preview professor lecture	1.5h		h

			notes.			
	4	Opportunity Identification, I	Read textbook Chp 3 and preview professor lecture notes.	1.5h	Group work	3h
	5	Opportunity Identification, II	Read textbook Chp 3 and preview professor lecture notes.	h		h
	6	Product Planning	Read textbook Chp 4 and preview professor lecture notes.	3h	Group work	3h
	7	Identifying Customer Needs, I	Read textbook Chp 5 and preview professor lecture notes.	1.5h		h
	8	Identifying Customer Needs, II	Read textbook Chp 5 and preview professor lecture notes.	1.5h	Group work	3h
	9	Product Specifications	Read textbook Chp 6 and preview professor lecture notes.	3h		h
	10	Concept Generation, I	Read textbook Chp 7 and preview professor lecture notes.	3h	Group work	3h
	11	Concept Generation, II	Read textbook Chp 7 and preview professor lecture notes.	h		h
	12	Concept Generation, III	Read textbook Chp 7 and preview professor lecture notes.	h	Group work	3h
	13	Concept Selection, I	Read textbook Chp 8 and preview professor lecture notes.	1.5h		h
	14	Concept Selection, II	Read textbook Chp 8 and preview professor lecture notes.	1.5h	Group work	3h
	15	Concept Testing, I	Read textbook Chp. 9 and preview professor lecture notes.	1.5h		h

	16	Concept Testing, II	Read textbook Chp. 9 and preview professor lecture notes.	1.5h	Group work	3h
	17	Field Trip (To be confirmed)		16h		h
	18	Group work (Prepare final project presentation and final report)		16h		h
	19	Final Project Presentation, I		h		h
	20	Final Project Presentation, II		3h		h
		Total	80h			
Others	1). Lecture notes, schedule changes, homework questions, and other materials for this course will be updated at the course folder or sent by IUJ email: ¥iuj-home¥IM materials¥2025-2026¥Spring¥ProductInnovationDevelopment Students should visit this folder frequently for newly posted online materials. 2). Details of factory tours, presentations, assignments, and quizzes will be announced in class. 3). Course policies: (a) All assignments, exams, and presentations should be completed to receive a passing grade for this course. (b) No late assignment submissions will be accepted. (c) As outlined in the IUJ Honor Code, students are reminded not to engage in acts of plagiarism or other forms academic dishonesty. See: http://en.wikipedia.org/wiki/Plagiarism for more information. (d) No tolerance to any academic misconduct in addition to plagiarism. (e) It is not allowed to use Generative AI (e.g., ChatGPT) when you prepare your group final report.					

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM6010102	Course title Advanced Seminar I	
Name of Instructor	Li, Wenkai		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course provides supervision and support for graduating students to complete their research reports or theses. The topics covered under this course will be, in general, on Operations Management and Supply Chain Management. The objectives of a series of activities conducted under this course are to help students complete their research reports or theses with professionally acceptable quality.		
Learning Objectives & Goals	1). To guide students on how to conduct research. 2). To monitor students' progress on research report/thesis.		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses			
Delivery Methods	One-on-one face-to-face discussions and email exchanges.		
Assessment	Each supervisee is expected to submit a progress report at the end of the semester. Final grading is 100% based on the quality of efforts towards completion of research reports or theses, and the progress reports submitted at the end of semester.		
Prerequisites	None.		
Method of feedback from instructor to students for exams/papers	One-on-one face-to-face discussions and email exchanges.		
Textbook(s)	Required: Reference Books / Journal Articles:		
Note on Textbooks and Reference Books			

Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total		0h
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM6010103	Course title Advanced Seminar I		
Name of Instructor	Funabashi, Gaku			Credits 2
Instructor's contact information	Office#	Office Hours	E-mail	
Class Schedule Day / Period	unfixed			

Course Description	The objective of Advanced Seminar is to improve quality of works by each student toward drafting Thesis/Research Report. Advice will be provided through face-to-face consultations as well as advice through comments on drafts. Additional knowledge and information will be provided based on students' research interests.					
Learning Objectives & Goals						
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses						
Delivery Methods	Advanced Seminar will be conducted through individual supervision and advice to students' Thesis/Research Report drafting. During Spring terms, students are expected to make presentations of their research progress 1~2 times.					
Assessment	Assessment will be made based on the efforts toward drafting Thesis/Research Report by each student.					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Feedback will be provided to students individually through face-to-face discussions as well as comments by mail.					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	2	Same as above	Same as above	h	Same as above	h

	3	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	4	Same as above	Same as above	h	Same as above	h
	5	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	6	Same as above	Same as above	h	Same as above	h
	7	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	8	Same as above	Same as above	h	Same as above	h
	9	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	10	Same as above	Same as above	h	Same as above	h
	11	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	12	Same as above	Same as above	h	Same as above	h
	13	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	14	Same as above	Same as above	h	Same as above	h
	15	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	16	Same as above	Same as above	h	Same as above	h
		Total	44h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM6010106	Course title Advanced Seminar I	
Name of Instructor	Chuang, Hongwei		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is mainly to help students to find out research questions, conduct the research agenda, and write English academic reports.					
Learning Objectives & Goals	The course will last one year until students finish their thesis/research reports.					
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses						
Delivery Methods	Generally, the seminar will be conducted as an individual consultation based on each person's topic and progress. However, that can be joint seminars with all students.					
Assessment	20% Participation 30% Proposal 50% Final report					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Assigned reading and research discussions.					
Textbook(s)	Required: Reference Books / Journal Articles: a) Title: Research Methodology - Contemporary Practices: Guidelines for Academic Researchers, b) Edition: , c) Author: Habib, Mamun, d) Publisher: Cambridge Scholars Publisher, e) Year: 2014, f) ISBN: 9781443864619					
Note on Textbooks and Reference Books	Reading materials/references will be delivered individually according to each student's research question.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Part I: Introduction to research		h	Read 1.1 What is research?	1h

	2	Part I: Introduction to research		h	Read 1.2 Data, information and research findings	1h
	3	Part I: Introduction to research		h	Read 1.3 Types of research	1h
	4	Part I: Introduction to research		h	Read 1.4 Categorization of research papers	1h
	5	Part I: Introduction to research		h	Read 1.5 Significance of research	1h
	6	Part I: Introduction to research		h	Read 1.6 Scientific method of research	1h
	7	Part II: Research steps		h	Read 2.1 Formulating the problem	1h
	8	Part II: Research steps		h	Read 2.2 Research Design	1h
	9	Part II: Research steps		h	Read 2.3 Data collection	1h
	10	Part II: Research steps		h	Read 2.4 Data processing	1h
	11	Part II: Research steps		h	Read 2.5 Finalizing the research draft	1h
	12	Part III: Academic project writing		h	Read 3.1 Research proposal	1h
	13	Part III: Academic project writing		h	Read 3.2 Research project writing	1h
	14	Wrap-up		h		1h
	15	Research proposal		h		1.5h
	16	Research proposal		h		1.5h
			Total	17h		
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM6010107	Course title Advanced Seminar I	
Name of Instructor	Yokose, Tsutomu		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is designed for students to study specific topics in Organizational Behaviors and people related items in business management for their research report or thesis. The topics which students will investigate should cover organizational issues or individual behaviors. In the topics, organizational strategies and business strategies must be considered, and solutions should be provided after the research of the topics. The sample topics of the research are, team management, organizational effectiveness, change management, organizational design, leadership development, leadership and alignment, and other challenges happened in business organization.		
Learning Objectives & Goals	Through this advanced seminar course, student will achieve the following items - Identify the academic interest by reflecting own career aspiration - Clearly define the research areas and topics as the summary of MBA study - Gain the academic research approach by applying the study of MBA program - Generate solutions and plans about the research topics by showing own academic achievement		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	N/A for seminar		
Delivery Methods	One on one meeting, presentation and draft report		
Assessment	Students will be evaluated by the quality of the following categories, 1). Why pick up the research topics 2). How related to business strategy and expected outcomes 3). How build hypothesis to identify the fundamental causes 4). How solve the issues and set up the action plans 5). How show own leadership and ownership to involve the topics 6). How express own analysis and opinions clearly as a research project		
Prerequisites	None		
Method of feedback from instructor to	In one on one meeting, instructor will feedback the progress and quality of research, which is suitable for MBA degree.		

students for exams/papers						
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: Leadership and Organizational Behavior, b)Edition: , c)Author: Harvard Business School case,, d)Publisher: , e)Year: , f)ISBN: 9-499-067					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	List the topics which related to the organization goal 1	Conduct research and prepare report	2h	Review supervisor comments and take necessary actions	1h
	2	List the topics which related to the organization goal 2	Conduct research and prepare report	2h	Review supervisor comments and take necessary actions	1h
	3	Identify the main topics for research topic	Conduct research and prepare report	2h	Review supervisor comments and take necessary actions	1h
	4	Identify the main topics for research topic	Conduct research and prepare report	2h	Review supervisor comments and take necessary actions	1h
	5	Build the hypothesis to identify the topic	Generate hypothesis and summarize	2h	Review supervisor comments and take necessary actions	1h
	6	Build the hypothesis to identify the topic	Generate hypothesis and summarize	2h	Review supervisor comments and take necessary actions	1h
	7	Gather data to prove the hypothesis	Design questions/surveys for data gathering	2h	Review supervisor comments and take necessary actions	1h
	8	Gather data to prove the hypothesis	Design questions/surveys for data gathering	2h	Review supervisor comments and take necessary actions	1h
	9	Interim presentation	Prepare presentation materials as the current research work	2h	Implement action plans depending upon feedback from instructor and other	1h

					supervisee	
	10	Interim presentation	Prepare presentation materials as the current research work	2h	Implement action plans depending upon feedback from instructor and other supervisee	1h
	11	Review the overall structure of the project	Conduct research and prepare report	2h	Review supervisor comments and take necessary actions	1h
	12	Review the overall structure of the project	Conduct research and prepare report	2h	Review supervisor comments and take necessary actions	1h
	13	Apply logics to reign forth the hypothesis	Conduct research and prepare report	2h	Review supervisor comments and take necessary actions	1h
	14	Apply logics to reign forth the hypothesis	Conduct research and prepare report	2h	Review supervisor comments and take necessary actions	1h
	15	Summarize the composition of the research project	Prepare the mid-term report with additional research	2h	Review supervisor comments and take necessary actions	1h
	16	Summarize the composition of the research project	Prepare the mid-term report with additional research	2h	Review supervisor comments and take necessary actions	1h
		Total	48h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM6010109	Course title Advanced Seminar I	
Name of Instructor	Lee, Hyunkoo		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is a part of the year-long research seminars. It is designed to lay the foundations for research activities and to help students conduct their own research. In the Fall term, there will be joint seminars with all students. In the Winter and Spring semesters, however, the seminar will be conducted as individual consultations based on each student's topic and progress. After taking this course, students become acquainted with research questions, research format, and several research methodologies. They can develop their own research projects and execute them properly. They are expected to produce a preliminary draft by the end of the term. It will be expanded in the subsequent terms and eventually become the final research report.		
Learning Objectives & Goals	The objective of the Advanced Seminar is to help students to develop their research report. Students should be able to find good research topics, conduct their own research, and write research papers.		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses			
Delivery Methods	The Advanced Seminar will take the format of both group seminars and individual consultations. During Fall and Winter terms, students are expected to make presentations of their research progress 1~2 times.		
Assessment	Participation 30% Proposal or draft at the end of a term 70% Total 100%		
Prerequisites	None		
Method of feedback from instructor to students for exams/papers			
Textbook(s)	Required:		

	a)Title: Research Methods in Accounting, b)Edition: 2, c)Author: Smith, d)Publisher: Sage Publications Ltd, e)Year: 2011, f)ISBN: 978-1849207973					
	Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Research basic 1	Read the slides in advance	1h	Review	1h
	2	Research basic 2	Read the slides in advance	1h	Review	1h
	3	Research basic 3	Read the slides in advance	1h	Review	1h
	4	Proposal	Read the slides in advance	1h	Review Prepare your own proposal	3h
	5	Event study	Read the slides in advance	1h	Review	2h
	6	Survey method	Read the slides in advance	1h	Review	2h
	7	Other approaches	Read the slides in advance	1h	Review	2h
	8	Wrap up	Read the slides in advance	1h	Review Prepare your own proposal	5h
		Total	25h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM6010110	Course title Advanced Seminar I	
Name of Instructor	Sheehan, Benjamin		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	As part of their degree requirements, IUJ students undertake an independent research project. This seminar series is designed to support that journey through personalized 1-on-1 supervision and tailored training. Whether you are refining your topic or finalizing your analysis, this series adapts to your needs, skill level, and research direction. We'll dive into the core tools and methods of marketing research—empowering you to bring your topic to life with rigor and clarity. From problem definition to data analysis, you'll gain hands-on experience in each step of the research process. Our sessions also explore how marketing research translates into real-world decisions—bridging the gap between theory and practice. By the end, you'll not only present your findings but also explain their implications for both scholarship and business.
Learning Objectives & Goals	This seminar series equips students with the tools and guidance to independently conduct a complete marketing research project. You will learn how to: 1. Identify and define a quantitative marketing research problem. 2. Understand and use different types of variables in marketing models 3. Formulate clear, testable hypotheses 4. Select or adapt validated measurement instruments 5. Design surveys and experiments that are methodologically sound 6. Collect and analyze data using SPSS or PSPP 7. Write up results in APA format, consistent with disciplinary expectations 8. Communicate the theoretical and practical value of your findings—and openly discuss limitations
Contribution to the Diploma Policy (knowledge, skills and attitude which can be	

acquired through this course for obtaining the degree concerned) N/A for language courses	
Delivery Methods	Weekly one-on-one meetings may be held either in person or over Zoom. Important: This course is student-driven. You are responsible for managing your research progress and reaching out when you need help. I am always available for support and happy to meet more than once a week—but it's your initiative that moves the project forward. My role as research supervisor does not include chasing you to complete tasks.
Assessment	Your grade is based entirely on your progress toward producing a high-quality research paper. While publication is not required, the goal is to reach a level where it could be submitted to a peer-reviewed journal. 100% of your grade is based on your progress toward producing a publishable paper.
Prerequisites	There are no formal prerequisites. However, students are strongly encouraged to take (or plan to take) Consumer Behavior and Marketing Research. These courses will give you the theoretical background and technical skills needed to generate strong research ideas and carry out your project with confidence.
Method of feedback from instructor to students for exams/papers	Feedback is continuous, personalized, and delivered in multiple formats: Informal: Verbal feedback during meetings and consultations Formal: Written comments on drafts and research plans Direct: Individual guidance via consultations or email Indirect: Occasional group sessions to share progress and learn from each other Note: This is your project. You are expected to manage your own time and seek help when needed. Support is always available—but it must be requested.
Textbook(s)	Required: Reference Books / Journal Articles:
Note on Textbooks and Reference Books	There are no required books or reference books. However, we have purchased copies of the following, which are likely to be very helpful to you in your research. Textbook 1 Title: SPSS Statistics: A Practical Guide Authors: Allen, Bennett & Heritage (2018) Note: Available at the IUJ MLIC Library—no purchase required. Textbook 2 Title: Marketing Scales Handbook Author: Bruner (2022)

	Note: Available at the IUJ MLIC Library—no purchase required.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Individual Consultation	Varies by student; customized to support your current research stage	h		2h
	2		NOTE: Note: Each session is uniquely tailored. Discussions and tasks will differ depending on your progress toward the core learning objectives.	h		2h
	3			h		2h
	4			h		2h
	5			h		2h
	6			h		2h
	7			h		2h
	8			h		2h
	9			h		2h
	10			h		2h
	11			h		2h
	12			h		2h
	13			h		2h
	14			h		2h
	15			h		2h
	16			h		2h
	17			h		2h
	18			h		2h
	19			h		2h
	20			h		2h
		Total				
						40h
Others	Available anytime by appointment. Please email to schedule. A series of short YouTube videos has been made to help you: Study Design (start here): https://www.youtube.com/playlist?list=PLNutphYe4rWy23g9kDqm7cwAcZrJGEVm5 Report Writing: https://www.youtube.com/playlist?list=PLNutphYe4rWyhP4ZITCFOqh3rBEGVfus6					

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM6010111	Course title Advanced Seminar I	
Name of Instructor	Zhang Zhang, Yingying		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The research seminar I aims to clarify the basic knowledge on research, including what research is, what academic writing consists of, what plagiarism is, what is the common sense language and research terms. At a later stage of term, personalization of research project of each will be customized during the research seminar in one-to-one base. Some of the activities during each individual research meetings, including but not limited to, literature review and search methodology, data source setting, research design consistency, advices on theoretical framework setting and refinement, research method refinement, interview protocol and semi-structured question design, questionnaire definition, etc. depending on the nature of research project of each student.		
Learning Objectives & Goals			
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses			
Delivery Methods	Punctual specific research seminar with lecture format, with frequent use of individual research meeting for tutorial and research progress advices and monitoring.		
Assessment	A final research paper is requested to delivery by the end of term, simulating the final delivered research report or thesis. The content includes research title, research question, objective, theoretical framework or literature review, methodology and preliminary findings. For case report or other research report types, more structure flexibility is allowed, but a preliminary draft version is also required.		
Prerequisites	Advanced Seminar I.		
Method of feedback from instructor to students for exams/papers			
Textbook(s)	Required: a)Title: How to design and develop a Business Research Project, b)Edition: , c)Author: Bart Cambre, Karen Elliott, Janick Fierens, d)Publisher: Edward Elgar,		

	e)Year: 2023, f)ISBN:					
	Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction	Chapter 1 of the book	h	Review the content	h
	2	Research template		h		h
	3	Research strategy		h		h
	4	Literature review		h		h
	5	Theoretical framework		h		h
	6	Conceptual model		h		h
	7	Operationalization		h		h
	8	Research designs and methods		h		h
	9	Ethics and challenges		h		h
	10	Data collection		h		h
	11	Data analysis		h		h
	12	Reporting and academic writing		h		h
		Total				
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM6010112	Course title Advanced Seminar I	
Name of Instructor	Aung, Zaw Zaw		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is for year-long thesis seminars. It is designed to lay the foundations of thesis writing and help students to conduct their research.			
Learning Objectives & Goals				
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses				
Delivery Methods	Generally, the seminar will be conducted as an individual consultation based on each person's topic and progress. However there can be joint seminars with all students.			
Assessment	Participation - 30% Presentation and/or Proposal or draft at the end of a term - 70% Total 100%			
Prerequisites				
Method of feedback from instructor to students for exams/papers				
Textbook(s)	Required: Reference Books / Journal Articles:			
Note on Textbooks and Reference Books	Reading material and reference will be provided according to individual needs.			
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM6010114	Course title Advanced Seminar I	
Name of Instructor	Shi, Yanghua		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is a part of the year-long research seminars. It is designed to lay the foundations of thesis/ research report writing and help students to conduct their research.
Learning Objectives & Goals	The objective of the Advanced Seminar is to help students to develop their research report. Students should be able to find good research topics, conduct their own research, and write research papers.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	
Delivery Methods	The Advanced Seminar will generally be conducted as individual consultations tailored to each student's topic and progress. In addition, there will be joint seminar sessions involving all students.
Assessment	Assessment is based solely on your progress toward producing a high-quality research paper. Although publication is not required, the goal is to develop a paper with a standard that is appropriate for submission to a peer-reviewed journal.
Prerequisites	There are no formal prerequisites.
Method of feedback from instructor to students for exams/papers	Feedback is continuous and personalized and is provided in the following formats: – Verbal feedback during meetings and individual consultations – Written feedback provided during consultations or via email – Occasional group sessions to share progress and learn from peers Upon request, feedback on a draft table of contents will also be provided. Note: This is a student-driven project. You are expected to manage your own time and to seek guidance when needed. Support is always available, but it must be actively requested.
Textbook(s)	Required: a)Title: Research Methodology - Contemporary Practices: Guidelines for Academic Researchers, b)Edition: , c)Author: MD. Mamun Habib, Bishwajit Banik Pathik, Hafsa Maryam, d)Publisher: Cambridge Scholars Publisher, e)Year: 2014, f)ISBN: 9781443864619

	Reference Books / Journal Articles:					
Note on Textbooks and Reference Books	Reading materials/references will be delivered individually according to each student's research question.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Kick-off Session		h		2h
	2	Individual Consultation	Varies by student and is tailored to support the student's current stage of research.	h		2h
	3	Individual Consultation		h		2h
	4	Individual Consultation		h		2h
	5	Individual Consultation		h		2h
	6	Individual Consultation		h		2h
	7	Individual Consultation		h		2h
	8	Individual Consultation		h		2h
	9	Individual Consultation		h		2h
	10	Individual Consultation		h		2h
	11	Individual Consultation		h		2h
	12	Individual Consultation		h		2h
	13	Individual Consultation		h		2h
	14	Individual Consultation		h		2h
	15	Individual Consultation		h		2h
	16	Individual Consultation		h		2h
	17	Individual Consultation		h		2h
	18	Individual Consultation		h		2h
	19	Individual Consultation		h		2h
	20	Individual Consultation		h		2h

		Total	40h
Others			

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM6010115	Course title Advanced Seminar I	
Name of Instructor	Sakurai, Mihoko		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	In this course, students will learn how to structure their research. Starting with forming research interests, defining research question, choosing research methodology and setting expected outcome of your research. Research can be done through desktop activities, but I strongly recommend to have some interactions i.e., a research interview with practitioners either in your country or in Japan during your research activities. Depending on the number of students, we will do a round of reading (read by turns) during the course.		
Learning Objectives & Goals	Define research question Choose research methodology Set research outcome		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses			
Delivery Methods	Reading by turns with all students, research presentations and feedback		
Assessment	Student must submit a research plan at the end of the semester. The goal is to determine the scope of your case study or feasibility study and plan the research activities for the Advanced seminar2. Conducting preliminary research is recommended to accomplish this goal.		
Prerequisites	N/A		
Method of feedback from instructor to students for exams/papers	Feedback will be provided for a round of reading and research presentations through face-to-face and online meetings		
Textbook(s)	Required: Reference Books / Journal Articles:		

Note on Textbooks and Reference Books	Webster, J., & Watson, R. (2002). Analyzing the Past to Prepare for the Future: Writing a Literature Review. MIS Quarterly, xiii-xxiii. Myers, M. D., & Newman, M. (2007). The qualitative interview in IS research: Examining the craft. Information and Organization, 17(1), 2-26. Sein, M. K., Henfridsson, O., Purao, S., Rossi, M., & Lindgren, R. (2011). Action design research. MIS Quarterly, 37-56. Other materials will be assigned during the seminar.			
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM6030101	Course title Advanced Seminar III	
Name of Instructor	Aung, Zaw Zaw		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is for year-long thesis seminars. It is designed to lay the foundations of thesis writing and help students to conduct their research.			
Learning Objectives & Goals				
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses				
Delivery Methods	Generally, the seminar will be conducted as an individual consultation based on each person's topic and progress. However there can be joint seminars with all students.			
Assessment	Participation - 30% Presentation and/or Proposal or draft at the end of a term - 70% Total 100%			
Prerequisites				
Method of feedback from instructor to students for exams/papers				
Textbook(s)	Required: Reference Books / Journal Articles:			
Note on Textbooks and Reference Books	Reading material and reference will be provided according to individual needs.			
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM6030102	Course title Advanced Seminar III	
Name of Instructor	Li, Wenkai		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course provides supervision and support for graduating students to complete their research reports or theses. The topics covered under this course will be, in general, on Operations Management and Supply Chain Management. The objectives of a series of activities conducted under this course are to help students complete their research reports or theses with professionally acceptable quality.		
Learning Objectives & Goals	1). To guide students on how to conduct research. 2). To monitor students' progress on research report/thesis.		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses			
Delivery Methods	One-on-one face-to-face discussions and email exchanges.		
Assessment	Each supervisee is expected to submit a progress report at the end of the semester. Final grading is 100% based on the quality of efforts towards completion of research reports or theses, and the progress reports submitted at the end of semester.		
Prerequisites	None.		
Method of feedback from instructor to students for exams/papers	One-on-one face-to-face discussions and email exchanges.		
Textbook(s)	Required: Reference Books / Journal Articles:		
Note on Textbooks and Reference Books			

Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total		0h
Others				

International University of Japan
Graduate School of International Management (Master's Program)
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Course	Schedule code SEM6030103	Course title Advanced Seminar III	
Name of Instructor	Funabashi, Gaku		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The objective of Advanced Seminar is to improve quality of works by each student toward drafting Thesis/Research Report. Advice will be provided through face-to-face consultations as well as advice through comments on drafts. Additional knowledge and information will be provided based on students' research interests.					
Learning Objectives & Goals						
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses						
Delivery Methods	Advanced Seminar will be conducted through individual supervision and advice to students' Thesis/Research Report drafting. During Spring terms, students are expected to make presentations of their research progress 1~2 times.					
Assessment	Assessment will be made based on the efforts toward drafting Thesis/Research Report by each student.					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Feedback will be provided to students individually through face-to-face discussions as well as comments by mail.					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	2	Same as above	Same as above	h	Same as above	h

	3	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	4	Same as above	Same as above	h	Same as above	h
	5	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	6	Same as above	Same as above	h	Same as above	h
	7	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	8	Same as above	Same as above	h	Same as above	h
	9	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	10	Same as above	Same as above	h	Same as above	h
	11	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	12	Same as above	Same as above	h	Same as above	h
	13	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	14	Same as above	Same as above	h	Same as above	h
	15	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	16	Same as above	Same as above	h	Same as above	h
		Total	44h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
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Course	Schedule code SEM6030104	Course title Advanced Seminar III	
Name of Instructor	Zhang Zhang, Yingying		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The advanced seminar III aims to clarify the personalized issues on research to ensure its progress and finalization. Issues such as academic writing consistency, plagiarism, reference style will be reinforced. At this late stage of research progress, we will focus on the personalization of research project of each and customize the research seminar in one-to-one base. Some of the activities during each individual research meetings, including but not limited to, data source setting, research design consistency review, advices on theoretical framework setting and refinement, research method refinement, interview protocol and semi-structured question design, questionnaire definition, etc. depending on the nature of research project of each student.
Learning Objectives & Goals	
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	
Delivery Methods	Punctual specific research seminar with lecture format, with frequent use of individual research meeting for tutorial and research progress advices and monitoring.
Assessment	A final research paper is requested to delivery by the end of term, simulating the final delivered research report or thesis. The content includes research title, research question, objective, theoretical framework or literature review, methodology and preliminary findings. For case report or other research report types, more structure flexibility is allowed, but a preliminary draft version is also required.
Prerequisites	No.
Method of feedback from instructor to students for exams/papers	
Textbook(s)	Required: Reference Books / Journal Articles:

Note on Textbooks and Reference Books				
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM6030105	Course title Advanced Seminar III	
Name of Instructor	Sakurai, Mihoko		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	Students will complete a research report.			
Learning Objectives & Goals	Finish a research report			
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses				
Delivery Methods	Individual presentations and feedback			
Assessment	Student must submit a full research report for evaluation.			
Prerequisites				
Method of feedback from instructor to students for exams/papers	Feedback will be provided for research presentations through face-to-face and online meetings.			
Textbook(s)	Required: Reference Books / Journal Articles:			
Note on Textbooks and Reference Books				
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
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Course	Schedule code SEM7020101	Course title Research Seminar II	
Name of Instructor	Aung, Zaw Zaw		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is for year-long thesis seminars. It is designed to lay the foundations of thesis writing and help students to conduct their research.			
Learning Objectives & Goals				
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses				
Delivery Methods	Generally, the seminar will be conducted as an individual consultation based on each person's topic and progress. However there can be joint seminars with all students.			
Assessment	Participation - 30% Presentation and/or Proposal or draft at the end of a term - 70% Total 100%			
Prerequisites				
Method of feedback from instructor to students for exams/papers				
Textbook(s)	Required: Reference Books / Journal Articles:			
Note on Textbooks and Reference Books	Reading material and reference will be provided according to individual needs.			
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM7020103	Course title Research Seminar II	
Name of Instructor	Lee, Hyunkoo		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is the second and last leg of the research seminars for the one-year program students. It is designed to help students to conduct their research and write up paper drafts. There will be a series of individual consultations based on each person's topic and progress. After taking this course, students can conduct quality research and produce a thesis or a research report as a final output.
Learning Objectives & Goals	The objective of this course is to give consultation so that students can make a progress in writing their research draft.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	
Delivery Methods	Individual consultations and one point lesson
Assessment	Research process 40% Draft quality 60% Total 100%
Prerequisites	There is no prerequisite.
Method of feedback from instructor to students for exams/papers	Students will get individual face-to-face feedback from the instructor.
Textbook(s)	Required: a)Title: , b)Edition: , c)Author: , d)Publisher: Sage Publications Ltd, e)Year: , f)ISBN: Reference Books / Journal Articles: a)Title: Research Methods in Accounting, b)Edition: 2, c)Author: Smith, d)Publisher: Sage Publications Ltd, e)Year: 2011, f)ISBN: 978-1849207973

Note on Textbooks and Reference Books	Reading material and reference will be provided later according to individual need.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Review of the reserach proposal	Review your proposal	1h	Revise your proposal	1h
	2	Data analysis Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
	3	Data analysis Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
	4	data analysis Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
	5	Data analysis Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
	6	Data analysis Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
	7	Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
	8	Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
		Total	23h			
Others						

International University of Japan
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Spring 2026 Term

Course	Schedule code SEM7020106	Course title Research Seminar II	
Name of Instructor	Funabashi, Gaku		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The objective of Research Seminar is to improve quality of works by each student toward drafting Research Report. Advice will be provided through face-to-face consultations as well as advice through comments on drafts. Additional knowledge and information will be provided based on students' research interests.					
Learning Objectives & Goals						
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses						
Delivery Methods	Research Seminar will be conducted through individual supervision and advice to students' Research Report drafting. During Spring term, students are expected to make presentations of their research progress 1~2 times.					
Assessment	Assessment will be made based on the efforts toward drafting Research Report by each student.					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Feedback will be provided to students individually through face-to-face discussions as well as comments by mail.					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	2	Same as above	Same as above	h	Same as above	h

	3	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	4	Same as above	Same as above	h	Same as above	h
	5	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	6	Same as above	Same as above	h	Same as above	h
	7	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	8	Same as above	Same as above	h	Same as above	h
	9	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	10	Same as above	Same as above	h	Same as above	h
	11	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	12	Same as above	Same as above	h	Same as above	h
	13	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	14	Same as above	Same as above	h	Same as above	h
	15	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	16	Same as above	Same as above	h	Same as above	h
		Total	44h			
Others						

International University of Japan
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Spring 2026 Term

Course	Schedule code SEM7020108	Course title Research Seminar II	
Name of Instructor	Li, Wenkai		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course provides supervision and support for graduating students to complete their research reports or theses. The topics covered under this course will be, in general, on Operations Management and Supply Chain Management. The objectives of a series of activities conducted under this course are to help students complete their research reports or theses with professionally acceptable quality.		
Learning Objectives & Goals	1). To guide students on how to conduct research. 2). To monitor students' progress on research report/thesis.		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses			
Delivery Methods	One-on-one face-to-face discussions and email exchanges.		
Assessment	Each supervisee is expected to submit a progress report at the end of the semester. Final grading is 100% based on the quality of efforts towards completion of research reports or theses, and the progress reports submitted at the end of semester.		
Prerequisites	None.		
Method of feedback from instructor to students for exams/papers	One-on-one face-to-face discussions and email exchanges.		
Textbook(s)	Required: Reference Books / Journal Articles:		
Note on Textbooks and Reference Books			

Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM7020109	Course title Research Seminar II	
Name of Instructor	Zhang Zhang, Yingying		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The research seminar I aims to clarify the basic knowledge on research, including what research is, what academic writing consists of, what plagiarism is, what is the common sense language and research terms. At a later stage of term, personalization of research project of each will be customized during the research seminar in one-to-one base. Some of the activities during each individual research meetings, including but not limited to, literature review and search methodology, data source setting, research design consistency, advices on theoretical framework setting and refinement, research method refinement, interview protocol and semi-structured question design, questionnaire definition, etc. depending on the nature of research project of each student.		
Learning Objectives & Goals			
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses			
Delivery Methods	Punctual specific research seminar with lecture format, with frequent use of individual research meeting for tutorial and research progress advices and monitoring.		
Assessment	A final research paper is requested to delivery by the end of term, simulating the final delivered research report or thesis. The content includes research title, research question, objective, theoretical framework or literature review, methodology and preliminary findings. For case report or other research report types, more structure flexibility is allowed, but a preliminary draft version is also required.		
Prerequisites	No.		
Method of feedback from instructor to students for exams/papers			
Textbook(s)	Required: Reference Books / Journal Articles:		

Note on Textbooks and Reference Books				
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM7020111	Course title Research Seminar II	
Name of Instructor	Yokose, Tsutomu		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	Course Description: This course is designed for students to study specific topics in Organizational Behaviors and people related items in business management for their research report or thesis. The topics which students will investigate should cover organizational issues or individual behaviors. In the topics, organizational strategies and business strategies must be considered, and solutions should be provided after the research of the topics. The sample topics of the research are, team management, organizational effectiveness, change management, organizational design, leadership development, leadership and alignment, and other challenges happened in business organization.		
Learning Objectives & Goals	In order to complete MBA study, students will gain the following points as the learning objectives. - Demonstrate academic and empirical research and analysis - Show originality of the academic logics and approached - Conduct deeper discussion of conceptual/theoretical frameworks, empirical findings, and text analysis - Apply appropriate methodology to obtain some findings or make some suggestions on business strategy from people and organization points - Acquaint with research design, protocol, process and format for the suitable master degree program.		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses			
Delivery Methods	One on one meeting, first and interim presentation to Seminar Students, interim reports and final reports about the research contents and progress		
Assessment	Students will be evaluated by the quality of the following categories, 1). Why pick up the research topics 2). How related to business strategy and expected outcomes 3). How build hypothesis to identify the fundamental causes 4). How solve the issues and set up the action plans		

	5). How show own leadership and ownership to involve the topics 6). How express own analysis and opinions clearly as a research project					
Prerequisites	Organizational Behavior, possibly Leadership					
Method of feedback from instructor to students for exams/papers	One on one meeting					
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: Leadership and Organizational Behavior, b)Edition: , c)Author: Harvard Business School case, d)Publisher: Harvard Business School, e)Year: , f)ISBN: 9-499-067					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Analyze data by the finalized hypothesis I	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	2.0h
	2	Analyze data by the finalized hypothesis II	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	2.0h
	3	Search incremental and additional data to prove hypothesis I	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	2.0h
	4	Search incremental and additional data to prove hypothesis	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of	2.0h

		II			contents, brush up the logics and upgrade the logic of the research protocol.	
	5	Prepare for the midterm progress presentation	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	2.0h
	6	Progress Presentation in the midterm - among seminar students I	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	2.0h
	7	Progress Presentation in the midterm - among seminar students II	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	2.0h
	8	Review the progress of the research	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	2.0h
	9	Write the front part of research report/thesis I	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research	2.0h

					protocol.	
	10	Write the front part of research report/thesis II	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	2.0h
		Total	50h			
Others						

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Course	Schedule code SEM7020113	Course title Research Seminar II	
Name of Instructor	Sheehan, Benjamin		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	As part of their degree requirements, IUJ students undertake an independent research project. This seminar series is designed to support that journey through personalized 1-on-1 supervision and tailored training. Whether you are refining your topic or finalizing your analysis, this series adapts to your needs, skill level, and research direction. We'll dive into the core tools and methods of marketing research—empowering you to bring your topic to life with rigor and clarity. From problem definition to data analysis, you'll gain hands-on experience in each step of the research process. Our sessions also explore how marketing research translates into real-world decisions—bridging the gap between theory and practice. By the end, you'll not only present your findings but also explain their implications for both scholarship and business.
Learning Objectives & Goals	This seminar series equips students with the tools and guidance to independently conduct a complete marketing research project. You will learn how to: 1. Identify and define a quantitative marketing research problem. 2. Understand and use different types of variables in marketing models 3. Formulate clear, testable hypotheses 4. Select or adapt validated measurement instruments 5. Design surveys and experiments that are methodologically sound 6. Collect and analyze data using SPSS or PSPP 7. Write up results in APA format, consistent with disciplinary expectations 8. Communicate the theoretical and practical value of your findings—and openly discuss limitations
Contribution to the Diploma Policy (knowledge, skills and attitude which can be	

acquired through this course for obtaining the degree concerned) N/A for language courses	
Delivery Methods	Weekly one-on-one meetings may be held either in person or over Zoom. Important: This course is student-driven. You are responsible for managing your research progress and reaching out when you need help. I am always available for support and happy to meet more than once a week—but it's your initiative that moves the project forward. My role as research supervisor does not include chasing you to complete tasks.
Assessment	Your grade is based entirely on your progress toward producing a high-quality research paper. While publication is not required, the goal is to reach a level where it could be submitted to a peer-reviewed journal. 100% of your grade is based on your progress toward producing a publishable paper.
Prerequisites	There are no formal prerequisites. However, students are strongly encouraged to take (or plan to take) Consumer Behavior and Marketing Research. These courses will give you the theoretical background and technical skills needed to generate strong research ideas and carry out your project with confidence.
Method of feedback from instructor to students for exams/papers	Feedback is continuous, personalized, and delivered in multiple formats: Informal: Verbal feedback during meetings and consultations Formal: Written comments on drafts and research plans Direct: Individual guidance via consultations or email Indirect: Occasional group sessions to share progress and learn from each other Note: This is your project. You are expected to manage your own time and seek help when needed. Support is always available—but it must be requested.
Textbook(s)	Required: Reference Books / Journal Articles:
Note on Textbooks and Reference Books	There are no required books or reference books. However, we have purchased copies of the following, which are likely to be very helpful to you in your research. Textbook 1 Title: SPSS Statistics: A Practical Guide Authors: Allen, Bennett & Heritage (2018) Note: Available at the IUJ MLIC Library—no purchase required. Textbook 2 Title: Marketing Scales Handbook Author: Bruner (2022)

	Note: Available at the IUJ MLIC Library—no purchase required.						
Class Outline	Class	Topic	Required preparation /homework		Required post-study		
	1	Individual Consultation	Varies by student; customized to support your current research stage	h		2h	
	2		NOTE: Note: Each session is uniquely tailored. Discussions and tasks will differ depending on your progress toward the core learning objectives.	h		2h	
	3			h		2h	
	4			h		2h	
	5			h		2h	
	6			h		2h	
	7			h		2h	
	8			h		2h	
	9			h		2h	
	10			h		2h	
	11			h		2h	
	12			h		2h	
	13			h		2h	
	14			h		2h	
	15			h		2h	
	16			h		2h	
	17			h		2h	
	18			h		2h	
	19			h		2h	
	20			h		2h	
			Total	40h			
	Others	Available anytime by appointment. Please email to schedule. A series of short YouTube videos has been made to help you: Study Design (start here): https://www.youtube.com/playlist?list=PLNutphYe4rWy23g9kDqm7cwAcZrJGEVm5 Report Writing: https://www.youtube.com/playlist?list=PLNutphYe4rWyhP4ZITCFOqh3rBEGVfus6					

International University of Japan
Graduate School of International Management (Master's Program)
Spring 2026 Term

Course	Schedule code SEM7020114	Course title Research Seminar II	
Name of Instructor	Sakurai, Mihoko		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	Students will complete a draft of their research paper after this course. Based on a research plan which students created during the Research seminar1, we start data collection. I would recommend you to collect data through interview with practitioners and document review as well.			
Learning Objectives & Goals	Create the structure of research report Collect data from practice Write the first draft of research report			
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses				
Delivery Methods	Research presentations and feedback			
Assessment	Student must submit a research report (the first draft) at the end of the semester.			
Prerequisites				
Method of feedback from instructor to students for exams/papers	Feedback will be provided for research presentations through face-to-face and online meetings.			
Textbook(s)	Required: Reference Books / Journal Articles:			
Note on Textbooks and Reference Books				
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

国際経営学研究科 修士課程 シラバス (秋学期科目)

2026 年 5 月 1 日現在
国際大学

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule Code ACT1010	Course Title Financial Accounting	
Name of Instructor	Lee, Hyunkoo		Credits 2 credits
Instructor's Contact Information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Wednesday session: Wed 10:30 AM-noon and 1:00-2:30 PM Thursday session: Thu 10:30 AM-noon and 1:00-2:30 PM		

Course Description	This course introduces basic knowledge of financial accounting. It covers fundamental concepts, bookkeeping skills, and related financial reports. Although you will learn production and reporting of financial accounting information, the main focus will be its interpretation. By the time you complete this course, you will feel more comfortable with dealing with financial reports. This course will pay a considerable amount of attention to the business analysis: understanding business models, checking key performance indicators, and evaluating future prospects. You can learn how corporate value is created. You can also learn about various financial institutions and their roles in the capitalistic financial system. These skills will be useful to corporate managers, entrepreneurs, and a public officer. On the other hand, this course does not train you as a professional accountant or help you pass a professional examination such as CPA or CFA. If you have no background in accounting or business, it may take considerable time for you to study this course. Given the quantity of core content and the fast speed of the course delivery, the burden of taking this course can be fairly high. As a general study approach for this course, working on hand-on exercises is highly recommendable. Memorizing formulae and accounting rules won't help you understand accounting concepts or apply them to real world practices.
Learning Objectives & Goals	This course provides basic accounting knowledge to business program students. Particularly, it contributes to the achievement of AACSB Learning Goal 5-5 for 2 year MBA and JGDP students. Upon completion of this course, students will be able to:

	(1) demonstrate understanding of accounting knowledge (LG5-5). (2) discuss accounting issues competently in a group meeting and a class. (3) conduct a basic financial statement analysis of a real company.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	This courses fulfills the following MEXT learning objectives: MF5 (MBA, JGDP): Demonstrate understanding of Accounting Knowledge MF7 (DXP): Able to demonstrate understanding of fundamental business knowledge MD2 (MBA): Able to demonstrate ability to gather and interpret data MI4 (ISEP): Able to demonstrate ability to establish systems with business knowledge for providing solutions to social issues sustainably
Delivery Methods	The course will use lectures, problem solving, and case discussion in workshop style as main pedagogical methods. In each class, a short review, questions and discussions, and problem-solving activities will follow. Although the instructor is a guider suggesting good learning paths, it is you that have to study the materials. You have to be more active and lead you study for yourself. For each class session, please review the required topic, assignment, and related problems in advance. The class will be held face-to-face in a classroom. But the office hour and extra sessions may use online formats.
Prerequisites	None
Required Textbook(s)	This course will use the following textbook as the main reference. Some course examples and exercise problems are taken from that book. [1] Horngren, Sundem, Elliott, Philbrick [2014]: Introduction to Financial Accounting, 11th ed, (Pearson New International edition, paperback, ISBN=978-1292040578.) [RESEVED] [2] Horngren, Sundem, Elliott, Philbrick [2017]: Introduction to Financial Accounting, 11th ed, (Pearson Indian Subcontinent edition, paperback, ISBN= 978-9352862474.) [1] and [2] are the identical book. [1] has been out of print but [2] is available at Amazon in many countries, including Japan. MLIC will reserve multiple copies of [1]. It is okay to get an old version as the content is largely the same. On the other hand, the e-book version is <u>not</u> recommended.

Reference Books / Database	[3] Berman and Knight [2013]. Financial Intelligence: A Manager's Guide to Knowing What the Numbers Really Mean. (Harvard Business Review Press, 978-1422144114) [RESEVED] [4] Standard & Poors (S&P) Global Capital IQ. This financial database is one of main data sources for the course. There will be a further guide on how to use it.																																				
Other Materials	The course will introduce additional reference articles from the business press, especially from Week 5. The purpose of these readings is to place the concepts we discuss into perspective and to examine the impact of accounting information on decision making. Reading these articles will not only improve your understanding of the financial accounting but also will broaden your knowledge of business. That is also a good way to prepare for a case question in the final examination.																																				
Assessment	<table><tr><td></td><td colspan="3">Learning Objectives</td></tr><tr><td>Assessment methods</td><td>(1)</td><td>(2)</td><td>(3)</td></tr><tr><td>Class Participation</td><td></td><td>25%</td><td></td></tr><tr><td>Peer Evaluation</td><td></td><td>25%</td><td></td></tr><tr><td>Pre-class Quizzes</td><td>15%</td><td></td><td></td></tr><tr><td>Final Exam</td><td>85%</td><td></td><td></td></tr><tr><td>Case Report</td><td></td><td>50%</td><td></td></tr><tr><td>Final Report</td><td></td><td></td><td>100%</td></tr><tr><td>Weight on Final Grade</td><td>60%</td><td>25%</td><td>15%</td></tr></table>		Learning Objectives			Assessment methods	(1)	(2)	(3)	Class Participation		25%		Peer Evaluation		25%		Pre-class Quizzes	15%			Final Exam	85%			Case Report		50%		Final Report			100%	Weight on Final Grade	60%	25%	15%
	Learning Objectives																																				
Assessment methods	(1)	(2)	(3)																																		
Class Participation		25%																																			
Peer Evaluation		25%																																			
Pre-class Quizzes	15%																																				
Final Exam	85%																																				
Case Report		50%																																			
Final Report			100%																																		
Weight on Final Grade	60%	25%	15%																																		
Method of Feedback for Exams/Papers	The instructor will return graded papers or allow students to inspect their paper.																																				
Group Assignments	There are two required group works. Students are asked to work together to carry out group assignments. Group work is important as a real workspace simulation. The goal is to create an environment where group members are encouraged to interact and support each other. That is not necessarily easy for students who just start their first semester. But that will become a hallmark of your MBA experience. The details of group formation, assignments, and assessment plan will be announced later.																																				
Tutorial	There will be a weekly tutorial class. This arrangement is mainly for students without accounting background. Attendance is optional. Further information on the schedule and format will be announced later.																																				

Fairness and Integrity	Fairness and integrity of the class should be maintained. It is our responsibility to facilitate these principles. Please don't do anything unfair to other students or ask the instructor to make exceptions that are not fair to other students. Quizzes and examinations will be done individually. Copying another student's paper or giving/receiving verbal assistance to/from another student during an exam is considered cheating. Students who are found cheating on a quiz or an exam will receive a score of zero. In addition, the student will be referred to the applicable authorities for further disciplinary action. Students who didn't follow the proctor's direction on the exam site will also be penalized the same way. Students are encouraged to use AI tools like Gemini as a learning tool. For example, students may use Gemini to generate an idea or improve their writing skills. However, creating a majority part of your report only with AI output is considered cheating. If an AI detector program issues a red flag, there will be a hefty penalty to the report. As for the more detailed AI policy, please see below. All assignments are group-based. Members of the same group are encouraged to cooperate. But copying another group's work or plagiarizing other illegitimate sources is considered cheating. All guilty parties will receive a zero for that assignment or a failing grade for the course, depending on the context. In addition, the students will be referred to the dean's office for further disciplinary action. All assignments should be handed in by the scheduled deadlines. Failure to turn in by the deadline will result in a penalty.
AI Policy	This policy augments, not replaces, the points addressed in the University-wide Guidelines. 1. Ethical Use of AI You must use AI tools ethically and responsibly. This includes avoiding misuse that may harm academic standards, fairness, or honesty. AI tools should be used to enhance learning, not to replace personal effort or critical thinking. 2. Permissible AI Use • Generating ideas or brainstorming; • Summarizing notes or readings; • Assisting with grammar and writing checks; • Collect data and reference 3. Prohibited AI Use • Fabricate data, citations, or references;

	• Complete a substantial portion of a graded assessment, such as assignments, case studies, essays, exams, reports, or quizzes; • Input confidential/sensitive data, private research, proprietary information, or copyrighted materials. • Use AI to answer exams and quizzes. 4. AI in Group Work If AI tools are used in group projects, all group members must agree on their use. Be transparent about how AI was used and document AI contributions in group work. 5. Disclosure and Citation When using AI for any part of your work, you must clearly disclose it. Please fill out the disclosure form and input all members' signatures. 6. Consequences of Misuse Improper use of AI, such as submitting AI-generated work as your own or failing to disclose AI use, will result in a penalty outlined in the University-wide Guidelines. That includes zero score for a work or a failing grade for the course. 7. Potential Mistakes that AI May Make • AI may come up with wrong or even imaginary answers if you give improper prompts (commands). Cross-check the factual accuracy with other reliable sources. • AI may give you copyrighted texts. Double-check their authenticity to avoid copyright infringement, which is regarded as Plagiarism. 8. Seeking Help If you are unsure how to use AI responsibly, ask the instructor for further guidance. In conclusion, all AI use must be responsible, transparent, and aligned with academic integrity. By following these guidelines, you can benefit from AI technology while maintaining high ethical standards.
Course Cap	42, GSIM 1 st year GSIM students only. Not for exchange students.
Others	No audit or withdrawal is allowed.
Keyword	Accounting, Assets, Liabilities, Equity, Stock, Financial Statements, Audit

Class Outlines	Class	Contents	
		Topic	
	1	Course introduction Chap.1. Accounting: The Language of Business	
		Required preparation	Read the textbook in advance. 1h
		Required post-study	Review exercise problems 2h
	2	Chap.1. Accounting: The Language of Business (Continued) Focus: Accounting Equation and Business Transactions	
		Required preparation	Read the textbook in advance. 2h
		Required post-study	Review exercise problems 2h
	3	Chap.2. Measuring Income to Assess Performance	
		Required preparation	Read the textbook in advance. 2h
		Required post-study	Review exercise problems 2h
	4	Chap.2. Measuring Income to Assess Performance (Continued)	
		Required preparation	Read the textbook in advance. 2h
		Required post-study	Review exercise problems 2h
	5	Chap.3. Recording and Transactions	
		Required preparation	Read the textbook in advance. 2h
		Required post-study	Review exercise problems 3h
	6	Chap.4. Accrual Accounting and Financial Statements	
		Required preparation	Read the textbook in advance. 2h
		Required post-study	Review exercise problems 3h
	7	Catch up Comprehensive Example	
		Required preparation	Read the textbook in advance. 2h
		Required post-study	Try the comprehensive example. 1h
		Required post-study	Watch the video on the comprehensive example 1h Review exercise problems 2h
	8	Financial Statements and Business Style Focus: Discovering real business insight from accounting data	
		Required preparation	Review the lecture material 2h
		Required post-study	Prepare a case report 2h 4h
	9	Financial Statements and Business Style (Continued) Chap.5. Statement of Cash Flows	
		Required preparation	Read the textbook in advance. 2h
		Required post-study	Review exercise problems 2h
	10	Chap.5. Statement of Cash Flows (Continued)	

		Required preparation	Read the textbook in advance.	2h
		Required post-study	Review exercise problems	2h
	11	Topic	Case: TBA Chap.6. Accounting for Sales Focus: Revenue recognition, Bad debts allowance	
		Required preparation	Read the textbook in advance.	2h
		Required post-study	Review exercise problems	2h
	12	Topic	Chap.6. Accounting for Sales (Continued) Chap.7. Inventories Focus: FIFO vs. LIFO, impact on COGS, profits	
		Required preparation	Read the textbook in advance.	2h
		Required post-study	Review exercise problems	2h
	13	Topic	Chap.7. Inventories (Continued) Focus: LCM, Fair value accounting	
		Required preparation	Read the textbook in advance.	2h
		Required post-study	Review exercise problems	2h
	14	Topic	Chap.8. Long-lived Assets and Depreciation Focus: Impact of depreciation on profit & cash flows	
		Required preparation	Read the textbook in advance.	2h
		Required post-study	Review exercise problems	2h
	15	Topic	Chap.9. Liabilities and Interest Focus: Getting to know various kinds of liabilities	
		Required preparation	Read the textbook in advance.	2h
		Required post-study	Review exercise problems	2h
	16	Topic	Chap.10. Stockholders' Equity Focus: Preferred stock, treasury stock, stock split	
		Required preparation	Read the textbook in advance.	2h
		Required post-study	Review exercise problems Prepare a final report	2h 6h
				Total
				77h

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code FIN2040301	Course title Portfolio Management	
Name of Instructor	Chow, Yuen Leng		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Mon.2~3		

Course Description	<Course Description & Learning Objectives> The primary purpose of this course is to explore concepts in and approaches to portfolio management in financial markets. Throughout the term, we will examine the theory of portfolio optimization and management for the public equities portfolio. Emphasis will be placed on using real-world data to further understand how the theories relate to practice. Upon completion of the course, you should have a good understanding of portfolio optimization, objectives and constraints in portfolio management, and portfolio performance evaluation. Also, you will obtain skills to implement theories in real financial markets. <Course Context> The understanding of the theory of modern portfolio analysis provides a bridge between knowledge and practice in financial markets. This course will help you extend your knowledge of individual financial assets such as stocks and bonds to a portfolio context. Basic knowledge of investments and capital markets is required for this course (e.g., definitions of stocks, bonds, and basic understanding of the financial market system). <Career Relevance> This course is primarily designed to help students pursue a future career in financial markets such as portfolio (fund) manager, security analyst, and financial engineer in asset management company, securities firm, investment bank, and investment advisory company. To pursue these professions, getting the designations of the CFA (Chartered Financial Analyst) or the CMA (Chartered Member of the Security Analysts Association of Japan) is essential. Portfolio Management is the most important topic in the CFA and CMA examinations.
Learning Objectives & Goals	This course contributes to two of the four learning goals: (1) Functional Business Knowledge; and (2) Strategic Decision Making
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	At the end of the course, students should be: MF2: Able to demonstrate understanding of finance knowledge MF6: Able to demonstrate understanding of data analysis and digital technology MD1: Able to apply the concepts of strategic management, recognising internal and external strategic contexts MD2: Able to demonstrate ability to gather and interpret data

Delivery Methods	This course will consist of lectures, discussions, case studies, assigned readings, and two quizzes (mid-term & week 8). Students are expected to read text chapters and assigned reading materials before class and actively participate in discussions.					
Assessment	Learning Objectives Assessment methods MF2 MF6 MD1 MD2 Second Quiz (Individual) 25% 25% Mid-Term Quiz (Individual) 5% 5% Case Analysis (Group) 10% 10% 10% 10% Weight on Final Grade 40% 10% 10% 40%					
Prerequisites	This course will build on general computational skills you should have acquired individually or through other courses. This course will require significant amounts of data analysis using Microsoft Excel.					
Method of feedback from instructor to students for exams/papers	Quizzes – results known immediately after completion Case Analysis – feedback given in class discussions					
Textbook(s)	Required: a) Title: Investments, b) Edition: 13, c) Author: Zvi Bodie, Alex Kane, Alan J. Marcus, Bodie, Zvi, Kane, Alex, Marc, d) Publisher: McGraw-Hill Education, e) Year: 2024, f) ISBN: 9781264412662 Reference Books / Journal Articles: a) Title: Corporate finance, b) Edition: , c) Author: Jonathan Berk, Peter DeMarzo, Berk, Jonathan, DeMarzo, Peter M., d) Publisher: Pearson, e) Year: 2017, f) ISBN: 9780134083278 a) Title: Modern Portfolio Theory and Investment Analysis, b) Edition: , c) Author: Elton, Gruber, Brown and Goetzmann, d) Publisher: , e) Year: 2013, f) ISBN: 9781118469941					
Note on Textbooks and Reference Books	Articles for reading will be assigned in class					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction to Portfolio Planning and Construction	Nil	h	Read specified chapter readings	3h
	2	Risk and Return Risk and return measures, downside risk, value at risk	Read lecture notes before class	2.5h	Read specified chapter readings	2.5h
	3	Constructing the Portfolio Capital allocation	Read lecture notes before class	2.5h	Read specified chapter readings	2.5h
	4	Constructing the	Read lecture notes	2.5h	Read specified	2.5h

		Portfolio Optimal risky portfolios, CAPM	before class		chapter readings	
	5	Constructing the Portfolio Optimal risky portfolios, CAPM	Read lecture notes before class	2.5h	Read specified chapter readings	2.5h
	6	Index models/APT/Multi-factor models	Read lecture notes before class	2.5h	Read specified chapter readings	2.5h
	7	Index models/APT/Multi-factor models	Read lecture notes before class	2.5h	Read specified chapter readings	2.5h
	8	Case Study [TBC]	Read case study before class	5h	Write up case analysis	5h
		Total	43h			
Others	Class size limited to 25 pax.					

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code FIN2050301	Course title Entrepreneurial and Venture Finance	
Name of Instructor	Chow, Yuen Leng		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Tue.4~5		

Course Description	<Roles and purpose> This course goes through the financial metrics that entrepreneurs need to pay attention to in the early stages of their business, to monitor the business performance and pivot, if necessary. This course explores possible financing choices for entrepreneurs, and discusses exit strategies available to the entrepreneur. This course guides potential entrepreneurs through the basics of finance, valuations, dilution and non-dilutive funding sources. Financing for start-ups are further differentiated between early-stage and later-stage financing. While this course focuses on the financial aspects of entrepreneurship, we will briefly discuss how to develop the business model to understand the nature of venture businesses and also the key aspects of effectively pitching your enterprise to investors. <Learning Objectives> Upon completion of this course, students will be able to: (1) Identify the kinds of investors required at different funding stages (2) Learn about different fundraising options (3) Understand how to make pro-forma financial statements; (4) Understand how Venture Corporations choose their deal structures; and (5) Understand the pros and cons of different exit strategies. <Overview> This course is primarily designed to provide the analytical tools and conceptual framework which are useful for entrepreneurs. Entrepreneurs first of all should be able to critically analyze their business model. Entrepreneurs also need to understand how and how much funds they should raise, the rational value of the startups, additional funding strategy, and harvesting strategy. In order to deliver these tools and concepts, cases and textbook chapters are used. All students are expected to prepare for case discussions and participate actively in discussing the business problems and solutions. <Career Relevance> Entrepreneurial Finance helps prospective entrepreneurs to make decisions regarding the financing, deal structures, and exits. Additionally, officers in financial institutions such as venture capital, private equity, and investment bank, might find entrepreneurial finance beneficial to understand the valuation of the startup using various methods. This course also covers briefly business model canvas in order to develop and evaluate the business model.
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Learning Objectives & Goals	This course contributes to two of the four learning goals: (1) Functional Business Knowledge; and (2) Strategic Decision Making					
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	At the end of the course, students should be: MF2: Able to demonstrate understanding of finance knowledge MD2: Able to demonstrate ability to gather and interpret data					
Delivery Methods	This course will consist of lectures, discussions, quizzes, and assigned readings. Students are expected to read text chapters before class and actively participate in discussions.					
Assessment	Learning Objectives Assessment methods MF2 MD2 Second Quiz (Individual) 20% 20% Mid-Term Quiz (Individual) 10% Case Analysis (Group) 25% 25% Weight on Final Grade 55% 45%					
Prerequisites	Some accounting knowledge would be beneficial. Elementary knowledge of Excel is required.					
Method of feedback from instructor to students for exams/papers	Quizzes – results known immediately after completion Case Analysis – feedback given after presentations					
Textbook(s)	Required: a)Title: AE Entrepreneurial Finance, b)Edition: 7th, c)Author: Leach, Melicher, d)Publisher: Cengage, e)Year: 2021, f)ISBN: 9789814986229 a)Title: Fundamentals of Entrepreneurial Finance, b)Edition: , c)Author: , d)Publisher: Oxford University Press, e)Year: 2020, f)ISBN: 9780199744756 Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction to Entrepreneurial Finance Entrepreneurial environment, business plan,	Nil	h	Read specified chapter readings	3h

		business model canvas				
	2	Organizing and Operating the Venture Initial funding, using financial statements	Read lecture notes before class	2.5h	Read specified chapter readings	2.5h
	3	Organizing and Operating the Venture Operating and financial performance, managing cash flow	Read lecture notes before class	2.5h	Read specified chapter readings	2.5h
	4	Creating and Recognizing Venture Value Projecting financial statements, valuing early stage ventures, venture capital valuation	Read lecture notes before class	2.5h	Read specified chapter readings	2.5h
	5	Case Study [TBC]	Read case study before class	4h	Write up case analysis	4h
	6	Structuring Financing for Start-ups Funding sources, financing structure, alternative financing	Read lecture notes before class	2.5h	Read specified chapter readings	2.5h
	7	Structuring Financing for Start-ups Funding sources, financing structure, alternative financing	Read lecture notes before class	2.5h	Read specified chapter readings	2.5h
	8	Structuring Financing for Start-ups Funding sources, financing	Read lecture notes before class	2.5h	Read specified chapter readings	2.5h

		structure, alternative financing				
		Total	41h			
Others	Maximum class size is 25 pax.					

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code FIN2100301	Course title Python & R Applications in Finance	
Name of Instructor	Chow, Yuen Leng		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Dates: Nov. 30 ~ Dec. 3 Times: 10:30-12:00 / 13:00-14:30		

Course Description	<Course Description & Learning Objectives> This course introduces two programming languages – Python and R – specifically for applications in finance. This course is meant for students with no or limited programming experience; but with a good or strong foundation in portfolio management. The main objective is to help students apply financial concepts into reproducible code. Students will learn how to write basic programs, analyze financial data, and compute key portfolio and risk models such as mean-variance optimization, VaR, and CAPM beta estimation. Each session combines short lectures with guided in-class coding exercises. <Career Relevance> Programming skills in Python and R are increasingly essential across finance roles, including: •Asset and portfolio management •Risk management •Investment research and analytics •Quantitative finance and fintech •Financial consulting and advisory roles
Learning Objectives & Goals	By the end of the course, students will hopefully be able to: •Understand basic programming concepts in Python and R •Import, clean, and analyze financial data •Compute returns, volatility, covariance, and correlations •Construct and visualize efficient portfolios •Estimate risk using VaR •Estimate betas and construct the security market line.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	This course contributes to two of the four learning goals: (1) Functional Business Knowledge; and (2) Strategic Decision Making At the end of the course, students should be: MF2: Able to demonstrate understanding of finance knowledge MF6: Able to demonstrate understanding of data analysis and digital technology MD2: Able to demonstrate ability to gather and interpret data

N/A for language courses						
Delivery Methods	This course will consist of lectures and in-class coding.					
Assessment	Assessment methods MF2 MF6 MD2 Weight on Final Grade Final Exam (Individual) 25% 25% 50% Coding Assessments (Individual) 15% 15% 30% Class Participation 5% 5% 10% 20% Weight on Final Grade 30% 20% 50% 100%					
Prerequisites	Students should have passed Portfolio Management or Programming Courses					
Method of feedback from instructor to students for exams/papers	Final Exam – Quiz in class (immediate feedback) Coding – In-class review					
Textbook(s)	Required: Reference Books / Journal Articles: a) Title: Using Python for Introductory Econometrics, b) Edition: , c) Author: Heiss & Brunner, d) Publisher: , e) Year: 2020, f) ISBN: 9798648436763 a) Title: Using R for Introductory Econometrics, b) Edition: , c) Author: Heiss, d) Publisher: , e) Year: 2020, f) ISBN: 9798648424364 a) Title: Investments, b) Edition: , c) Author: Bodie, Kane & Marcus, d) Publisher: , e) Year: 2024, f) ISBN: 9781264412662					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Programming Foundations & Financial Time Series	Read lecture notes before class	2h	Read specified chapter readings and go over codes	1h
	2	Financial Data Acquisition via APIs	Read lecture notes before class	2h	Read specified chapter readings and go over codes	1h
	3	Data Cleaning, Exploration, and Visualization	Read lecture notes before class	2h	Read specified chapter readings and go over codes	1h
	4	Portfolio Returns, Risk, and Correlations	Read lecture notes before class	2h	Read specified chapter readings and go over codes	1h
	5	Efficient Frontier & Portfolio Analytics	Read lecture notes before class	2h	Read specified chapter readings and go over codes	1h
	6	Parametric Risk Measurement & VaR	Read lecture notes before class	2h	Read specified chapter readings and go over codes	1h

	7	Beta Estimation & CAPM	Read lecture notes before class	2h	Read specified chapter readings and go over codes	1h
	8	Beta Estimation & CAPM	Read lecture notes before class	2h	Read specified chapter readings and go over codes	1h
		Total	24h			
Others	Max 15 pax					

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code FIN3050301	Course title Risk Management	
Name of Instructor	Shi, Yanghua		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Tue.2~3		

Course Description	Risk management is a discipline for living with the possibility that future events may cause adverse effects, ensuring resilience to the future.			
Learning Objectives & Goals	Risk is a variable that can cause deviation from an expected outcome which can cause variation from the desired result. Risks are highly dependent and can't be segmented and managed by entirely independent units. This course provides fundamental knowledge for the financial risk management certificate, including risk measurement and quantitative tools, which are critical aids for supporting risk management.			
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	[For MBA, JGDP] MF2: Able to demonstrate an understanding of Finance Knowledge. [For IMBA] MD1: Able to apply strategic management concepts, recognizing internal and external strategic contexts. MD2: Able to demonstrate the ability to gather and interpret data.			
Delivery Methods	Slides and course materials will be distributed via IUJ Google Classroom.			
Assessment	The understanding level will be on participation/discussion, quiz, and case study team presentation: 20% participation + 40% quiz + 40% team presentation.			
Prerequisites	Corporate Finance (FIN 1010)			
Method of feedback from instructor to students for exams/papers				
Textbook(s)	Required: Reference Books / Journal Articles: a) Title: Enterprise Risk Management, b) Edition: 2, c) Author: James Lam, d) Publisher: Wiley, e) Year: 2014, f) ISBN: 978-1118413616 a) Title: Implementing Enterprise Risk Management, b) Edition: 1, c) Author: James Lam, d) Publisher: Wiley, e) Year: 2017, f) ISBN: 978-0471745198 a) Title: Risk Management and Financial Institutions, b) Edition: 4, c) Author: Hull, J. C., d) Publisher: Wiley, e) Year: 2015, f) ISBN: 978-1118955949			
Note on Textbooks and Reference Books				
Class Outline	Class	Topic	Required preparation	Required post-study

		/homework			
	1	Introduction	Instructor's slide	1.5h	1h
	2	Risk awareness self-evaluation	Harvard Business Publishing Education: "Your company is too risk-averse" (2020)	1.5h	1h
	3	Hedging Risks by Derivatives- Insurance and Forward	Hull (2015) Ch1-2	1.5h	1h
	4	Hedging Risks by Derivatives- Futures and Options	Hull (2015) Ch2-3	1.5h	1h
	5	Hedging Risks by Derivatives- Options and Swaps	Hull (2015) Ch3-4, 7	1.5h	1h
	6	Credit risk management and market risk management	Hull (2015) Ch24	1.5h	1h
	7	Operational risk management	Instructor's slide	1.5h	1h
	8	Case study	SILK Road: Threads of History from Gunma to Yokohama	3.5h	1h
	9	ERM and KPI	Instructor's slide	1.5h	1h
	10	Balance Score Card	Instructor's slide	1.5h	1h
	11	Object and Key Results	Instructor's slide	1.5h	1h
	12	Risk Management Frontier-FinTech	Instructor's slide	1.5h	1h
	13	Risk Management Frontier-Pandemic	Instructor's slide	1.5h	1h
	14	Risk Management Frontier-Climate change	Instructor's slide	1.5h	1h
	15	Case study	Enterprise Risk Management in a Digital Age	3h	1h

	16	Case study	Enterprise Risk Management in a Digital Age	1.5h		1h
		Total	43.5h			
Others						

International University of Japan
Graduate School of International Management
Fall 2026 Term

Course	Schedule code ITC1060	Course title Digital Platform and Digital Business Models	
Name of Instructor	Zaw Zaw Aung		Credits 2
Instructor's contact information	Office#	Office Hours 13:00-15:00	E-mail
Class Schedule Day / Period	Wednesday 2 & 3		

Course Description	Knowing where to start and what it takes to transform digitally is one of the biggest challenges leaders of successful organizations face. Not all companies are digital born, but all must offer customers new digital value proposition - or risk disruption from those that will. Sound knowledge of digital business and digital platform shall help companies of all sizes including the 'big, old' companies reimagine a digital future where the rapid innovation fuels growth. Digital business promises to usher in an unprecedented convergence of people, business and things that disrupts existing business models - even those born of the Internet and e-business eras. This course uses the framework of four building blocks outlined in the text "Designed for Digital" and guide the students through the compelling and proven concepts of digital business. Among many other, platform business is unique in that they can connect and match people in an increasingly efficient manner. Over the past 20 years, we have witnessed how platform business like eBay and Uber unlocked the power of communities and created enormous value for millions of people. Yet launching a platform takes a lot of work and are notoriously difficult to scale. For organizations centered around digital technology, it is important to harness the potential to become a digital platform or utilizing preexisting digital platforms from complementor organizations. This course shall address on the specific opportunities and challenges that arise in digital ecosystem and find the solution for a new successful digital business.
Learning Objectives & Goals	At the end of this course, the students should be able to: • Understand today's technologies enabling Digital Businesses • Understand the concepts of Digital Business Models • Understand the Digital Platform Ecosystem and its implications • Design and develop a new digital business (or transform from an old one) AACSB Learning goal 7 (L7): Technology and Digital Transformation. Our students will be able to apply the latest technology element to creating a new business or adding competitive value

	to an organization through digital transformation. This course is a core course for DXP and measures two learning objectives: L7-1 Ability to understand the latest technology trend. L7-3 Ability to implement digital transformation while taking into account organizational and environmental implications.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	MEXT For MBA <Problem Solving> MP1 - Able to demonstrate ability to formulate/define issues MP2 - Able to demonstrate ability to analyze and compute MP3 - Able to demonstrate ability to interpret concepts and data MP4 -Able to demonstrate ability to evaluate and make choices among alternatives <Functional Business Knowledge> MF6 - Able to demonstrate understanding of Data Analysis and Digital Technology For IMBA <Strategic Decision Making> MD1 - Able to apply the concepts of strategic management, recognizing internal and external strategic contexts. MD2 - Able to demonstrate ability to gather and interpret data For DXP <Technology and Digital Transformation> MT1 - Able to understand the latest technology trend MT2 - Able to employ suitable technology element to create a business or add competitive value to an organization MT3 - Able to implement digital transformation while taking into account organizational and environmental implications For ISEP <Solutions toward Social Issues with Business Concept> MI3 - Able to demonstrate ability to connect different ideas for creating new solutions toward factors of social issues MI4 - Able to demonstrate ability to establish systems with business knowledge for providing solutions to social issues sustainably
Delivery Methods	The classes include lecture, case discussions, and group case presentation.

Assessment	Students are required to read assigned textbook chapters and reference materials well every week before coming to the class. Students are required to actively participate in-class discussions, off-class group meetings and group presentations. Learning goal 7 (L7): Technology and Digital Transformation. Students' ability to apply the latest technology element to creating a new business or adding competitive value to an organization through digital transformation. (AACSB) L7-1 Ability to understand the latest technology trend = Case Analysis (50%) + Class Participation (50%) L7-2 Ability to employ suitable technology element to create a business or add competitive value to an organization. = Company Case Analysis and Presentation (50%) + Final Essay (50%) CLG-1 Course Learning Goal: Understand Digital Platform and Digital Business Models = Class Participation 30% + Group Case Analysis & Presentation 20% + Company Analysis and Presentation 20% + Individual Report 30% Weight on Final Grade = L7-1 30% + L7-2 30% + CLG-1 40% <table><tr><td></td><td colspan="3">Learning Objectives</td></tr><tr><td>Assessment methods</td><td>(L7-1)</td><td>(L7-2)</td><td>(CLG-1)</td></tr><tr><td>Class Participation, Learning point memo</td><td>50%</td><td></td><td>30%</td></tr><tr><td>Group Case Analysis & Presentation, Individual case memo</td><td>50%</td><td></td><td>20%</td></tr><tr><td>Company Analysis and Presentation</td><td></td><td>50%</td><td>20%</td></tr><tr><td>Individual Report</td><td></td><td>50%</td><td>30%</td></tr><tr><td>Weight on Final Grade</td><td>30%</td><td>30%</td><td>40%</td></tr></table> Notes i. Peer Evaluation scored will be weighted on Group Project and Group Case Analysis. ii. 4-page individual report dues at the end of the course.		Learning Objectives			Assessment methods	(L7-1)	(L7-2)	(CLG-1)	Class Participation, Learning point memo	50%		30%	Group Case Analysis & Presentation, Individual case memo	50%		20%	Company Analysis and Presentation		50%	20%	Individual Report		50%	30%	Weight on Final Grade	30%	30%	40%
	Learning Objectives																												
Assessment methods	(L7-1)	(L7-2)	(CLG-1)																										
Class Participation, Learning point memo	50%		30%																										
Group Case Analysis & Presentation, Individual case memo	50%		20%																										
Company Analysis and Presentation		50%	20%																										
Individual Report		50%	30%																										
Weight on Final Grade	30%	30%	40%																										
Prerequisites	None																												
Method of Feedback for Exams/Papers	Google Classroom																												
Required Textbook(s)	Required Textbook: 1. Weill, Peter, and Stephanie Woerner. What's your digital business model?: six questions to help you build the next-generation enterprise. Harvard Business Press, 2018. 2. Choudary, Sangeet Paul. "Platform scale: How an emerging business model helps startups build large empires with minimum investment." Platform Thinking Labs Pte. Ltd. 2015.																												

Reference Books	Reference Books: 1. Ross, Jeanne W., Cynthia M. Beath, and Martin Mocker. Designed for digital: How to architect your business for sustained success. MIT Press, 2019. 2. Parker, Geoffrey, Marshall W. Van Alstyne, and Sangeet Paul Choudary. Platform revolution. WW Norton, Incorporated, 2016. 3. Iansiti, Marco, and Karim R. Lakhani. Competing in the age of AI. Harvard Business Review Press, 2020. 4. Reillier, Laure Claire, and Benoit Reillier. Platform strategy: How to unlock the power of communities and networks to grow your business. Taylor & Francis, 2017.
Other Materials	Case Materials: 1. Fintech and Finance Transformation: The Rise of Ant Financial by Rainny Shuyan Xie, Siew-Kien Sia, Boon Siong Neo; NYU Apr 2018 NTU144-PDF-ENG 2. NIKE Supply Chain in the New Digital Age By: Joan Jane Marcet, Pedro Ferrinha, IESE Mar 14, 2022 #: IES907-PDF-ENG 3. DeepSeek: The Chinese Dark Horse in the Global AI Arena By: Yi Tang, Yuanhao Li, Guoli Chen, INSEAD #: IN2088-PDF-ENG 4. Grab.in: Enabling Hyperlocal By: R. Srinivasan, Sandeep Lakshmipathy, Pramoth Joseph, Indian Institute of Management-Bangalore Feb 2020 #:IMB809-PDF-ENG 5. POP MART: A New Toy for Gen Z By: Yi Tang, Yuanhao Li, Guoli Chen, INSEAD Aug 8, 2025 #: IN2105-PDF-ENG 6. Ping An Good Doctor: Creating a Nondisruptive Solution for China's Healthcare System By: W. Chan Kim; Renee Mauborgne; Mi Ji, INSEAD Feb 2021 #: IN1724-PDF-ENG More case supplements are to be shared prior to the class.

Class Outlines	Class	Contents	
	1&2	Topic	Introduction & Course Logistics Designed for digital - Customer Centricity: Building Shared Customer Insights - Understanding Customer Value and Value Network - The Long Tail

		Required preparation /homework	Reading(s): - Journal Paper - Ina M. Sebastian, Martin Mockler, Jeanne W. Ross, Kate G. Moloney, Cynthia Beath, and Nils O. Fonstad: How Big Old Companies Navigate Digital Transformation, MIS Quarterly Executive 16(3), September 2017. - The Long Tail by Chris Anderson, Wired Magazine https://www.wired.com/2004/10/tail/ - Reference Book 1: Chapter 2 Building Shared Customer Insights [page 21 – 28] Case: - Fintech and Finance Transformation: The Rise of Ant Financial by Rainny Shuyan Xie, Siew-Kien Sia, Boon Siong Neo; NTU144-PDF-ENG	3h
		Required post-study	Review on Class Materials Answer the case follow-up question	2h
	3&4	Topic	Operational Excellence - Building an Operational Backbone	
		Required preparation /homework	Reading(s): Reading: - Reference 1: Chapter 3 [page 39 – 56] Video: - Machine, platform, crowd: Harnessing our digital future. By McAfee, Andrew, and Erik Brynjolfsson. WW Norton & Company, 2017. https://www.youtube.com/watch?v=vn6uamRcoho Case: NIKE Supply Chain in the New Digital Age By: Joan Jane Marcet, Pedro Ferrinha, IESE Mar 14, 2022 #: IES907-PDF-ENG	3h
		Required post-study	Review on Class Materials Answer the case follow-up question	2h
	5&6	Topic	Competing in the AI Era - Resource-Based View - VRIO - Dynamic Capabilities - AI Value Chain - Building an External Developer Platform - Business Model Canvas	

		Required preparation /homework	Readings: - Textbook 1: What's your digital business model? - Ref Book 1: Chapter 5 Case: DeepSeek: The Chinese Dark Horse in the Global AI Arena By: Yi Tang, Yuanhao Li, Guoli Chen, INSEAD #: IN2088-PDF-ENG	3h
		Required post-study	Review on Class Materials Answer the case follow-up question	2h
	7&8	Topic	Platform Execution - Platform Competition - Super App strategy - Platform Business Model Canvas - Platform Economics - Flywheel Effect - Multi-sided Markets	
		Required preparation /homework	Readings: Textbook 2: Platform scale Case: - Grab.in: Enabling Hyperlocal By: R. Srinivasan, Sandeep Lakshmipathy, Pramoth Joseph, Indian Institute of Management-Bangalore Feb 2020 #:IMB809-PDF-ENG	3h
		Required post-study	Review on Class Materials Answer the case follow-up question	2h
	9&10	Topic	Digital Platform as Business Model - Product vs Platform - Core vs. Crowd - Co-Value Creation - Life Stages of Platform - Brand Communities - Emotional Value Proposition	
		Required preparation /homework	Readings: - Ref Book 4: Chapter 7 – 10 (page 73 – 121) - Textbook 2: Platform scale Case: - POP MART: A New Toy for Gen Z By: Yi Tang, Yuanhao Li, Guoli Chen, INSEAD Aug 8, 2025 #: IN2105-PDF-ENG	3h
		Required post-study	Review on Class Materials Answer the case follow-up question	2h

	11&12	Topic	Platform Ecosystem - Building an Accountability Framework - Ecosystem Strategy - Platform Leadership - Complementary Asset Model - Platform Pricing and Competing against Platforms	
		Required preparation /homework	Readings: - Ref Book 1: Chapter 5 - Ref Book 4: Chapter 11 (page 137 – 152), Chapter 14 (page 193 – 204) - Textbook 2: Platform scale Case: - Ping An Good Doctor: Creating a Nondisruptive Solution for China's Healthcare System By: W. Chan Kim; Renee Mauborgne; Mi Ji (Feb 2021) IN1724-PDF-ENG	3h
		Required post-study	Review on Class Materials Answer the case follow-up question	2h
	13&14	Topic	Platform Governance Platform Pricing	
		Required preparation /homework	Readings: Textbook 2: Platform scale Case: None (Student group project: Company Analysis & Presentation)	6h
		Required post-study	Review on Class Materials Review class discussions	1h
	15&16	Topic	Course Wrap-up	
		Required preparation /homework	Reading(s): Ref Book 3: Competing in the age of AI Case: None (Student group project: Company Analysis & Presentation)	6h
		Required post-study	Recommended further readings Individual Final Report Submission	3h
	Total			46h
Others	Remark: Last 2 weeks will have student group “company analysis” presentation.			
Keyword				

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code ITC2040301	Course title Data Analysis with Python	
Name of Instructor	Chuang, Hongwei		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Fri.2~3		

Course Description	This course provides a comprehensive introduction to data analysis using the Python programming language. Students will learn the fundamental concepts and techniques for working with real-world datasets, from data collection and cleaning to exploration, visualization, and modeling. The course emphasizes hands-on application through practical examples and projects, equipping students with the skills necessary to derive insights and make data-driven decisions.		
Learning Objectives & Goals	Our primary goal is to empower you with practical data analysis skills using Python, fostering a strong understanding of the entire data analysis workflow. We aim to build your proficiency in essential Python data science libraries and cultivate your critical thinking and problem-solving abilities within data contexts. This course will lay a solid foundation for those wishing to pursue more advanced topics in data science.		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	Contribution to the diploma policy, for [DXP] students, they will be able to understand the latest technology trend (MT1).		
Delivery Methods	Our course structure includes engaging lectures, practical homework assignments, and collaborative group projects. The instructor will provide comprehensive lecture notes and programming exercises to help you apply the concepts learned in class.		
Assessment	Grades are based on total points earned on: participation & hands-on exercise (35%) + one group project (25%) + one on-site quiz (40%)		
Prerequisites			
Method of feedback from instructor to students for exams/papers			
Textbook(s)	Required: Reference Books / Journal Articles:		
Note on Textbooks and			

Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Preliminaries	Instructor's Slide	1h		1h
	2	Python Variables and Data types		0h		1.5h
	3	Python Control Loops	Instructor's Slide	2h		1h
	4	Python Functions, Modules, and Packages		0h	Exercise 1	3h
	5	Data Collection	Instructor's Slide	2h		1h
	6	Data Wrangling		0h		3h
	7	Data Merging	Instructor's Slide	3h		1h
	8	Data visualization: Pandas/Seaborn		0h	Exercise 2	3h
	9	Regression models (1)	Instructor's Slide	3h		1h
	10	Regression models (2)		0h		3h
	11	Logistic Regression models (1)	Instructor's Slide	3.5h		1h
	12	Logistic Regression models (2)		0h	Exercise 3	3h
	13	Introduction of Panel Data	Instructor's Slide	3.5h		1h
	14	Panel Data Analysis		0h		3h
	15	Group Project Presentation		3h		1h
	16	Group Project Presentation		0h		3h
		Total	51.5h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code ITC2100301	Course title Machine Learning and Text Analytics in Business		
Name of Instructor	Chuang, Hongwei		Credits 2	
Instructor's contact information	Office#	Office Hours	E-mail	
Class Schedule Day / Period	Thu.2~3			

Course Description	This course provides a practical and business-focused exploration of Machine Learning (ML) and Text Analytics techniques, equipping students with the skills to extract valuable insights, automate processes, and make data-driven decisions from this rich, often overlooked, data source.				
Learning Objectives & Goals	You will learn how to leverage the power of machine learning algorithms to understand, categorize, summarize, and predict from textual data, directly addressing real-world business challenges. The course emphasizes hands-on application using popular Python libraries, bridging theoretical concepts with practical implementation.				
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	Contribution to the diploma policy, they will be able to demonstrate understanding of Fundamental Business Knowledge (MF7).				
Delivery Methods	Our course structure includes engaging lectures, practical homework assignments, and collaborative group projects. The instructor will provide comprehensive lecture notes and programming exercises to help you apply the concepts learned in class.				
Assessment	Grades are based on total points earned on: participation (25%) & (hands-on) exercise (35%) + one group project (40%).				
Prerequisites					
Method of feedback from instructor to students for exams/papers					
Textbook(s)	Required: Reference Books / Journal Articles:				
Note on Textbooks and Reference Books					
Class Outline	Class	Topic	Required preparation /homework		Required post-study
	1	Orientation	Slide	1h	2h

	2	Python Programming Review		1h		1h
	3	Introduction of Machine Learning	Slide	1h		2h
	4	Introduction of Machine Learning		1h		2h
	5	Machine Learning Applications	Slide	1h		2h
	6	Machine Learning Applications		2h	Exercise 1	2h
	7	Web Application Development	Slide	1h		2h
	8	Web Application Development		2h		2h
	9	Introduction of Natural Language	Slide	2h		2h
	10	Introduction of Natural Language		2h	Exercise 2	3h
	11	Natural Language Processing	Slide	2h		2h
	12	Natural Language Processing		2h		3h
	13	Large Language Models	Slide	2h		2h
	14	Generative AI		2h	Exercise 3	3h
	15	Group Project Presentation	Slide	2h		2h
	16	Group Project Presentation		2h		3h
		Total				
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code JDP2040301	Course title Japan's Major Industries and Human Resource Practices	
Name of Instructor	Yokose, Tsutomu		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Tue.4~5		

Course Description	Through the rapid change of the business environment triggered by the areas of technology, demographics, society and economy, every industry in the world wide must have the grand design to survive the hardship by using human capital capability. Japan industry had survived its tough stages after World War 2 and experienced several recessions, but by using its fundamental advantage in human capital power, they have recovered as one of key player in word business. Japan industry has the special paradigm in some of its fundamental assumptions and approaches for the human capital, especially in the people management practices. Those were settled by the accumulated knowledge and experience from Meiji era and there are many effective lessons and learns toward next decades. In this course, by focusing on the several practices and cases in Japan, including the practices and history of Japan Major Industries, students will learn the industry knowledge in human capital areas under their business strategies which enhanced Japan development stage, especially in order to apply the practices to the developing regions and revitalizing countries. Knowledge and experience accumulated by the numerous changes in industry should be the clues to generate industry-wide and country-wide policies, in addition to the corporate strategies. From that aspect, in this course, by exploring the past practices and current trend of new provision, the characteristic and the advantages of Japan industrial practice in human capital areas will be identified.
Learning Objectives & Goals	Upon completion of this course, student should be able to: Understand the objectives and advantages of Japan Human Capital practices Diagnose the business environment and apply the best human capital practices to pursuit business goals, through the understanding of the history and trend in Japan Major industries. Apply Japan Human Capital practices to the development stages of the industry and economics. Teaching Methodology : Interactive lecture, case study , guest speaker, field study and discussion
Contribution to the Diploma Policy	Following Learning Objectives are defined for the completion of degree

(knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	<MBA> MM2 Able to identify and articulate common viewpoints among different and possibly conflicting opinions of those from different international backgrounds MM3 Able to acquire skills to communicate with people from diverse international backgrounds MF1 Able to demonstrate understanding of Management Knowledge MD1 Able to apply the concepts of strategic management, recognizing internal and external strategic contexts MD2 Able to demonstrate ability to gather and interpret data MJ2 Able to demonstrate understanding of Japanese employment practice MJ3 Able to demonstrate understanding of Japanese corporate governance and management philosophy MJ4 Able to demonstrate understanding of Japanese society and business environments
Delivery Methods	Interactive lecture, case study, guest speaker, field study and discussion
Assessment	Overall grading assessment •20% Contribution to the discussion points •50% Case memo (1 page - individual) (5 times) Oct.13 - The Rise and Fall of “Keiretsu” in Japan Oct.20 - RAKUTEN: Developing Employee Diversity Nov. 3 - HONDA Motor Co: Management through Waigaya Way Nov.17- Human Resources Management System Reforms at Matsushita Nov.24- Yamato Transport: Part time Employment of Housewives •30% Final report (individual) The use of generative AI to substantially complete academic work such as case memos, final papers and other academic related reports, is not permitted.
Prerequisites	None
Method of feedback from instructor to students for exams/papers	Case memos: during the class, instructor show the points for the analysis and good examples Upon request, instructor will provide individual feedback
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: Human Resource Development in Twentieth-Century Japan, b)Edition: , c)Author: Takenori Inoki, d)Publisher: , e)Year: 2017, f)ISBN: 978-4916055781
Note on Textbooks and Reference Books	Case Materials: Human Resources Practices and the Labor Market in Japan IVEY 9B13C023 Transforming Mitsubishi Corp, 2004 HBS 9-904-419 The Rise and Fall of “Keiretsu” in Japan

Class Outline	ICMR 204-140-1 RAKUTEN: Developing Employee Diversity NUS: 416-0097-1 HONDA Motor Co: Management through Waigaya Way AMITY 415-033-8 Human Resources Management System Reforms at Matsushita ICMR 403-010-1 Yamato Transport: Part-time Employment of Housewives NUS -W13706 Reading materials: Hiroyuki Itami – 3 Waves in Japanese Industries Chapter 6 – Automobiles: Why Success, and Why the Sudden Brake? Chapter 5 – VTR: Why Japanese VTRs Conquered the World?					
	Class	Topic	Required preparation /homework		Required post-study	
	1	Japan industry development process Overview of Japan employment System:	Read course materials	1h	Review the lecture and learning points	1h
	2	Basic Feature of Japan HR practices after WW2	Case Human Resources Practices and the Labor Market in Japan IVEY 9B13C023 Assignment questions (no case memo) Read case: think about the following points: 1. What are the most significant characteristics of Japan Labor Market? 2. Whether Japan Human Capital system has advantage or not,	2h	Debrief the class discussion	1h

			in order to survive the upcoming changes in industries and society? <Preparation for group discussion>			
	3	Major Industry (1) SOGO SHOSHA (General Trading Company)	Case Transforming Mitsubishi Corp, 2004 HBS 9-904-419 Assignment questions (no case memo) Read case: think about the following points: 1. What are the most significant features of SOGO SHOSHA in industry developing stage? 2. How they should change their management style and strategies for the coming changes in business environment?	2h	Debrief the class discussion	1h
	4	Uniqueness of SOGO SHOAHA and its role for the development stage in economics	Preparation for group discussion depending upon own analysis	1h	Debrief the class and group discussion	1h
	5	Major Industry (2) Auto Mobile	Reading material Hiroyuki Itami – 3 Waves in Japanese Industries Chapter 6 – Automobiles: Why Success, and Why the Sudden Brake? Read the article and prepare “Why	2h	Debrief the class discussion	1h

			success and Why the sudden break” questions			
	6	Japan Automobile industry characteristics – KANBAN, KEIRETSU – how they build human capital?	Case: (case memo submission) The Rise and Fall of “Keiretsu” in Japan ICMR 204-140-1 The assigned questions 1. What KEIRETSU is and how it operated in Japan 2. How strategies that evolve have their roots in the economic, political and social needs of a country? 3. How strategies are vulnerable to the external business environment?	3h	Debrief the class and group discussion	1h
	7	Diversity in Japanese HR practices	Case: (case memo submission) RAKUTEN: Developing Employee Diversity NUS: 416-0097-1 The assigned questions 1. Why is Englishnization important to Rakuten? What are the pros and cons of implementing such a program? 2. Englishnization is no just about the working language to English, but is also about creating an organizational	3h	Debrief the class discussion	1h

			culture that will facilitate the recruitment of a diversified workforce. How should Rakuten manage his diversity in its employees?			
	8	How Japanese Companies accepting diversity in their human resources Guest Speaker – IUJ Alumni – 2022, working at Japanese companies	Preparation for group discussion	1h	Debrief the class discussion	1h
	9	Philosophy based management How Japanese companies are operating by “Philosophy” and its application?	Read lecture slides and prepare the discussion	1h	Debrief the class and group discussion	1h
	10	HONDA unique management systems “WAIGAYA”	Case: (case memo submission) HONDA Motor Co: Management through Waigaya Way AMITY 415-033-8 The assigned questions 1. Analyze how HONDA adopted Waigaya in its functionalities 2. What were the benefit and challenges of adopting Waigaya?	3h	Debrief the class and group discussion	1h
	11	Major Industry (3) Electric	Reading material Hiroyuki Itami – 3 Waves in Japanese	2h	Debrief the class and group discussion	1h

			Industries Chapter 5 – VTR: Why Japanese VTRs Conquered the World? Read the article and prepare the answers for the question “Why Japanese VTRs conquered the world?”			
	12	Business strategy and HR practices in Japan industry	“Why Japanese VTRs conquered the world?” Preparation for group discussion	1h	Debrief the class and group discussion	1h
	13	Reform of HR practices due to change in business environment	Case: (case memo submission) Human Resources Management System Reforms at Matsushita ICMR 403-010-1 The assigned questions 1. What kind of circumstances forced Matsushita to change the employment policies? 2. What is the important features and benefit of the new personal management system? 3. Analyze whether the new policy would achieve its objectives in the long run	3h	Debrief the class and group discussion	1h
	14	Real sample of Japanese HR practices from TOP management view	Preparation for group discussion	1h	Debrief the class and group discussion	1h

		Guest Speech : CEO at Japanese company, HR practices in Japan company Ex-CEO, Asahi Kaseki Medical				
	15	Major Industry (4) Transportation	Case: (case memo submission) Yamato Transport: Part-time Employment of Housewives NUS -W13706 The assigned questions 1. What was Yamato's philosophy and how did Yamato operationalize this philosophy in its business strategy? 2. Was the field cast model sustainable in the long term? What other solutions would you propose to Yamato to solve its pea-load period problem?	3h	Debrief the class and group discussion	1h
	16	Summary and wrap up How HR practices should be moved?	Preparation for class discussion	1h	Review the all course materials and write the final report	5h
		Total	50h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code JDP2060301	Course title Small and Medium Enterprise Policy in Japan	
Name of Instructor	Funabashi, Gaku		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Mon.2~3,Sat.2~3 Class schedule Oct. 3, 5, 10, 31, Nov. 2, 7, 9, and 23		

Course Description	*** Students who already took “Small to Medium-sized Firms in Japan” cannot take this course. *** The objective of this course is to introduce how small and medium enterprises (SMEs) have developed with the support by the government and other organizations in Japan. Large multi-national corporations (MNCs) are usually known as major players in the Japanese industries. However, SMEs also take essential roles behind performances by MNCs. In fact, factors for evolving into MNCs are originated in their actions when they were still small or medium-sized. This course discusses the development of SME businesses under changing environment of the Japanese economy. We will sometimes discuss SME development in other countries, but policies and SMEs mainly introduced for the discussions are from Japan as the course of Japan Global Development Program (JGDP). Dividing the issues of SME development into three, technology development, managerial skills development, and access to finance, lectures and discussions of this course focus on the following three points. First, business environment that SMEs face in different periods of modern Japanese history. Policy intentions change based on the economic conditions surrounding SMEs, hence we will see different patterns of support policies under different conditions in different periods. Second, SME development is the result of operations by each firm, thus, we see actual examples of typical SMEs. Third, based on the understanding of SME development policies in Japan, we will discuss SMEs in low- and middle-income countries. The third point is extended further through individual assignments and a group work with presentation.
Learning Objectives & Goals	This course contributes to the achievement of 5 objectives of 2 learning goals mentioned below. For the purpose of accomplishment of these objectives, this course covers issues related to small and medium enterprise development in Japan from the views of both support policy and management of enterprises under the changing economic and social environment.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language	MF1 (for 2-year MBA, JGDP): Able to demonstrate understanding of Management Knowledge MJ1 (for JGDP): Able to demonstrate understanding of Japanese industries, society, and business environments. MJ2 (for JGDP): Able to demonstrate understanding of Japanese employment practice MJ3 (for JGDP): Able to demonstrate understanding of Japanese corporate governance and management philosophy

courses	MJ4 (for JGDP): Able to demonstrate understanding of Japanese society and business environments					
Delivery Methods	Classroom lectures and discussions.					
Assessment	Final grades will be based on individual Weekly Assignments (15% x 2 assignments), Group Presentation (20%), Final Report (35%) and Class participation including discussions (15%). It is not prohibited to use generative AI for some parts. But students are expected to consider original ideas for each assignment.					
Prerequisites	None					
Method of feedback from instructor to students for exams/papers	Feedback will be sent to students individually.					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books	Reference Books / Journal Articles: Reading journals are not necessarily related to Japan but selected for better understanding of SME development in students' own countries. <Session 1&2> Ayyagari, M., Beck, T., & Demircuc-Kunt, A. (2007) "Small and medium enterprises across the globe" Small business economics, 29(4) <Session 3&4> Nichter, S., & Goldmark, L. (2009) "Small firm growth in developing countries" World development, 37(9), 1453-1464. <Session 5&6> Wolff, J. A., & Pett, T. L. (2006). "Small - firm performance: modeling the role of product and process improvements" Journal of Small Business Management, 44(2) <Session 7&8> McKenzie, D., & Woodruff, C. (2014) "What are we learning from business training and entrepreneurship evaluations around the developing world?" The World Bank Research Observer, 29(1) <Session 9&10> Hudson, M., Smart, A. & Bourne, M. (2001) "Theory and practice in SME performance measurement systems" International journal of operations & production management <Session 11&12> Karlan, D., & Zinman, J. (2010) "Expanding credit access: Using randomized supply decisions to estimate the impacts" The Review of Financial Studies, 23(1) <Session 15&16> Storey, D. J. (2014). "Understanding the small business sector: Reflections and confessions" P. Braunerhjelm (Ed.), 20					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction of the course, Business environment Discussion on reading journal	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Please consider the conditions of own country and the possible area that your government and SMEs can apply lessons from Japanese experience.	0.5h

	2	Same as above	Same as above	h	Same as above	h
	3	Technological development by SMEs 1 Discussion on reading journal	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Please consider the conditions of own country and the possible area that your government and SMEs can apply lessons from Japanese experience. Weekly assignment	4.5h
	4	Same as above	Same as above	h	Same as above	h
	5	Technological development by SMEs 2 Discussion on reading journal	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Please consider the conditions of own country and the possible area that your government and SMEs can apply lessons from Japanese experience. Weekly assignment Preparation for Group Presentation	6.5h
	6	Same as above	Same as above	h	Same as above	h
	7	Managerial skill development by SMEs 1 Discussion on reading journal	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Please consider the economic conditions of own country and the possible area that your government and SMEs can apply lessons from Japanese experience. Preparation for Group Presentation	2.5h
	8	Same as above	Same as above	h	Same as above	h
	9	Managerial skill development by SMEs 2 Discussion on reading journal	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Please consider the economic conditions of own country and the possible area that your government and SMEs can	2.5h

					apply lessons from Japanese experience. Preparation for Group Presentation	
	10	Same as above	Same as above	h	Same as above	h
	11	Access to finance 1 Discussion on reading journal	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Please consider the economic conditions of own country and the possible area that your government and SMEs can apply lessons from Japanese experience. Preparation for Group Presentation	2.5h
	12	Same as above	Same as above	h	Same as above	h
	13	Access to finance 2 Discussion on reading journal Summary of the course	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Please consider the economic conditions of own country and the possible area that your government and SMEs can apply lessons from Japanese experience. Preparation for Group Presentation	2.5h
	14	Same as above	Same as above	h	Same as above	h
	15	Group presentations on environment, challenges and possible policy measures in countries other than Japan	Preparation for the Group presentation	h	Final report	10h
	16	Same as above	Same as above	h	Same as above	h
		Total	45.5h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code MGT1330	Course title Field Study	
Name of Instructor	Kikkawa, Takeo		Credits 4
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The objective of Field Study is to create a local network to realize the business plan of own program for solving social issues, verify with prototypes of products and services as a solution, and clarify points for improvement. The focus is on reducing the risks of working as a full-fledged social entrepreneur by preparing to start a business while still in the graduate school. Although it is named “study”, it is not research for the study of writing an academic paper. Prior to the field study, it is necessary for students to first formulate a business plan to implement ideas for solving social issues at the place of activity through Advanced Seminar in which students receives individual guidance from a supervisor. In addition, the location of Field Study will be decided according to students’ own interest and activities either in Japan or overseas.
Learning Objectives & Goals	This course contributes to the achievement of 7 objectives of 2 learning goals mentioned below. For the accomplishment of these objectives, this course covers issues needed to be implemented in establishing actual businesses for solving social issues.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	ML1 ML2 MM1 (for ISEP): Able to demonstrate the sensitivity to different perspectives and opinions of those from different international backgrounds. MM2 (for ISEP): Able to identify and articulate common viewpoints among different and possibly conflicting opinions of those from different international backgrounds. MM3 (for ISEP): Able to acquire skills to communicate with people from diverse international backgrounds. MI1 (for ISEP): Able to demonstrate ability to identify social issues. MI2 (for ISEP): Able to demonstrate ability to analyze fundamental factors of social issues. MI3 (for ISEP): Able to demonstrate ability to connect different ideas for creating new solutions toward factors of social issues. MI4 (for ISEP): Able to demonstrate ability to establish systems with business knowledge for providing solutions to social issues sustainably
Delivery Methods	Field Study is an independent activity. Students will receive online support by a supervisor.
Assessment	Final grades will be based on periodical consultation to a supervisor as well as Completion Report. Standard format of Completion Report will be provided by the program director of ISEP.
Prerequisites	

Method of feedback from instructor to students for exams/papers	Feedback and support will be provided online during Field Study			
Textbook(s)	Required: Reference Books / Journal Articles:			
Note on Textbooks and Reference Books				
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others	It is necessary to have consultation prior to Field Study well in advance with the program director of ISEP regarding the venue of the study.			

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code MGT1330	Course title Field Study	
Name of Instructor	Aung, ZawZaw		Credits 4
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The objective of Field Study is to create a local network to realize the business plan of own program for solving social issues, verify with prototypes of products and services as a solution, and clarify points for improvement. The focus is on reducing the risks of working as a full-fledged social entrepreneur by preparing to start a business while still in the graduate school. Although it is named “study”, it is not research for the study of writing an academic paper. Prior to the field study, it is necessary for students to first formulate a business plan to implement ideas for solving social issues at the place of activity through Advanced Seminar in which students receives individual guidance from a supervisor. In addition, the location of Field Study will be decided according to students’ own interest and activities either in Japan or overseas.		
Learning Objectives & Goals	This course contributes to the achievement of 7 objectives of 2 learning goals mentioned below. For the accomplishment of these objectives, this course covers issues needed to be implemented in establishing actual businesses for solving social issues.		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	ML1 ML2 MM1 (for ISEP): Able to demonstrate the sensitivity to different perspectives and opinions of those from different international backgrounds. MM2 (for ISEP): Able to identify and articulate common viewpoints among different and possibly conflicting opinions of those from different international backgrounds. MM3 (for ISEP): Able to acquire skills to communicate with people from diverse international backgrounds. MI1 (for ISEP): Able to demonstrate ability to identify social issues. MI2 (for ISEP): Able to demonstrate ability to analyze fundamental factors of social issues. MI3 (for ISEP): Able to demonstrate ability to connect different ideas for creating new solutions toward factors of social issues. MI4 (for ISEP): Able to demonstrate ability to establish systems with business knowledge for providing solutions to social issues sustainably		
Delivery Methods	Field Study is an independent activity. Students will receive online support by a supervisor.		
Assessment	Final grades will be based on periodical consultation to a supervisor as well as Completion Report. Standard format of Completion Report will be provided by the program director of ISEP.		
Prerequisites			

Method of feedback from instructor to students for exams/papers	Feedback and support will be provided online during Field Study			
Textbook(s)	Required: Reference Books / Journal Articles:			
Note on Textbooks and Reference Books				
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others	It is necessary to have consultation prior to Field Study well in advance with the program director of ISEP regarding the venue of the study.			

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code MGT1330	Course title Field Study	
Name of Instructor	Funabashi, Gaku		Credits 4
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The objective of Field Study is to create a local network to realize the business plan of own program for solving social issues, verify with prototypes of products and services as a solution, and clarify points for improvement. The focus is on reducing the risks of working as a full-fledged social entrepreneur by preparing to start a business while still in the graduate school. Although it is named “study”, it is not research for the study of writing an academic paper. Prior to the field study, it is necessary for students to first formulate a business plan to implement ideas for solving social issues at the place of activity through Advanced Seminar in which students receives individual guidance from a supervisor. In addition, the location of Field Study will be decided according to students’ own interest and activities either in Japan or overseas.
Learning Objectives & Goals	This course contributes to the achievement of 7 objectives of 2 learning goals mentioned below. For the accomplishment of these objectives, this course covers issues needed to be implemented in establishing actual businesses for solving social issues.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	ML1 ML2 MM1 (for ISEP): Able to demonstrate the sensitivity to different perspectives and opinions of those from different international backgrounds. MM2 (for ISEP): Able to identify and articulate common viewpoints among different and possibly conflicting opinions of those from different international backgrounds. MM3 (for ISEP): Able to acquire skills to communicate with people from diverse international backgrounds. MI1 (for ISEP): Able to demonstrate ability to identify social issues. MI2 (for ISEP): Able to demonstrate ability to analyze fundamental factors of social issues. MI3 (for ISEP): Able to demonstrate ability to connect different ideas for creating new solutions toward factors of social issues. MI4 (for ISEP): Able to demonstrate ability to establish systems with business knowledge for providing solutions to social issues sustainably
Delivery Methods	Field Study is an independent activity. Students will receive online support by a supervisor.
Assessment	Final grades will be based on periodical consultation to a supervisor as well as Completion Report. Standard format of Completion Report will be provided by the program director of ISEP.
Prerequisites	

Method of feedback from instructor to students for exams/papers	Feedback and support will be provided online during Field Study			
Textbook(s)	Required: Reference Books / Journal Articles:			
Note on Textbooks and Reference Books				
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others	It is necessary to have consultation prior to Field Study well in advance with the program director of ISEP regarding the venue of the study.			

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code MGT1330	Course title Field Study	
Name of Instructor	Zhang Zhang, Yingying		Credits 4
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The objective of Field Study is to create a local network to realize the business plan of own program for solving social issues, verify with prototypes of products and services as a solution, and clarify points for improvement. The focus is on reducing the risks of working as a full-fledged social entrepreneur by preparing to start a business while still in the graduate school. Although it is named “study”, it is not research for the study of writing an academic paper. Prior to the field study, it is necessary for students to first formulate a business plan to implement ideas for solving social issues at the place of activity through Advanced Seminar in which students receives individual guidance from a supervisor. In addition, the location of Field Study will be decided according to students’ own interest and activities either in Japan or overseas.
Learning Objectives & Goals	This course contributes to the achievement of 7 objectives of 2 learning goals mentioned below. For the accomplishment of these objectives, this course covers issues needed to be implemented in establishing actual businesses for solving social issues.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	ML1 ML2 MM1 (for ISEP): Able to demonstrate the sensitivity to different perspectives and opinions of those from different international backgrounds. MM2 (for ISEP): Able to identify and articulate common viewpoints among different and possibly conflicting opinions of those from different international backgrounds. MM3 (for ISEP): Able to acquire skills to communicate with people from diverse international backgrounds. MI1 (for ISEP): Able to demonstrate ability to identify social issues. MI2 (for ISEP): Able to demonstrate ability to analyze fundamental factors of social issues. MI3 (for ISEP): Able to demonstrate ability to connect different ideas for creating new solutions toward factors of social issues. MI4 (for ISEP): Able to demonstrate ability to establish systems with business knowledge for providing solutions to social issues sustainably
Delivery Methods	Field Study is an independent activity. Students will receive online support by a supervisor.
Assessment	Final grades will be based on periodical consultation to a supervisor as well as Completion Report. Standard format of Completion Report will be provided by the program director of ISEP.
Prerequisites	

Method of feedback from instructor to students for exams/papers	Feedback and support will be provided online during Field Study			
Textbook(s)	Required: Reference Books / Journal Articles:			
Note on Textbooks and Reference Books				
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others	It is necessary to have consultation prior to Field Study well in advance with the program director of ISEP regarding the venue of the study.			

International University of Japan
Graduate School of International Management
Fall 2026 Term

Course	Schedule code MGT2090	Course title Resilient System Design and Management	
Name of Instructor	Mihoko Sakurai		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Wednesday, 4-5 periods		

Course Description	This course will cover a design and management of information systems within an organization that plays a central role in promoting digital transformation (DX) practice. The course will be provided by a mixture of lectures, case discussions, group exercises and reflection report writing. A lecture part covers concepts of “Resilience,” “System” and “Design thinking” which are followed by associated system development methodologies such as “Agile”. The “Design thinking” is a problem-oriented approach for the system development. A case discussion part consists of four case materials which will provide problems in an organization and system design processes in practice. There are a four series of group exercises where students will be asked to design and draw an architecture of an information system for an organization of their choice. Each exercise will provide practical methods and techniques of system design – i.e., <i>user stories, use cases, system requirements, data modeling, use case modeling, and customer journey etc.</i>- based on the textbook. The architecture includes the design of interaction between a system and its customer, what technology will be used, what data will be exchanged, how the data will be processed, and how it will ultimately lead to value creation – “Resilience” in this course’s context. Students are expected to polish their ideas through feedback given in each exercise, mid-term presentation and final presentation. In the final presentation, students will apply these concepts and methods to the theme of “Regional tourism,” analyzing tourism as a system and proposing an information system design. Students will be asked to submit a short report after the course finishes. This report should reflect your learnings and describe how the suggested solution by your team can be related to the concept of “Resilience”.
Learning Objectives & Goals	1. To understand basic concepts of resilience and design thinking 2. To understand how information systems interact and integrate with the organization and their problems

	3. To acquire practical methods and techniques of system design for problem solving 4. To produce documents needed in the system development process 5. To get knowledge for relating the concept of resilience and system design																																																												
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	For DXP MF7: Able to demonstrate understanding of fundamental business knowledge MT2: Able to employ suitable technology element to create a business or add competitive value to an organization MT3: Able to implement digital transformation while taking into account organizational and environmental implications For ISEP MI1: Able to demonstrate ability to identify social issues MI2: Able to demonstrate ability to analyze fundamental factors of social issues MI3: Able to demonstrate ability to connect different ideas for creating new solutions toward factors of social issues MI4: Able to demonstrate ability to establish systems with business knowledge for providing solutions to social issues sustainably																																																												
Delivery Methods	The classes include lecture, case discussions and group exercises.																																																												
Assessment	<table><tr><td></td><td colspan="5">Learning Objectives</td></tr><tr><td>Assessment methods</td><td>(1)</td><td>(2)</td><td>(3)</td><td>(4)</td><td>(5)</td></tr><tr><td>Class Participation</td><td>20%</td><td></td><td></td><td></td><td>50%</td></tr><tr><td>Group exercise/ Presentation</td><td></td><td>50%</td><td>70%</td><td>60%</td><td></td></tr><tr><td>Midterm Presentation</td><td></td><td></td><td></td><td>30%</td><td></td></tr><tr><td>Case Quiz</td><td>30%</td><td>20%</td><td>30%</td><td></td><td></td></tr><tr><td>Peer Review</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Final Report</td><td>50%</td><td>30%</td><td></td><td>10%</td><td>50%</td></tr><tr><td>Any other methods</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Weight on Final Grade</td><td>10%</td><td>10%</td><td>30%</td><td>30%</td><td>20%</td></tr></table>		Learning Objectives					Assessment methods	(1)	(2)	(3)	(4)	(5)	Class Participation	20%				50%	Group exercise/ Presentation		50%	70%	60%		Midterm Presentation				30%		Case Quiz	30%	20%	30%			Peer Review						Final Report	50%	30%		10%	50%	Any other methods						Weight on Final Grade	10%	10%	30%	30%	20%
	Learning Objectives																																																												
Assessment methods	(1)	(2)	(3)	(4)	(5)																																																								
Class Participation	20%				50%																																																								
Group exercise/ Presentation		50%	70%	60%																																																									
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Any other methods																																																													
Weight on Final Grade	10%	10%	30%	30%	20%																																																								
Prerequisites	N/A																																																												
Method of Feedback for Exams/Papers	Feedback comments will be provided through a four series of group exercises, mid-term and final presentations.																																																												
Required Textbook(s)	Necessary exercises will be provided during the class																																																												
Reference Books	● Tilley, S. (2020). <i>Systems Analysis and Design (12th Edition)</i> . Cengage Learning.																																																												

	● Meadows, D. H. (2008). <i>Thinking in systems: A primer</i>. Chelsea green publishing. ● Brown, J., World Cafe Community, & Isaacs, D. (2005). <i>The world cafe: Shaping our futures through conversations that matter</i>. Berrett-Koehler Publishers. ● Stroh, D. P. (2015). <i>Systems Thinking for Social Change: A Practical Guide to Solving Complex Problems, Avoiding Unintended Consequences, and Achieving Lasting Results</i>. Chelsea green publishing.
Other Materials	Reference papers (additional materials will be assigned if necessary): ● Brown, T. (2008). Design thinking. Harvard business review, 86(6), 84. ● Fiksel, J. (2003). Designing Resilient, Sustainable Systems. Environmental Science & Technology, 37 (23), 5330-5339. ● Watson, R. T., Kunene, K. N., & Islam, M. S. (2013). Frugal information systems (IS). Information Technology for Development, 19(2), 176-187. ● Heeks, R., & Ospina, A. V. (2019). Conceptualising the link between information systems and resilience: A developing country field study. Information Systems Journal, 29(1), 70-96. ● Mattos, D. M. F., Velloso, P. B., & Duarte, O. C. M. B. (2019). An agile and effective network function virtualization infrastructure for the Internet of Things. Journal of Internet Services and Applications, 10(1), 6. ● Holling, C. S. (1973). Resilience and Stability of Ecological Systems. Annual Review of Ecology and Systematics, 4, 1–23. <Case materials (will be provided)> ● SUICA: Digital solutions through public-private partnerships ● NICIGAS 3.0: DX energy platform for a sustainable future <Case materials (need to purchase)> ● HBS case: IDEO ● IVEY case: DBS Bank Ltd: How to Accelerate Digitalization

Class Outlines	Class	Contents		
	1	Topic	Introduction	
			- Introduction of the course - Introduction of essential concepts: “Resilience”, “System”, and “Design thinking”	
		Required preparation /homework	N/A	0h

		Required post-study	Read a textbook's chapter and referenced papers to reflect what you learned in the class. Prepare world café next week. Readings: ● Chapter 3. Why Systems Work So Well: Resilience, Self-Organization, and Hierarchy from "<i>Thinking in systems: A primer</i>" ● Brown, T. (2008). Design thinking. Harvard business review, 86(6), 84. ● Fiksel, J. (2003). Designing Resilient, Sustainable Systems. Environmental Science & Technology, 37 (23), 5330-5339.	2h
	2	Topic	Guest lecture (TBD) 【Topic: Regional tourism】 - The guest lecture introduces practical perspectives on challenges, data utilization, and multi-stakeholder collaboration in regional tourism. - Based on the lecture, students will explore information system design that enhances tourist experiences and supports regional resilience.	
		Required preparation /homework	N/A	0h
		Required post-study	Reflect topics covered by a lecture and read a chapter from referenced books to prepare for the next class. Readings: ● Chapter 11. Conversational Leadership: Cultivating Collective Intelligence – The results are in the relationships; Hewlett-Packard and Designing organizational infrastructures for dialogue: Philip Morris USA from "<i>The world cafe</i>".	1.5h
	3	Topic	Case discussion 1: IDEO 【Topic: Design Process】 - Explore IDEO's prestigious design and innovation process - Discuss how "prototyping" is important in IDEO's innovation	
		Required preparation /homework	Readings: (the material should be purchased) ● HBS case: IDEO	2h
		Required post-study	Reflect the class discussion and essential concepts learned in the class.	1h
	4	Topic	World café and group formation - Share your ideas and thoughts on what "system design" is with other students - Experience the "World café" method for bringing people together around questions that matter	

		Required preparation /homework	Think about your thoughts about system and system design, and how a system can solve a real problem.	1h
		Required post-study	Reflect the group discussion and feedback from an instructor.	1h
	5	Topic	Case discussion 2: SUICA 【Topic: Problem Definition】 - Explore how SUICA was implemented during the 2024 Noto Peninsula Earthquake - Discuss what problems in the field were and how they were solved by the SUICA's system	
		Required preparation /homework	Readings: (the material will be provided) ● SUICA: Digital solutions through public-private partnerships	2h
		Required post-study	Reflect the class discussion and essential concepts learned in the class.	1h
	6	Topic	Introductory lecture + Group exercise 1 - Create <i>user stories</i> and <i>use cases</i> (use Event table) - Define <i>system requirements</i>	
		Required preparation /homework	Prepare for the group exercise: exercise materials will be provided based on the text book “ <i>Systems Analysis and Design</i> ”.	1h
		Required post-study	Reflect the group exercise and feedback from an instructor. Prepare for the next group exercise.	1h
	7	Topic	Case discussion 3: DBS 【Topic: Solution Design】 - Explore DBS's system design process and their DX strategy Discuss design principles behind DBS's digital solutions	
		Required preparation /homework	Readings: (the material should be purchased) IVEY case: DBS Bank Ltd: How to Accelerate Digitalization	2h
		Required post-study	Reflect the class discussion and essential concepts learned in the class.	1h
	8	Topic	Introductory lecture + Group exercise 2 - <i>Use case modeling</i>	
		Required preparation /homework	Prepare for the group exercise: exercise materials will be provided based on the text book “ <i>Systems Analysis and Design</i> ”.	1h
		Required post-study	Prepare for the mid-term group presentation.	4h
	9	Topic	Mid-term group presentation	

			Present the results of group exercises and get feedback	
		Required preparation /homework	Prepare presentation of what you have done through group exercise 1 and 2.	1h
		Required post-study	Reflect feedback from an instructor.	1h
	10	Topic	Case discussion 4: Nicigas 【Topic: Solution Design】 - Explore Nicigas's system architecture - Discuss how each solution can be designed for solving the problems	
		Required preparation /homework	Readings: (the material will be provided) ● NICIGAS 3.0: DX energy platform for a sustainable future	2h
		Required post-study	Reflect the class discussion and essential concepts learned in the class.	1h
	11	Topic	Introductory lecture + Group exercise 3 - <i>Data modeling</i> - <i>Customer journey</i>	
		Required preparation /homework	Prepare for the group exercise: exercise materials will be provided based on the text book " <i>Systems Analysis and Design</i> ".	1h
		Required post-study	Reflect the group exercise and feedback from an instructor. Prepare for the final presentation.	2h
	12	Topic	Introductory lecture + Group exercise 4 - <i>Design principle</i> - <i>Risk analysis</i>	
		Required preparation /homework	Prepare for the group exercise: exercise materials will be provided based on the text book " <i>Systems Analysis and Design</i> ".	1h
		Required post-study	Reflect the group exercise and feedback from an instructor. Prepare for the final presentation.	2h
	13	Topic	Final group presentation Present the results of group exercises and get feedback	
		Required preparation /homework	Prepare presentation of what you have done through group exercise 1 to 4.	2h
		Required post-study	Reflect feedback from an instructor.	1h
	14	Topic	Final group presentation and feedback from the guest	
		Required	Prepare presentation of what you have done through group	2h

		preparation /homework	exercise 1 to 4.	
		Required post-study	Reflect feedback from an instructor.	1h
	15	Topic	Lecture: Frugal, Agile and Resilience - Explore the relationship of concepts “Resilience”, “Frugal”, and “Agile” Discuss how interactions of those concepts can enable an organization to design a resilient information system	
		Required preparation /homework	Read referenced papers to prepare for the lecture. ● Watson, R. T., Kunene, K. N., & Islam, M. S. (2013). Frugal information systems (IS). Information Technology for Development, 19(2), 176-187. ● Heeks, R., & Ospina, A. V. (2019). Conceptualising the link between information systems and resilience: A developing country field study. Information Systems Journal, 29(1), 70-96. Mattos, D. M. F., Velloso, P. B., & Duarte, O. C. M. B. (2019). An agile and effective network function virtualization infrastructure for the Internet of Things. Journal of Internet Services and Applications, 10(1), 6.	2h
		Required post-study	Prepare for the reflection report (individual report) - Student will answer a set of questions provided by an instructor. - The report should describe how the system which is designed by your group is resilient.	2h
	16	Topic	Wrap up and feedback	
		Required preparation /homework	Prepare feedback to other group’s presentation.	1h
		Required post-study	Prepare for the reflection report (individual report) - Student will answer a set of questions provided by an instructor. - The report should describe how the system which is designed by your group is resilient.	2h
	Total			45.5h
	Others	The number of exchange students is limited to 10% of the total course enrollment.		
Keyword	Digital Transformation, Resilience, Design thinking, Information systems, Design process, Design method, Agile system development			

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code MGT2110301	Course title Entrepreneurship and Innovation	
Name of Instructor	Zhang Zhang, Yingying		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Thu.2~3		

Course Description	This course aims to provide students with a comprehensive understanding of entrepreneurship and innovation, with the specific goal of preparing a business plan for a new venture launch. The focus will be on identifying business opportunities, developing innovative solutions, and creating new ventures. Students will learn about the entrepreneurial process, including ideation, business modeling, resource acquisition, and growth strategies. Additionally, the course will explore how entrepreneurship can be applied within corporate settings as intrapreneurship to drive and inspire positive changes in corporations, society, and culture through social entrepreneurship.		
Learning Objectives & Goals	By the end of this course, students will be able to: 1. Understand the key concepts and theories of entrepreneurship and innovation. 2. Identify and evaluate entrepreneurial opportunities. 3. Develop and validate innovative business ideas. 4. Create and present a comprehensive business plan. 5. Understand the financial aspects of starting and running a new venture. 6. Develop skills for managing and scaling a startup or social enterprise., and/or apply entrepreneurial thinking within a corporate context to drive change		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	[For MBA] MP1 Able to demonstrate ability to formulate/define issues. MP2 Able to demonstrate ability to analyze and compute. MP3 Able to demonstrate ability to interpret concepts and data. MP4 Able to demonstrate ability to evaluate and make choices among alternatives. MF1 Able to demonstrate understanding of Management Knowledge. MD1 Able to apply the concepts of strategic management, recognizing internal and external strategic contexts. [For DXP] MT2: Able to employ suitable technology element to create a business or add competitive value to an organization MT3: Able to implement digital transformation while taking into account organizational and environmental [For ISEP] MI3 Able to demonstrate ability to connect different ideas for creating new solutions toward factors of social issues		
Delivery Methods	Theoretical lecture and practical real business project		
Assessment	The assessment will be based on: 1. Class participation (20%) 2. Weekly assignments (30%)		

	3. Midterm project (20%) 4. Final project (Business Plan and Pitch) (30%)					
Prerequisites	No specific prerequisite.					
Method of feedback from instructor to students for exams/papers	Feedback will be provided by the instructor via email or Google Classroom.					
Textbook(s)	Required: a)Title: Entrepreneurship and Innovation, b)Edition: , c)Author: Tim Mazzarol, Sophie Reboud, d)Publisher: Springer Singapore, e)Year: 2020, f)ISBN: 9789811394140 Reference Books / Journal Articles: a)Title: People Centric Innovation Ecosystem Japanese Management and Practices, b)Edition: , c)Author: Yingying Zhang-Zhang, Takeo, d)Publisher: Cambridge University Press, e)Year: 2023, f)ISBN: 9781108981200 a)Title: Innovation and Entrepreneurship Ecosystems, b)Edition: , c)Author: Israel Patiño – Glaván, d)Publisher: Springer, e)Year: 2023, f)ISBN: a)Title: Innovation and Entrepreneurship: Theory, Policy, and Practice, b)Edition: , c)Author: Elias G. Carayannis, Elpida T. Samara, Yannis L. Bakourous, d)Publisher: Springer, e)Year: 2015, f)ISBN: a)Title: Entrepreneurship and Change, b)Edition: , c)Author: Denis Hyams-Ssekasi, Fredrick Agboma (Eds.), d)Publisher: Palgrave MacMillan, e)Year: 2022, f)ISBN: a)Title: Crossing the chasm: Marketing and selling disruptive products to mainstream customers, b)Edition: , c)Author: Geoffrey A. Moor, d)Publisher: Harper Business, e)Year: 2014, f)ISBN: a)Title: The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, b)Edition: , c)Author: Eric Ries,, d)Publisher: Crown Currency, e)Year: 2011, f)ISBN:					
Note on Textbooks and Reference Books	Reading articles and other materials will be provided in class.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction to Entrepreneurship and Innovation - Course Introduction and Objectives - Defining Entrepreneurship and Innovation - Historical Perspectives and Current Trends	Readings: Book Chapter 1 & short news (to be distributed in Google Classroom/Linked In)	1h	Review class PPT Weekly Assignment 1	1h
	2	Japanese context of	Readings: Book Chapter 2 & 3 &	1.5h	Review class PPT Weekly	1h

		entrepreneurship and innovation - Opportunity Recognition and Idea Generation - Techniques for Identifying Opportunities - Brainstorming Session - Creativity in Entrepreneurship	Book Zhang-Zhang & Kikkawa (2023)		Assignment 2	
	3	Corporate entrepreneurship and innovation - The Entrepreneurial Manager - Corporate intrapreneuring - Creating the innovative organization	Readings: Book Chapter 4	1h	Review class PPT Weekly Assignment 3	2h
	4	Innovation in small firms - The “Myth” of innovation in small firms - Advantages and disadvantages of small firms - Causes of small business failure and success - The growth cycle of small firms	Readings: Book Chapter 5	1h	Review class PPT Weekly Assignment 4	2h
	5	Technology and innovation in entrepreneurship - Adoption and diffusion of innovation - Planning, business models and strategy - Disruptive innovation and technology	Readings: Book Chapter 6, 7 & 9	2h	Review class PPT Weekly Assignment 5	2h

		commercialization				
	6	Market assessment, risk management, and team building - Customer development process - Planning, risk perception and management - Leadership in entrepreneurial companies	Readings: Book Chapter 8, 10 & 11	2h	Review class PPT Weekly Assignment 6	2h
	7	Social entrepreneurship and innovation - Social innovation as an emerging concept - Cooperative and mutual enterprise - Strategies for enhancing social entrepreneurship and innovation	Readings: Book Chapter 14	1h	Review class PPT Weekly Assignment 7	2h
	8	Final Pitch and Business Plan	Business plan presentation preparation	1.5h	Finalize your business plan based on feedback	2h
	9	Team meetings and discussions for project report and writing		12h		h
	10	Field trip: Niigata Innovation/incubator Centre		8h		h
		Total	45h			
Others						

International University of Japan
Graduate School of International Management
Fall 2026 Term

Course	Course ID	Course title Energy Transition and Circular Economy	
Name of Instructor	Toru Kobayakawa		Credits 2
Instructor's contact information	Office#	Office Hours 12:00-13:00, Friday	E-mail
Class Schedule Day / Period	Friday 10:30-12:00 and 13:00-14:30		

Course Description	This course examines the energy transition and the development of a circular economy as two of the most critical challenges for achieving sustainable development. It aims to provide an overview of current conditions and key issues, and to deepen students' understanding of the actions required to address them. The course adopts industrial ecology as its theoretical framework, which, by analogy with ecology's focus on relationships among organisms and between organisms and their environment, analyzes the interactions among industries and between industrial systems and the environment. The course is organized into five parts. Part I introduces the theoretical foundations, beginning with the concept of sustainability and frameworks for understanding the environmental impacts of human activities, including energy use, from both production and consumption perspectives. Part II covers analytical tools that link production and consumption, including material flow analysis, life cycle assessment, and engineering economics for evaluating the economic performance of energy projects. Parts III and IV examine technologies and policies that support the energy transition, with reference to case studies such as Japan's energy policy. In Part V, students engage in group work to explore strategies for advancing the energy transition and the circular economy simultaneously, building on the knowledge acquired throughout the course. Throughout the course, case studies and simple exercises are incorporated to facilitate understanding.
Learning Objectives & Goals	The objectives of this course are as follows: 1. To understand the fundamental concepts of sustainability, the energy transition, and the circular economy, as well as their interrelationships. 2. To analyze resource and energy flows and their environmental impacts from the perspectives of production and consumption using an industrial ecology framework. 3. To develop the ability to quantitatively assess energy and environmental issues using basic tools such as material flow analysis (MFA), life cycle assessment (LCA), and engineering economics.

	4. To examine strategies for advancing the energy transition and the circular economy in an integrated manner, based on technologies, policies, and case studies.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	For MBA (GX) ■ Able to demonstrate understanding of carbon neutrality, circular economy, and biodiversity ■ Able to demonstrate understanding of energy transition For MBA, MBA(GX), IMBA, JGDP ■ Able to clearly identify the central problem/issue to demonstrate understanding of socially responsible leadership concepts and practices ■ Able to outline strategies for socially responsible companies ■ Able to demonstrate ability to illustrate key reasons why socially responsible leadership is integrated into mainstream business operations through global value chain.
Delivery Methods	Lecture, class discussion, and group presentation
Assessment	Final grades will be based on individual weekly assignments (20%), class participation (30%), group work presentation (20%), and the final exam (30%).
Prerequisites	None
Method of Feedback for Exams/Papers	Feedback will be given to students after the last class.
Required Textbook(s)	N/A
Reference Books	- Andrea L. Hicks. Industrial Ecology: An Introduction. Routledge, 2025. - Thomas E. Graedel & Matthew J. Eckelman. Industrial Ecology and Sustainability: A Textbook for Students. World Scientific, 2023.
Reference Materials	1. UN DESA. 2025. The Sustainable Development Goals Report 2025. New York, USA: UN DESA. © UN DESA. https://unstats.un.org/sdgs/report/2025/. 2. Sachs, J.D., Lafortune, G., Fuller, G., Iablonovski, G. 2025. Financing Sustainable Development to 2030 and Mid-Century. Sustainable Development Report 2025. Paris: SDSN, Dublin: Dublin University Press. DOI: https://doi.org/10.25546/111909 3. IEA. 2025. World Energy Outlook 2025. Paris. https://www.iea.org/reports/world-energy-outlook-2025 4. IEA. Energy Sankey Diagram. https://www.iea.org/data-and-statistics/data-tools/energy-sankey 5. Ministry of the Environment, Government of Japan. Annual Report on the Environment, the Sound Material-Cycle Society and Biodiversity in Japan. Tokyo. https://www.env.go.jp/en/wpaper/index.html 6. IEA. 2020. Projected Costs of Generating Electricity 2020. Paris. https://www.iea.org/reports/projected-costs-of-generating-electricity-2020

	7. IEA. Levelised Cost of Electricity Calculator. https://www.iea.org/data-and-statistics/data-tools/levelised-cost-of-electricity-calculator 8. IEA. 2025. World Energy Investment 2025 (10th Edition). Paris. https://www.iea.org/reports/world-energy-investment-2025 9. IPCC. 2022. Climate Change 2022: Mitigation of Climate Change. Contribution of Working Group III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change. https://www.ipcc.ch/report/ar6/wg3/ 10. UNEP. 2025. Emissions Gap Report: Off target. https://www.unep.org/resources/emissions-gap-report-2025 11. Climate Action Tracker. https://climateactiontracker.org/
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Class Outlines	Class	Contents		
		Topic		
	1		Introduction Guidance will be provided on the course structure, memorandum format, reference materials, etc.	
		Required preparation /homework	N/A	0h
		Required post-study	Review and reflect on the lecture content and discussions.	1h
	2	Topic	Part I: Foundations (Sustainability) This class introduces the definition of sustainability and traces the historical evolution of the concept, while examining key international frameworks for sustainable development such as the United Nations-led agendas.	
		Required preparation /homework	Review Reference Materials #1 and #2 as examples, and consult other relevant sources as needed to understand the progress of sustainable development globally and in your home country.	3h
		Required post-study	Prepare a memo on the progress of the SDGs in your home country, with a particular focus on the energy transition and the circular economy.	2h
	3	Topic	Part I: Foundations (Sustainable consumption and production) This class explores how, in today's globalized economy, production and consumption are often separated across countries, leading to challenges such as carbon leakage.	
		Required preparation /homework	Review Reference Materials #3 and #4 as examples, and consult other relevant sources as needed to understand the energy flows globally and in your home country.	3h
		Required post-study	Review and reflect on the lecture content and discussions.	1h

	4	Topic	Part I: Foundations (Energy flow and material flow) This class explores the concept of a net-zero society in the context of the Paris Agreement, focusing on pathways such as energy efficiency improvements and the transition to renewable energy based on the Kaya identity. It then introduces the concept of a circular economy and examines material and energy flows to understand how resources circulate within the system.	
		Required preparation /homework	Same as above.	2h
		Required post-study	Analyze the energy flow of your country, and prepare a memo.	3h
	5	Topic	Part II: Analytical tools (Material flow analysis (MFA)) This class introduces industrial metabolism as an integrative concept that links the functioning of economic and social systems with their environmental impacts, focusing on the exchange of materials and energy between human society and nature.	
		Required preparation /homework	Review Reference Materials #5 as examples, and consult other relevant sources as needed to understand the energy flows globally and in your home country.	3h
		Required post-study	Review and reflect on the lecture content and discussions.	1h
	6	Topic	Part II: Analytical tools (Life cycle assessment (LCA)) This class introduces life cycle thinking as a framework for assessing environmental impacts across the entire life cycle of products and services.	
		Required preparation /homework	Same as above.	2h
		Required post-study	Research the material flow of your country and prepare a memo summarizing its key features. If such information is not available, refer to the Reference Material #5 and analyze Japan's material flow instead.	3h
	7	Topic	Part II: Analytical tools (Engineering economics) This class introduces the evaluation of energy projects using engineering economics, focusing on how to assess costs and benefits over time.	
		Required preparation /homework	Review Reference Materials #6 and #7 as examples, and consult other relevant sources as needed to understand the concept of levelized cost of electricity (LCOE).	3h
		Required post-study	Review and reflect on the lecture content and discussions.	1h

	8	Topic	Part II: Analytical tools (Engineering economics) This class provides hands-on exercises in applying engineering economics to the evaluation of energy projects, allowing students to practice techniques such as discounting, net present value, and cost-effectiveness analysis to compare alternative technologies and investment options.	
		Required preparation /homework	Same as above.	2h
		Required post-study	Collect information on the LCOE for power generation technologies, including renewable energy, in your country, compare it with Japan, and prepare a memo.	3h
	9	Topic	Part III: Industrial systems (Technologies for energy transition) This class introduces key technologies for the energy transition, covering conventional approaches such as renewable energy and energy efficiency, as well as emerging options including hydrogen, ammonia, and nuclear fusion.	
		Required preparation /homework	Review Reference Materials #3 and #8 as examples, and consult other relevant sources as needed to understand various technologies and approaches to pursue energy transition and circular economy.	3h
		Required post-study	Review and reflect on the lecture content and discussions.	1h
	10	Topic	Part III: Industrial systems (Approaches for the circular economy) This class introduces key approaches for the circular economy, incorporating the concept of the 3R (reduce, reuse, recycle) as a foundation for enabling circular practices.	
		Required preparation /homework	Same as above.	2h
		Required post-study	Prepare a memo on investment trends toward the energy transition in your home country (or globally).	3h
	11	Topic	Part IV: Policy making (Policy and regulation) This class examines policymaking in the energy sector, focusing on policy and regulation to support the energy transition.	
		Required preparation /homework	Review Reference Materials #9 - #11 as examples, and consult other relevant sources as needed to understand the energy transition policies and their progress at both the global level and in your home country.	3h
		Required post-study	Review and reflect on the lecture content and discussions.	1h

	12	Topic	Part IV: Policy making (Policy and regulation) This class examines policymaking beyond the energy sector, focusing on how policy and regulation can support sustainability in areas such as urban and transport planning.	
		Required preparation /homework	Same as above.	2h
		Required post-study	Prepare a memo analyzing and evaluating energy transition policies and their progress in your home country.	3h
	13	Topic	Part IV: Policy making (Business strategy) This class examines business strategies for sustainability, focusing on the production side through such efforts as environmentally conscious design.	
		Required preparation /homework	Review Reference Materials as examples, and consult other relevant sources as needed to explore the interlinkages between the energy transition and the circular economy.	3h
		Required post-study	Review and reflect on the lecture content and discussions.	1h
	14	Topic	Part V: Group work (Energy transition and circular economy) This class involves a group discussion and presentation on how to advance the energy transition and the circular economy in parallel.	
		Required preparation /homework	Same as above.	2h
		Required post-study	Prepare for the presentation.	3h
	15	Topic	Part V: Group work (Energy transition and circular economy) Continuation of the previous class.	
		Required preparation /homework	Prepare for the presentation.	3h
		Required post-study	Review and reflect on the presentations and discussions.	1h
	16	Topic	Final exam	
		Required preparation /homework	Review and reflect on the lecture content and discussions during the entire course.	2h
		Required post-study	Review and reflect on the final exam.	3h

	Total	69h
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International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code MGT3070301	Course title Leadership Journeys	
Name of Instructor	Chow, Yuen Leng		Credits 0.5
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period			

Course Description	This course introduces students to insights from accomplished business leaders across various industries through an open lecture format. Over four sessions, speakers share practical perspectives on business management, strategy, and personal learning experiences. Designed for GSIM students, the course complements academic study by offering real-world insights beyond textbooks, helping to broaden leadership understanding and enrich overall learning. The lectures will be conducted in October (2 lectures), November (1 lecture), and December (Fall term second module)(1 lecture). Four distinguished speakers are invited to speak at IUJ (schedules and speakers may be subject to change) October: Mr Hiroshi Nakaso. Former Deputy Governor of Bank of Japan, Chairman of Daiwa Institute of Research October: Mr Shuichi Ishibashi. Former Global CEO, Bridgestone Corporation November: Ambassador Kuninori Matsuda. Former Ambassador of Japan to Ukraine December (Fall term second module): LTG(ret) Koichiro Bansho. Lieutenant General, JGSDF (Retired), Special Adviser to Japan's Minister of Defense
Learning Objectives & Goals	This course complements academic learning by providing students with exposure to executive-level thinking, decision-making, and leadership in real-world contexts. Students gain first-hand exposure to the realities of executive leadership, including managing uncertainty, balancing short-term performance pressures with long-term organizational health, and making people- related decisions where no option is without cost - insights valuable to enrich and broaden the student's perspectives.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	This course contributes to two of the four learning goals: (1) Leadership; and (2) Functional Business Knowledge.
Delivery Methods	Lectures and written reports. Each session consists of one 90-mins lecture by a distinguished speaker. In total, there will be four lectures.

	Instructions and questions for the written reports will be posted on Google classroom after each lecture. Students have to be submit the written reports within 24 hours to the Google classroom. A consolidated assessment of the written reports will be shared through google classroom, highlighting the common learning points from each lecture. If these special lectures coincide with the normal class schedules, priority will be given to the Leadership Journeys course lectures and make-up classes may be arranged by the respective professors.					
Assessment	This course will be graded on a pass/non-pass scale. It is a 0.5 credits course, not counted towards graduation. The assessments methods are: written reports (20%) and class attendance (80%) The written report will be a 24-hour take-home written assignment.					
Prerequisites	This course is mandatory for all IMBA students and second year MBA students (ISEP students may be exempted).					
Method of feedback from instructor to students for exams/papers						
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books	Pre-lecture readings may be assigned.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	October Mr Hiroshi Nakaso Former Deputy Governor of the Bank of Japan; Chairman of Daiwa Institute of Research	Read pre-lecture readings	0.5h	Write report	1.5h
	2	October Mr Shuichi Ishibashi Former Global CEO, Bridgestone Corporation	Read pre-lecture readings	0.5h	Write report	1.5h
	3	November Ambassador Kuninori Matsuda Former Ambassador of	Read pre-lecture readings	0.5h	Write report	1.5h

		Japan to Ukraine				
	4	December LTG (ret) Koichiro Bansho Lieutenant General, JGSDF (Retired), Special Adviser to Japan's Minister of Defense	Read pre-lecture readings	0.5h	Write report	1.5h
		Total	8h			
Others						

International University of Japan
Graduate School of International Management
Fall 2026 Term

Course	Schedule code MKG1010	Course title Marketing Management	
Name of Instructor	Alessandro Comai		Credits 2
Instructor's contact information	Office#	Office Hours Please contact by mail	E-mail
Class Schedule Day / Period	(1) Friday 10:30~12:00, 13:00~14:30 (2) Friday 14:40~16:10, 16:20~17:50		

Course Description	Providing value to customers can be particularly challenging in highly competitive or uncertain environments. This requires a deep understanding of customer preferences and behavior. While some managers may dismiss this task as unimportant, many organizations struggle to execute it effectively. To avoid making biased decisions, leaders must accurately analyze markets and consumers in order to design an optimal marketing mix. Furthermore, in the current AI-driven era, managers must understand how to leverage intelligent tools, rigorously verify results, and adapt to changes in product innovation. For leaders who are less involved in day-to-day operations yet still responsible for setting the strategic direction, mastering marketing principles in an AI era is especially important. This course provides the foundational knowledge necessary to develop, refine, and execute a successful marketing plan. Students will explore market trends, competitive landscapes, and evolving customer preferences to develop an effective marketing mix. The course also provides AI-based strategies to assist and accelerate marketing operations. These insights are vital for driving innovation and maintaining a competitive edge in the consumer-facing (B2C), business-to-business (B2B), public, and nonprofit sectors.
Learning Objectives & Goals	- LO1 Able to demonstrate a global understanding of marketing knowledge (AACSB L5-4). - LO2 Able to analyze market opportunities as well as risks and recommend the best marketing strategy according to corporate objectives. - LO3 Able to define a marketing mix and to prepare a marketing plan

Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	This core course provides the basic concepts of marketing and enables students to create an initial marketing plan. It provides a foundation from which students interested in marketing can progress to a more advanced level. The learning objectives of each program are as follows: (For MBA and JGDP) 1. MF4: Able to demonstrate understanding of marketing knowledge. (For IMBA) 1. MD1: Able to apply the concepts of strategic management, recognizing internal and external strategic contexts. 2. MD2: Able to demonstrate ability to gather and interpret data. (For ISEP) 1. MI4: Able to demonstrate understanding of Japanese society and business environments
Delivery Methods	The course uses a flipped model, whereby students must study the marketing concepts and prepare the case studies in advance by reading their copy of the textbook, "The Marketing Plan in Practice: A Step-by-Step Guide to Success (2nd edition)". From the first class onwards, each session will cover a selection of chapters from this book. The course also includes five short descriptive case studies that students need to prepare for in advance by answering some questions. The course uses interactive sessions supported by class discussions, short case studies, group activities, and presentations. The course is divided into two parts. 1. Lecture: Concepts, Frameworks, and Examples This lecture introduces students to the weekly topic. Since students already have a basic knowledge of marketing, the focus will be on discussion rather than lectures. For example, you could share your experiences in your industry or country. To make this class more interactive and interesting, please read the weekly chapter in advance. 2. Workshop: Students will apply the concepts discussed in class through case study discussions and group project work. They will be divided into groups of about five and use the collaborative platform Miro.com to create a marketing plan. Each group will select a product or service to market in Japan. The product or service may be Japanese or from another country, and it may be either existing or new. 1. As a general rule, group members must work together on specific group assignments each week. It is not acceptable for groups to divide up the templates and weekly topics. Presentations will be randomly assigned to members. The textbook contains a special section called "Marketing Plan in Practice: A Step-by-Step Guide to Success." This section provides a checklist and guidance for using the

	templates. It also includes AI prompts. Please read this section carefully as you work with your group. Note: Using AI is permitted under certain circumstances. AI is intended to refine and test your ideas, as well as check your grammar, not to generate content. Past use of AI has been detected. Please avoid doing so. To ensure that you are following the rules, please review the complete IUJ GSIM AI Policy (https://www.iuj.ac.jp/assets/img/GSIM_AI_Policy_2025.pdf) and the IUJ Guidance on Generative AI (https://www.iuj.ac.jp/assets/img/GenerativeAI.pdf).																																													
Assessment	<table><tr><td></td><td colspan="3">Learning Objectives</td></tr><tr><td>Assessment methods</td><td>LO1</td><td>LO2</td><td>LO3</td></tr><tr><td>Class participation</td><td>20%</td><td>50%</td><td></td></tr><tr><td>Weekly assignment</td><td>30%</td><td>50%</td><td>20%</td></tr><tr><td>Group presentation</td><td>20%</td><td></td><td>40%</td></tr><tr><td>Group final report</td><td>30%</td><td></td><td>40%</td></tr><tr><td>Weight on final grade</td><td>30%</td><td>20%</td><td>50%</td></tr></table> <table><tr><td>Assessment methods</td><td>Grade</td></tr><tr><td>Class active participation</td><td>10%</td></tr><tr><td>Weekly personal progress*</td><td>30%</td></tr><tr><td>Weekly group progress**</td><td>15%</td></tr><tr><td>Group presentation**</td><td>20%</td></tr><tr><td>Group final report**</td><td>20%</td></tr><tr><td></td><td>100%</td></tr></table> (*) Students will be required to complete a short, 15-minute test on the concepts and case studies covered in the previous session. The first session will serve as a refresher, while the second session will involve group exercises. Each group will then apply these concepts to create a marketing plan. Please refer to the syllabus and Google Classroom assignments for guidance on preparing your work. (**) Groups will evaluate each other. There will be three peer evaluations: One will occur midterm, one after the presentation, and one after the report. These evaluations are intended to assess the effectiveness of group collaboration.					Learning Objectives			Assessment methods	LO1	LO2	LO3	Class participation	20%	50%		Weekly assignment	30%	50%	20%	Group presentation	20%		40%	Group final report	30%		40%	Weight on final grade	30%	20%	50%	Assessment methods	Grade	Class active participation	10%	Weekly personal progress*	30%	Weekly group progress**	15%	Group presentation**	20%	Group final report**	20%		100%
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	100%																																													
Prerequisites	None																																													

Method of Feedback for Exams/Papers	You will receive feedback on your group work directly on the Miro platform in the form of comments or notes. This will happen throughout the course. Additionally, each group will be assigned a teaching assistant (TA). The TA's role is to help your group overcome difficulties and offer guidance and advice. Students or groups who have difficulty completing assignments will receive special assistance or additional support. Students are encouraged to report any difficulties experienced by group members, especially if a student is not attending meetings or is not committed to the group.
Required Textbook(s)	Comai A. (2026) The Marketing Plan in Practice: A Step-by-Step Guide to Success (2nd edition). [https://www.amazon.co.jp/Marketing-Plan-Practice-step-step/dp/B0GQMF94Q]
Reference Books	Kotler, P. and K. L. Keller (2015) Marketing Management, 15th Ed. Global Edition, Pearson.
Other Materials	The instructor provides the following material Marketing plan framework (using MIRO collaborative platform). This template, developed by the instructor, provides a step-by-step framework for students to follow when applying the concepts discussed in class. Marketing plan report template (using google doc).

Class Outlines	Class	Contents		
	1	Topic	Introduction to marketing management and organization analysis	
		Required preparation /homework	Read Foreword, chapter 1 and 2 of the student book, "Marketing Plan in Practice: A Step-by-Step Guide to Success."	1.5h
		Required post-study	Review the content introduced in class and apply the concepts to the group meeting.	0h
	2	Topic	Choose a product for your marketing plan.	
		Required preparation /homework		2.0h
		Required post-study	Based on the given topic, each group will discuss potential goods or services to sell for lunch in Japan and explain why they think their product could be successful.	3.0h

	3	Topic	Marketing intelligence: trend & competitor analysis	
		Required preparation /homework	Read chapter 3 and 4 of the student book, "Marketing Plan in Practice: A Step-by-Step Guide to Success."	1.5 h
		Required post-study	Review the material covered in class, and then apply those concepts to your group meeting.	0h
	4	Topic	Case discussion about marketing intelligence application	
		Required preparation /homework	Read chapter 15, case study "Metso Automation". Submit your answers to the case study using the Google form (the link will be available in Google Classroom) before class starts.	1.5 h
		Required post-study	Group meeting: analyze trends (STEEP), direct, potential and substitute competitors (6 angles of competitions) and direct competitor's product offering for the group project.	2.0 h
	5	Topic	Segmentation and customer behavior	
		Required preparation /homework	Read chapter 5 and 6 of the student book, "Marketing Plan in Practice: A Step-by-Step Guide to Success."	1.5 h
		Required post-study	Review the material covered in class, and then apply those concepts to your group meeting.	0 h
	6	Topic	Case discussion about segmentation and preferences application	
		Required preparation /homework	Read chapter 16, case study "Pink Lady: Marketing apple fruits". Submit your answers to the case study using the Google form (the link will be available in Google Classroom) before class starts.	1.5 h
		Required post-study	Group meeting: define customer characteristics (segment) and describe how the segment take decision during the entire buying process (customer behavior)	2.0 h
	7	Topic	Customer preferences and perceptual map	
		Required preparation /homework	Read chapter 7 of the student book, "Marketing Plan in Practice: A Step-by-Step Guide to Success."	1.5 h
		Required post-study	Review the material covered in class, and then apply those concepts to your group meeting.	0 h
	8	Topic	Case discussion about marketing in a SME	
		Required preparation /homework	Read chapter 14, case study "Genbei a Japanese company manufacturing beach sandals" + watch Youtube video "Genbei - A story of a Beach Sandal Company" (2:58 min). Submit your answers to the case study using the Google form (the link will be available in Google Classroom) before class starts.	1.5 h
		Required post-study	Group meeting: define product/service attributes using a perceptual map.	2.0 h

	9	Topic	Marketing Mix: product and price	
		Required preparation /homework	Read chapter 8 and 9 of the student book, "Marketing Plan in Practice: A Step-by-Step Guide to Success."	1.5 h
		Required post-study	Review the material covered in class, and then apply those concepts to your group meeting.	0 h
	10	Topic	Case discussion and application of marketing mix	
		Required preparation /homework	Read chapter 17, case study "Supreme: the billion-dollar streetwear brand". Submit your answers to the case study using the Google form (the link will be available in Google Classroom) before class starts.	1.5 h
		Required post-study	Group meeting: describe the final product/service offered and define price policy.	2.0 h
	11	Topic	Marketing Mix: promotion and place	
		Required preparation /homework	Read chapter 10 and 11 of the student book, "Marketing Plan in Practice: A Step-by-Step Guide to Success."	1.5 h
		Required post-study	Review the material covered in class, and then apply those concepts to your group meeting.	0 h
	12	Topic	Case discussion and application of marketing mix	
		Required preparation /homework	Read chapter 18, case "Ogasaka Ski" + watch Youtube video (5:31 min). Submit your answers to the case study using the Google form (the link will be available in Google Classroom) before class starts.	1.5 h
		Required post-study	Group meeting: define promotional plan and channels.	2.0 h
	13	Topic	Implementation of the Marketing Plan	
		Required preparation /homework	Read chapter 12 and 13 of the student book, "Marketing Plan in Practice: A Step-by-Step Guide to Success."	1.5 h
		Required post-study	Review the material covered in class, and then apply those concepts to your group meeting.	0 h
	14	Topic	Group work	
		Required preparation /homework		0 h
		Required post-study	Group meeting: prepare the marketing plan presentation.	2.0 h

	15	Topic	Group presentation: marketing plan	
		Required preparation /homework	Group presentation preparation Note: Groups can prepare the presentation using MS Power Point or similar, but they must include all the content developed in Miro. Students can use screenshots from Miro or create their own.	5.0 h
		Required post-study	Review presentation with feedback provided by the instructor.	5.0 h
	16	Topic	Group presentation: marketing plan	
		Required preparation /homework	Group presentation preparation Note: Groups can prepare the presentation using MS Power Point or similar, but they must include all the content developed in Miro. Students can use screenshots from Miro or create their own.	0 h
		Required post-study	Write and prepare the group marketing plan report NOTE: The plan must be emailed as a soft copy (.doc) by the end of week 10 (2 weeks after the presentation date). There is no minimum or maximum number of pages. However, groups must include all content developed in Miro with a reasonable explanation. Please bear in mind that figures and tables must be explained. Further details will be provided by the instructor.	5.0 h
	Total			47 h
Others	Students must subscribe to the Miro.com platform. The free subscription is limited to three boards (projects). Miro.com offers enrolled students a free, full two-year subscription. You do not need the full subscription for Marketing Management because you will only use one board. However, if you plan to use Miro for other activities, it is recommended that you upgrade your subscription. More information will be provided at the beginning of the course and in Google Classroom.			
Keyword	Marketing Management; Marketing Intelligence; Market Segmentation, Targeting, and Positioning; Customer Behavior; Product Attributes; Marketing Mix; Promotion; Price; Place; New Product Development; Marketing Plan			

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code MKG2050301	Course title Consumer Behavior	
Name of Instructor	Sheehan, Benjamin		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Mon.4~5		

Course Description	An understanding of consumers—their needs, decision processes, and behaviors—is fundamental to effective marketing strategy. This course examines consumer behavior across a wide range of situations and contexts, providing marketers with theory-driven insights to inform strategic decision-making. The course introduces foundational theories for marketing professionals and managers seeking to understand consumers at all stages of the buying process. Drawing primarily from cognitive and social psychology, the course covers key topics such as attention, perception, learning, motivation, attitude formation, and social influence. Theoretical concepts are brought to life through real-world marketing examples, and students are encouraged to reflect on their own experiences as consumers. The course integrates cognitive, emotional, and behavioral perspectives on consumption. Student learning is assessed through a mid-semester examination and a consulting report, which develops practical skills in literature review and theory-based managerial recommendations.
Learning Objectives & Goals	Upon successful completion of this course, you will be able to: • Explain and analyze consumer behavior theories • Apply theoretical and practical knowledge to investigate real-world consumer behavior problems and recommend strategies and tactics that address the complexity and variability of consumer behavior • Demonstrate and apply knowledge of socially responsible behavior in relation to commercial and pro-social issues
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	MP1: Able to demonstrate ability to formulate/define issues MP4: Able to demonstrate ability to evaluate and make choices among alternatives MF4: Able to demonstrate understanding of marketing knowledge MD1: Able to apply the concepts of strategic management, recognizing internal and external strategic contexts MD2: Able to demonstrate ability to gather and interpret data
Delivery Methods	This unit adopts various teaching and learning methodologies in order to present the main consumer behavior theories and models. A lecture format (90-mins each week) will be used to present the theoretical concepts while in-class interaction and discussion via workshops (90-mins each week), will be used to practice these theories

	through the use of experiential activities. This approach provides students with the opportunity to link theory to practical marketing and business environments. This balance between theory and practice is also reflected in the assessment items for this course. This approach is designed to foster critical inquiry and intellectual debate of consumer behavior theories as well as creativity to solve genuine marketing problems that students are likely to encounter in professional settings.					
Assessment	Mid-semester examination: 40% The exam will consist of multiple-choice, and short-answer questions. The questions come from lecture material, and the required readings. Consumer Behavior Report: 60% Students are required to review a real-world case study (to be supplied in Week 1). The case study will feature details of a consumer behavior problem being experienced by a real organization. Students are required to conduct a literature review on the problem as they see it and present marketing recommendations derived from a consumer behavior theory of their choice.					
Prerequisites	Nil.					
Method of feedback from instructor to students for exams/papers	Students will receive feedback in various forms throughout the semester: • Informal: worked examples, such as verbal feedback in class, personal consultations – before or after class or on-campus or via Zoom by appointment • Formal: in writing, such as comments addressing specific marking criteria • Direct: to individual students, either in written form or via consultation • Indirect: to the whole class At the end of the course, students will be asked to complete a survey, providing feedback to the instructor, which may be used to enhance future course delivery.					
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: Consumer Behavior: Buying, Having, Being: Global Edition, b)Edition: 13th, c)Author: Solomon, M., d)Publisher: Person Education, e)Year: 2019, f)ISBN: 978-1292318103					
Note on Textbooks and Reference Books	1. Hammond, J., Keeney, R., & Raiffa, H. (1998). The hidden traps in decision-making. Harvard Business Review. Available online: https://hbr.org/1998/09/the-hidden-traps-in-decision-making-2 2. Ajzen, I. (1991). The theory of planned behavior. Organizational behavior and human decision processes, 50, 179-211. 3. Hoyer, W., Kroschke, M., Schmitt, B., Kraume, K., & Shankar, V. (2020). Transforming the customer experience through new technologies. Journal of Interactive Marketing, 51, 57-71.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction to CB		2h		2h
	2	Consumer		1h		2h

		Decision Making			
	3	Consumer Problem Solving Strategies		h	2h
	4	Disposal & Post-purchase Evaluations		1h	2h
	5	Motivation & Values		1h	2h
	6	Attitudes, Behavior & Change		2h	2h
	7	The Self & Personality		1h	2h
	8	Perception, Learning & Memory		1h	2h
	9	In Class Mid-Semester Examination		h	h
	10	CB Report Overview		2h	2h
	11	Culture, Income, Social Class and Age		2h	2h
	12	Discussion of CB Report (Context & Literature Review)		1h	2h
	13	Groups & Social Connections		h	h
	14	Discussion of CB Report (Theory & Recommendations)		h	3h
	15	CB Technologies		1h	h
	16	Unit Review & CB Report Support		2h	2h
		Total	44h		
Others	Note 1: A 10% per day penalty will be applied for late assignment submissions. However, extensions are granted upon reasonable request. Note 2: A comprehensive policy on the use of generative AI in the course will be provided as a stand-alone document within Google Classroom.				

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code MKG2060301	Course title Advertising Management	
Name of Instructor	Sheehan, Benjamin		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Wed.4~5		

Course Description	This unit is an important introduction to the management of successful advertising campaigns. Unless the advertising is based on research, well planned, and has a strong strategic focus, the campaign will not be successful - regardless of how good the creative is or how effective the media is planned. Therefore, advertising management is the keystone of successful advertising. This unit is of vital importance to all who study advertising or marketing communication. The course is designed around three sequential assessment pieces – each of which teaches real-world skills (quantitative and qualitative) that students will use post-graduation. Students are taught a range of advertising theories and hands-on techniques, including (1) how to uncover the hidden motivations driving buyer behavior and link advertising to those motivations, (2) how to compare competing brands across the dimensions that matter most to buyers, and (3) how to create professional, industry quality advertising briefs to manage a campaign. These techniques can be applied in both commercial (products & brands) and pro-social settings (public health campaigns, pro-environmental campaigns), across a range of media.
Learning Objectives & Goals	Upon successful completion of this course, you will: • Be familiar with the role of the account manager, the advertiser, and the function of advertising management; • Understand the importance of research in generating consumer insights, developing advertising strategy, and preparing a comprehensive advertising brief; • Have examined the components of the advertising decision-making framework and understand how the process works; • Have developed a comprehensive knowledge of advanced advertising management theory; and • Have a full understanding of legal and ethical considerations and emergent issues within the field of advertising management.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	MF4: Able to demonstrate understanding of marketing knowledge MD1: Able to apply the concepts of strategic management, recognizing internal and external strategic contexts MD2: Able to demonstrate the ability to gather and interpret data MP2: Able to demonstrate ability to analyze and compute MP3: Able to demonstrate ability to interpret concepts and data MP4: Able to demonstrate ability to evaluate and make choices among alternatives
Delivery Methods	Each week, students are provided with a 90-min lecture covering theoretical material and a 90-min workshop covering the application of theory. This unit encourages

	learners to explore advertising management issues by applying theoretical concepts and drawing upon and enhancing critical thinking and analytical skills. Lectures provide a framework for discussion, problem-solving, and group interaction. Workshops demonstrate how current academic research can be applied to the advertising environment to deliver effective advertising management solutions as well as provide comprehensive examples of the techniques which need to be applied for the three assessment items.
Assessment	Consumer Insight Analysis: 25% Students conduct interviews using the laddering technique in order to uncover consumer insights e.g., how people make choices between brands, what product attributes are important, what benefit(s) and/or value(s) do consumers receive from buying the product. Perceptual Mapping Analysis: 25% Perceptual mapping is an analysis tool used to understand the competitive market structure as perceived by consumers. Students conduct a survey and write a report. Advertising Brief Project: 50% Students use research, planning, and decision-making skills to develop an advertising brief that is both strategically sound and inspiring. The Ad Brief can be based on findings from assignments 1 and 2.
Prerequisites	Nil.
Method of feedback from instructor to students for exams/papers	Students will receive feedback in various forms throughout the semester: • Informal: worked examples, such as verbal feedback in class, personal consultations – before or after class or on-campus or via Zoom by appointment • Formal: in writing, such as comments addressing specific marking criteria • Direct: to individual students, either in written form or via consultation • Indirect: to the whole class At the end of the course, students will be asked to complete a survey, providing feedback to the instructor, which may be used to enhance future course delivery.
Textbook(s)	Required: Reference Books / Journal Articles:
Note on Textbooks and Reference Books	**Suggested readings. All will be provided inside of Google Classroom. 1. Richards, J., & Curran, C. (2002). Oracles on “advertising”: Searching for a definition. <i>Journal of Advertising</i>, 31(2), 63-77. 2. Jin, H., Kerr, G., Suh, J., Kim, J., & Sheehan, B. (2022). The power of creative advertising: Creative ads impair recall and attitudes toward other ads. <i>International Journal of Advertising</i>, DOI: 10.1080/02650487.2022.2045817 3. YouTube video on the Illusory Truth Effect: https://www.youtube.com/watch?v=cebFWOlx848 4. Reynolds, T., & Gutman, J. (1988). Laddering theory, method, analysis, and

	interpretation. Journal of Advertising Research, 28(1), 11–31. 5. Wansink, B. (2003). Using laddering to understand and leverage a brand's equity. Qualitative Market Research, 6(2), 111-118. 6. Lodish, L., & Mela, C. (2007). If brands are built over years, why are they managed over quarters? Harvard Business Review, 85(7-8), 104-112. 7. Dawar, N., & Bagga, C. (2015). A better way to map brand strategy. Harvard Business Review, 93(6), 90-97. 8. Kim, D., Kim, W., Han, J. (2007). A perceptual mapping of online travel agencies and preference attributes. Tourism Management, 28, 591-603. 9. Reinartz, W., & Saffert, P. (2013). Creativity in advertising: When it works and when it doesn't. Harvard Business Review, 91(6), 106-112.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Unit Overview – Define Advertising		1h		1h
	2	Overview of Assessment Items		h		1h
	3	Understanding your target audience & Consumer Insights Exercises		2h		2h
	4	Means-End Chain theory and Intro to Laddering		h		1h
	5	Decision Making Frameworks		h		1h
	6	Assignment 1 Review: How to conduct laddering interviews. Interview Tips		2h		5h
	7	Strategic Planning, the Advertising Problem and Advertising Objectives		1h		1h
	8	Assignment 2 Review: Perceptual		h		1h

		Mapping Exercise & Practice				
	9	Creative strategy vs. creative tactics + Got Milk Case		1h		1h
	10	A/B Split tests in advertising		2h		5h
	11	Media mix & measurement, reach & frequency		1h		1h
	12	Assignment 3 Review: The Ad Brief, Tag-lines, and ELM theory		2h		3h
	13	BDI/CDI and Real Ad Campaign Reviews (Blackmores, Soccer etc).		h		3h
	14	Assignment 3 Support and Planning		h		3h
	15	Measurement Issues, Advertising Regulation, & Ethics		h		3h
	16	Unit Review		h		h
		Total	44h			
	Others					

International University of Japan
Graduate School of International Management
Fall 2026 Term

Course	Schedule code: OPR1000	Course title: Math and Statistics	
Name of Instructor	Li Wenkai		Credits: 1
Instructor's contact information	Office#	Office Hours After class or by appointment	E-mail:
Class Schedule Day / Period	To be scheduled in the second module of Fall2026.		

Course Description	This course is not intended to provide a comprehensive review of mathematics or statistics. Instead, it focuses on selected topics designed to equip students with the essential knowledge required for further studies at GSIM. In mathematics, the course covers fundamental topics in algebra—including linear equations and inequalities, quadratic equations, polynomials, factoring, functions, exponents, and radicals—as well as an introduction to calculus and optimization. In statistics, the course primarily focuses on the fundamentals of probability theory. Students (two-year MBA and DXP) who cannot pass the in-person screening exam are compulsory to take this course.
Learning Objectives & Goals	Upon completion of this course, students are expected to: (1): Demonstrate understanding of basic math knowledge for further studies at GSIM (2): Demonstrate understanding of basic statistics knowledge for further studies at GSIM
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	TBA
Delivery Methods	Class lectures, in-class exercises, quizzes.
Assessment	In-person final exam: 100%
Prerequisites	None

Method of Feedback for Exams/Papers	By email or face-to-face appointment with course instructor. TAs will also provide assistances.
Required Textbook(s)	None.
Reference Books	None.
Other Materials	None.

Class Outlines	Class	Contents		
	1	Topic	Algebra I	
		Required preparation /homework		h
		Required post-study		h
	2	Topic	Algebra II	
		Required preparation /homework		h
		Required post-study	Review lecture notes	3 h
	3	Topic	Calculus and Optimization	
		Required preparation /homework		h
		Required post-study	Review lecture notes	3 h
	4	Topic	In-class exercises	
		Required preparation /homework		h
		Required post-study	Review lecture notes	3 h
	5	Topic	Data Analytics and Probability I	
		Required preparation /homework		h
		Required		h

		post-study		
	6	Topic	Probability II	
		Required preparation /homework		h
		Required post-study	Review lecture notes	3 h
	7	Topic	Probability III	
		Required preparation /homework		h
		Required post-study		h
	8	Topic	Probability IV	
		Required preparation /homework		h
		Required post-study	Review lecture notes	3 h
	9	Topic	Final Exam	
		Required preparation	Preview lecture notes	3 h
	Total			18 h
Others	Course policies: (a) All assignments and exams should be completed to receive a passing grade for this course. (b) No late assignment submissions will be accepted. (c) As outlined in the IUJ Honor Code, students are reminded not to engage in acts of plagiarism or other forms academic dishonesty. See: http://en.wikipedia.org/wiki/Plagiarism for more information. (d) No tolerance to any academic misconduct in addition to plagiarism.			
Keyword	Algebra, Optimization, Probability			

International University of Japan
Graduate School of International Management
Fall 2026 Term

Course	Schedule code OPR1010	Course title Operations Management	
Name of Instructor	Wenkai Li		Credits: 2
Instructor's contact information	Office#	Office Hours After class or by appointment	E-mail
Class Schedule Day / Period	Session 1: Every Monday, 2:40pm-5:50pm Session 2: Every Tuesday, 2:40pm-5:50pm		

Course Description	Operations is one of three basic functions/pillars in any business organization. Operations function typically manages more employees and physical assets than does any other function in a business organization. Operations Management (OM) is the management of systems or processes that create goods and/or provide services, within an organization. Operations is the engine for a company that creates values in a firm's value chain, involving all aspects of the production and delivery of goods and services. OM is the core required course for MBA and JGDP students and a core elective course for other students. It serves as the basis for other courses such as Business Decision-Making and Control (MGT1140), Digital Supply Chain Management (OPR3010), Product Innovation and Development (OPR3050), Monozukuri (Manufacturing) Management in Japan (JDP2030) etc. OM is helpful for students seeking careers such as consultants, operational managers, general managers, financial analysts, and policy makers in manufacturing and service industries etc.
Learning Objectives & Goals	Upon completion of this course, students will be able to: (1): Demonstrate understanding of business knowledge on operations management (AACSB C5-3) (2): Demonstrate understanding of Japanese industries and manufacturing strategy (AACSB C8-1) For the purpose of accomplishment of course objectives, this course will familiarize students with basic knowledge of various production and operations management processes, including a strategic view of operations management, process thinking, lean thinking, quality management, and inventory management. Japanese way of operations

	management and quality control will also be introduced. Students will learn how to establish, maintain, and reengineer the processes that firms use to transform inputs into goods and services. Operations strategy, process selection, lean thinking, quality control, inventory management, and various other qualitative or quantitative techniques will be introduced for both manufacturing and service industries. The integration of operations decisions with other functional areas such as marketing, finance, and human resource will be introduced in the course. Other contemporary concepts such as supply chain management, globalization, environmental concerns and sustainability will also be discussed.																											
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	MF3 (for MBA, JGDP, MBA-GX): Able to demonstrate understanding of IT/OM/SCM Knowledge MD1 (for IMBA): Able to apply the concepts of strategic management, recognizing internal and external strategic contexts MD3 (for IMBA): Able to demonstrate ability to make a strategic decision under pressure. MJ1 (for JGDP): Able to demonstrate understanding of Japanese industries, society, and business environments MP1 (for MBA): Able to demonstrate ability to formulate/define issues MP2 (for MBA): Able to demonstrate ability to analyze and compute MP3 (for MBA): Able to demonstrate ability to interpret concepts and data MP4 (for MBA): Able to demonstrate ability to evaluate and make choices among alternatives																											
Delivery Methods	Class lectures, in-class games, case studies, group discussions, and/or field trip.																											
Assessment	<table><tr><td></td><td colspan="2">Learning Objectives</td></tr><tr><td>Assessment methods</td><td>(1)</td><td>(2)</td></tr><tr><td>Class participation</td><td>5%</td><td></td></tr><tr><td>After-class group case assignments</td><td>15%</td><td></td></tr><tr><td>In-class group case discussions</td><td>5%</td><td></td></tr><tr><td>Final exam</td><td>50%</td><td>100%</td></tr><tr><td>Peer review</td><td>15%</td><td></td></tr><tr><td>Home works</td><td>10%</td><td></td></tr><tr><td>Weight on Final Grade</td><td>85%</td><td>15%</td></tr></table> Notes: (1). Learning objective (1) will be evaluated by class participation, case assignments, group discussions, final exam, home works, and peer review, etc. The weight of each assessment method to evaluate Learning objective (1) is listed in the Table. Score of peer review will also affect scores of After class case assignments, and In-class group discussions. (2). Learning objective (2) will be evaluated by selected exam questions from the final		Learning Objectives		Assessment methods	(1)	(2)	Class participation	5%		After-class group case assignments	15%		In-class group case discussions	5%		Final exam	50%	100%	Peer review	15%		Home works	10%		Weight on Final Grade	85%	15%
	Learning Objectives																											
Assessment methods	(1)	(2)																										
Class participation	5%																											
After-class group case assignments	15%																											
In-class group case discussions	5%																											
Final exam	50%	100%																										
Peer review	15%																											
Home works	10%																											
Weight on Final Grade	85%	15%																										

	exam. (3). Your scores of learning objectives (1) and (2) will occupy 85% and 15% of the final grade, respectively, as listed in the last row.
Prerequisites	General knowledge of company/organization operations.
Method of Feedback for Exams/Papers	By email or face-to-face appointment with course instructor. TAs will also provide assistances.
Required Textbook(s)	Operations Management In The Supply Chain: Sustainability and Resilience: 2024 Release, by Roger Schroeder and Susan Goldstein ISBN10: 1265060924 ISBN13: 9781265060923 https://www.mheducation.com/highered/product/operations-management-supply-chain-decisions-cases-schroeder-goldstein/1265060924.html RESERVED
Reference Books	Recommended books: 1). Toyota production system: beyond large-scale production, Taiichi Ohno, 1988 (IUJ library has this book, Call No: 537.09 O32) 2). Kaizen express: fundamentals for your lean journey, Toshiko Narusawa and John Shook, 2009 (IUJ library has this book, Call No: 537.09 N237 2009) 3). Gemba Kaizen: A Commonsense Approach to a Continuous Improvement Strategy, Masaaki Imai, Second Edition, 2012, McGraw Hill (IUJ library has this book, Call No: 336.2 I43 2012)
Other Materials	Case Materials: Available from the textbook. Will be announced during the semester.

Class Outlines	Class	Contents		
		Topic		
	1		Introduction. Operations Function (Chap. 1)	
		Required preparation /homework	Read textbook Chap. 1, preview professor lecture notes	2.0 h (hour)
		Required post-study	Review professor lecture notes. Watch class videos	2.0 h
	2	Topic	Operations and Supply Chain Strategy I (Chap. 2)	
		Required preparation /homework	Read textbook Chap. 2, preview professor lecture notes	1.0 h
		Required post-study	Read the case study in the 8th Ed. textbook (Page 424-430): Operations Strategy at BYD of China, Electrifying the World's Automotive Market Conduct group discussions on the BYD case.	5.0 h

	3	Topic	Operations and Supply Chain Strategy II (Chap. 2), In-class discussion on the BYD case	
		Required preparation /homework	Read textbook Chap. 2, preview professor lecture notes	1.0 h
		Required post-study	Review professor lecture notes, watch class video recording.	3.0 h
	4	Topic	Process Selection I (Chap. 4)	
		Required preparation /homework	Read textbook Chap. 4, preview professor lecture notes	2.0 h
		Required post-study	Review professor lecture notes. Watch class videos	2.0 h
	5	Topic	Process Selection II (Chap. 4)	
		Required preparation /homework	Read textbook Chap. 4, preview professor lecture notes	1.0 h
		Required post-study	Complete Group-Discussion Assignment (Chap. 4)	3.0 h
	6	Topic	Process-Flow Analysis I (Chap. 6)	
		Required preparation /homework	Read textbook Chap. 6, preview professor lecture notes	2.0 h
		Required post-study	Review professor lecture notes.	1.0 h
	7	Topic	Process-Flow Analysis II (Chap. 6)	
		Required preparation /homework	Read textbook Chap. 6, preview professor lecture notes	2.0 h
		Required post-study	Participate in one of the TA sessions (for Chap. 6, flow chart) Read the mini case: Process Flow Innovation at Kaiser Permanente	3.5 h
	8	Topic	Lean thinking and Lean Systems I (Chap. 7)	
		Required preparation /homework	Read textbook Chap. 7, Preview professor lecture notes	1.0 h
		Required post-study	Review professor lecture notes.	0.5 h
	9	Topic	Lean thinking and Lean Systems II (Chap. 7)	

		Required preparation /homework	Read Eastern Gear Case (Textbook Page 432(8 th Ed), Page 418 (7 th Ed), Page 450(6 th Ed)). Read textbook Chap. 7 Preview professor lecture notes	3.0 h
		Required post-study	Review professor lecture notes.	1.0 h
	10	Topic	Lean thinking and Lean Systems III (Chap. 7)	
		Required preparation /homework	Read textbook Chap. 7, Preview professor lecture notes	1.0 h
		Required post-study	Review professor lecture notes, watch class videos (1 h). Solve Week 5 TA session exercises and participate in Week 5 TA session (4 h)	5.0 h
	11	Topic	Managing Quality I (Chap. 8)	
		Required preparation /homework	Read textbook Chap. 8, Preview professor lecture notes	2.0 h
		Required post-study	Review professor lecture notes	0.5 h
	12	Topic	Managing Quality II (Chap. 8)	
		Required preparation /homework	Read textbook Chap. 8, Preview professor lecture notes	1.0 h
		Required post-study	Complete Chap. 8 group assignment and submit a group report (2 h). Work on Homework #1 (3 h)	5.0 h
	13	Topic	Quality Control and Improvement I (Chap. 9)	
		Required preparation /homework	Read textbook Chap. 9, Preview professor lecture notes	1.0 h
		Required post-study	Review professor lecture notes	1.0 h
	14	Topic	Quality Control and Improvement II (Chap. 9)	
		Required preparation /homework	Read textbook Chap. 9, Preview professor lecture notes	1.0 h
		Required post-study	Review professor lecture notes (1 h) Complete Homework #1 (3 h)	4.0 h
	15	Topic	Independent Demand Inventory I (Chap. 14)	

		Required preparation /homework	Read textbook Chap. 14, Preview professor lecture notes	1.0 h
		Required post-study	Review professor lecture notes	0.5 h
	16	Topic	Independent Demand Inventory II (Chap. 14)	
		Required preparation /homework	Read textbook Chap. 14, Preview professor lecture notes	2.0 h
		Required post-study	1). Participate in Week 9 Field Trip. Field trips are optional. Schedules are to be confirmed (8 h). 2). Solve Week 10 Extra TA session I exercises and participate in the Extra TA session I (5 h) 3). Participate in Week 10 Extra TA session II (2 h) 4). Review all materials, prepare for the final exam.	15.0 h
		Total		
Others	1). The definitions of GSIM Competency goals and Competency objectives are available at: https://www.iuj.ac.jp/im-info/learning_goals/ 2). Lecture notes, schedule changes, homework questions, exam information, and other materials for this course will be updated by one of the channels below: i). The course folder (accessible at IUJ campus only): \\iuj-home\IM materials\2026-2027\Fall\Operations-Management Students should visit this folder frequently for newly posted online materials. ii). The course Google Classroom (you will be added later before the class starts). iii). Emails from the instructor. 3). Details of the exams, factory tours, presentations, assignments, and quizzes will be announced in class. 4). Course policies: (a) All assignments, exams, and presentations should be completed to receive a passing grade for this course. (b) No late assignment submissions will be accepted. (c) As outlined in the IUJ Honor Code, students are reminded not to engage in acts of plagiarism or other forms academic dishonesty. See: http://en.wikipedia.org/wiki/Plagiarism for more information. (d) No tolerance to any academic misconduct in addition to plagiarism.			
Keyword	Operations, Management, Supply Chain, Globalization, Project Management, Mass Customization, BPR, Process Thinking, Flow Chart, Lean Thinking, Kaizen, TPS, JIT, Quality, TQM, Control Chart, Six Sigma, Inventory, EOQ, ERP			

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code SEM6010302	Course title Advanced Seminar I		
Name of Instructor	Funabashi, Gaku			Credits 2
Instructor's contact information	Office#	Office Hours	E-mail	
Class Schedule Day / Period	unfixed			

Course Description	The objective of Advanced Seminar is to improve quality of works by each student toward drafting Thesis / Research Report. Advice will be provided through face-to-face consultations as well as advice through comments on drafts. Additional knowledge and information will be provided based on students' research interests.					
Learning Objectives & Goals						
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses						
Delivery Methods	Advanced Seminar will be conducted through individual supervision and advice to students' Thesis/Research Report drafting. During Fall term, students are expected to make presentations of their research progress 1~2 times.					
Assessment	Assessment will be made based on the efforts toward drafting Thesis/Research Report by each student.					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Feedback will be provided to students individually through face-to-face discussions as well as comments by mail.					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	2	Same as above	Same as above	h	Same as above	h

	3	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	4	Same as above	Same as above	h	Same as above	h
	5	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	6	Same as above	Same as above	h	Same as above	h
	7	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	8	Same as above	Same as above	h	Same as above	h
	9	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	10	Same as above	Same as above	h	Same as above	h
	11	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	12	Same as above	Same as above	h	Same as above	h
	13	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	14	Same as above	Same as above	h	Same as above	h
	15	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	16	Same as above	Same as above	h	Same as above	h
		Total	44h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code SEM6010304	Course title Advanced Seminar I	
Name of Instructor	Zhang Zhang, Yingying		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The Advanced seminar I aims to clarify the basic knowledge on research, including what research is, what academic writing consists of, what plagiarism is, what is the common sense language and research terms. At a later stage of term, personalization of research project of each will be customized during the research seminar in one-to-one base. Some of the activities during each individual research meetings, including but not limited to, literature review and search methodology, data source setting, research design consistency, advices on theoretical framework setting and refinement, research method refinement, interview protocol and semi-structured question design, questionnaire definition, etc. depending on the nature of research project of each student.		
Learning Objectives & Goals			
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses			
Delivery Methods	Punctual specific advanced seminars with lecture format, with frequent use of individual research meetings for tutorial and research progress advices and monitoring.		
Assessment	A final research paper is requested to delivery by the end of term, simulating the final delivered research report or thesis. The content includes research title, research question, objective, theoretical framework or literature review, methodology and preliminary findings. For case report or other research report types, more structure flexibility is allowed, but a preliminary draft version is also required.		
Prerequisites	No.		
Method of feedback from instructor to students for exams/papers			
Textbook(s)	Required: a) Title: How to Design and Develop a Business Research Project, b) Edition: , c) Author: BART CAMBRÉ et al., d) Publisher: Edward Elgar, e) Year: 2023, f) ISBN:		

	Reference Books / Journal Articles:			
Note on Textbooks and Reference Books				
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code SEM6010306	Course title Advanced Seminar I	
Name of Instructor	Lee, Hyunkoo		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is for year-long research seminars. It is designed to lay the foundations of research writing and help students to conduct their own research. In the Fall term, there will be joint seminars with all students. In Winter and Spring semesters, however, the seminar will be conducted as an individual consultation based on each person's topic and progress. After taking this course, students become acquainted with research format, research designs, and quality issues. They can develop their own research projects and execute them properly. They are expected to produce a preliminary draft by the end of the term. The draft will be expanded in the subsequent terms and eventually become the final research report.						
Learning Objectives & Goals	The objective of the Advanced Seminar is to improve the quality of work by each student toward drafting Thesis / Research Report. Advice will be provided through face-to-face consultations as well as advice through comments on drafts. Additional knowledge and information will be provided based on students' research interests.						
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses							
Delivery Methods	Advanced Seminar will be conducted through individual supervision and advice to students' Thesis/Research Report drafting. During Fall and Winter terms, students are expected to make presentations of their research progress 1~2 times.						
Assessment	<table> <tr> <td>Participation</td> <td>30%</td> </tr> <tr> <td>Proposal or draft at the end of a term</td> <td>70%</td> </tr> <tr> <td>Total</td> <td>100%</td> </tr> </table>	Participation	30%	Proposal or draft at the end of a term	70%	Total	100%
Participation	30%						
Proposal or draft at the end of a term	70%						
Total	100%						
Prerequisites	None						
Method of feedback from instructor to students for exams/papers							

Textbook(s)	Required: a)Title: Research Methods in Accounting, b)Edition: 2, c)Author: Smith, d)Publisher: Sage Publications Ltd, e)Year: 2011, f)ISBN: 978-1849207973 Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Research basic 1	Read the slides in advance	1h	Review	1h
	2	Research basic 2	Read the slides in advance	1h	Review	1h
	3	Research basic 3	Read the slides in advance	1h	Review	1h
	4	Proposal	Read the slides in advance	1h	Review Prepare your own proposal	3h
	5	Event study	Read the slides in advance	1h	Review	2h
	6	Survey method	Read the slides in advance	1h	Review	2h
	7	Other approaches	Read the slides in advance	1h	Review	2h
	8	Wrap up	Read the slides in advance	1h	Review Prepare your own proposal	5h
		Total	25h			
	Others					

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code SEM6010307	Course title Advanced Seminar I	
Name of Instructor	Chuang, Hongwei		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is mainly to help students to find out research questions, conduct the research agenda, and write English academic reports.					
Learning Objectives & Goals	The course will last one year until students finish their thesis/research reports.					
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses						
Delivery Methods	Generally, the seminar will be conducted as an individual consultation based on each person's topic and progress. However, that can be joint seminars with all students.					
Assessment	20% Participation 30% Proposal 50% Final report					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Assigned reading and research discussions.					
Textbook(s)	Required: Reference Books / Journal Articles: a) Title: Research Methodology - Contemporary Practices: Guidelines for Academic Researchers, b) Edition: , c) Author: Habib, Mamun, d) Publisher: Cambridge Scholars Publisher, e) Year: 2014, f) ISBN: 9781443864619					
Note on Textbooks and Reference Books	Reading materials/references will be delivered individually according to each student's research question.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Part I: Introduction to research		h	Read 1.1 What is research?	1h

	2	Part I: Introduction to research		h	Read 1.2 Data, information and research findings	1h
	3	Part I: Introduction to research		h	Read 1.3 Types of research	1h
	4	Part I: Introduction to research		h	Read 1.4 Categorization of research papers	1h
	5	Part I: Introduction to research		h	Read 1.5 Significance of research	1h
	6	Part I: Introduction to research		h	Read 1.6 Scientific method of research	1h
	7	Part II: Research steps		h	Read 2.1 Formulating the problem	1h
	8	Part II: Research steps		h	Read 2.2 Research Design	1h
	9	Part II: Research steps		h	Read 2.3 Data collection	1h
	10	Part II: Research steps		h	Read 2.4 Data processing	1h
	11	Part II: Research steps		h	Read 2.5 Finalizing the research draft	1h
	12	Part III: Academic project writing		h	Read 3.1 Research proposal	1h
	13	Part III: Academic project writing		h	Read 3.2 Research project writing	1h
	14	Wrap-up		h		1h
	15	Research proposal		h		1.5h
	16	Research proposal		h		1.5h
			Total	17h		
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code SEM6020302	Course title Advanced Seminar II	
Name of Instructor	Chow, Yuen Leng		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course assist students in completing their research report, a course requirement for the completion of a Master's Degree in Business Administration					
Learning Objectives & Goals	Through the research report, students should be able to develop skills to systematically analyze a problem and make suitable recommendations.					
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	Refer to IUJ's guidelines					
Delivery Methods	One-to-one supervision and class mentoring.					
Assessment	Pass or Fail for the research report					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Feedback provided during the discussions					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Overview of the research process		2.5h		2.5h
	2	Formulation of the research problem		2.5h		2.5h
	3	Literature review		2.5h		2.5h
	4	Literature review		2.5h		2.5h
	5	Data gathering		2.5h		2.5h
	6	Data gathering		2.5h		2.5h

	7	Analysis		2.5h		2.5h
	8	Conclusions and recommendations		2.5h		2.5h
		Total	40h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code SEM6020303	Course title Advanced Seminar II	
Name of Instructor	Chuang, Hongwei		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is mainly to help students to find out research questions, conduct the research agenda, and write English academic reports.					
Learning Objectives & Goals	The course will last one year until students finish their thesis/research reports.					
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses						
Delivery Methods	Generally, the seminar will be conducted as an individual consultation based on each person's topic and progress. However, that can be joint seminars with all students.					
Assessment	40% Participation 60% Final report					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Assigned reading and research discussions.					
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: Research Methodology - Contemporary Practices: Guidelines for Academic Researchers, b)Edition: , c)Author: Habib, Mamun, d)Publisher: Cambridge Scholars Publisher, e)Year: 2014, f)ISBN: 9781443864619					
Note on Textbooks and Reference Books	Reading materials/references will be delivered individually according to each student's research question.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Part I: Introduction to research		h	Read 1.1 What is research?	1h
	2	Part I:		h	Read 1.2	1h

		Introduction to research			Data, information and research findings	
	3	Part I: Introduction to research		h	Read 1.3 Types of research	1h
	4	Part I: Introduction to research		h	Read 1.4 Categorization of research papers	1h
	5	Part I: Introduction to research		h	Read 1.5 Significance of research	1h
	6	Part I: Introduction to research		h	Read 1.6 Scientific method of research	1h
	7	Part II: Research steps		h	Read 2.1 Formulating the problem	1h
	8	Part II: Research steps		h	Read 2.2 Research Design	1h
	9	Part II: Research steps		h	Read 2.3 Data collection	1h
	10	Part II: Research steps		h	Read 2.4 Data processing	1h
	11	Part II: Research steps		h	Read 2.5 Finalizing the research draft	1h
	12	Part III: Academic project writing		h	Read 3.1 Research proposal	1h
	13	Part III: Academic project writing		h	Read 3.2 Research project writing	1h
	14	Wrap-up		h		1h
	15	Research proposal		h		1.5h
	16	Research proposal		h		1.5h
		Total				
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code SEM6020304	Course title Advanced Seminar II	
Name of Instructor	Comai, Alessandro		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	Social science is essential for managers who want to better understand society and contribute to its development. To understand how organizations and individuals behave, scientists must study theories and their implications through qualitative and quantitative research. This course will guide students in selecting a specific topic and designing their own research projects using the most appropriate methods.		
Learning Objectives & Goals	Define the problem by formulating research questions and identifying potential theoretical and managerial implications. Write the research report according to the standard structure of a research paper. Conduct a literature review, collect and analyze data, and present the results in an academic style.		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	RA1: Apply multidisciplinary approach in policy analysis and evaluation MF1: Able to demonstrate understanding of Management Knowledge		
Delivery Methods	Students attend a weekly seminar, usually held in the evening, to discuss their progress. They use Google Docs in Google Drive to track their work.		
Assessment	It is based on the quality of the research and writing activities.		
Prerequisites	none		
Method of feedback from instructor to students for exams/papers	During the seminar and personal follow-up.		
Textbook(s)	Required: Reference Books / Journal Articles:		
Note on Textbooks and Reference Books	The instructor will share readings and videos related to the various topics. Some of these resources will be personalized based on the methodology used, whether qualitative (e.g., thematic analysis and coding) or quantitative (e.g., PLS-SEM - partial least squares structural equation modeling).		

Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Review of current work	Prepare for class discussion	1h	Apply feedback/suggestions	h
	2	Literature review (Selection process)	Prepare for class discussion	h	Review the topic discussed in class, application of techniques and development of a draft research report	2h
	3	Review of current work	Prepare for class discussion	1h	Apply feedback/suggestions	h
	4	Literature review (Research Strategy, Google Vs other databases)	Prepare for class discussion	h	Review the topic discussed in class, application of techniques and development of a draft research report	2h
	5	Review of current work	Prepare for class discussion	1h	Apply feedback/suggestions	h
	6	Literature review (Selection process)	Prepare for class discussion	h	Review the topic discussed in class, application of techniques and development of a draft research report	2h
	7	Review of current work	Prepare for class discussion	1h	Apply feedback/suggestions	h
	8	Literature review (structure, Gap and research questions)	Prepare for class discussion	h	Review the topic discussed in class, application of techniques and development of a draft research report	2h
	9	Review of current work	Prepare for class discussion	1h	Apply feedback/suggestions	h
	10	Methodology (sample collection research)	Prepare for class discussion	h	Review the topic discussed in class, application of techniques and	2h

		questions)			development of a draft research report	
	11	Review of current work	Prepare for class discussion	1h	Apply feedback/suggestions	h
	12	Data collection	Prepare for class discussion	h	Review the topic discussed in class, application of techniques and development of a draft research report	2h
	13	Review of current work	Prepare for class discussion	1h	Apply feedback/suggestions	h
	14	Data collection	Prepare for class discussion	h	Review the topic discussed in class, application of techniques and development of a draft research report	2h
	15	Review of current work	Prepare for class discussion	1h	Apply feedback/suggestions	h
	16	Results	Prepare for class discussion	h	Review the topic discussed in class, application of techniques and development of a draft research report	2h
	17	Review of current work	Prepare for class discussion	1h	Apply feedback/suggestions	h
	18	Discussion (theoretical and practical implication)	Prepare for class discussion	h	Review the topic discussed in class, application of techniques and development of a draft research report	2h
	19	Review of current work	Prepare for class discussion	1h	Apply feedback/suggestions	Apph
	20	Poster preparation (structure and	Prepare for class discussion	h	Review the topic discussed in class, application of	2h

		contents)			techniques and development of a draft research report	
		Total	30h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code SEM6020305	Course title Advanced Seminar II	
Name of Instructor	Funabashi, Gaku		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The objective of Advanced Seminar is to improve quality of works by each student toward drafting Thesis / Research Report. Advice will be provided through face-to-face consultations as well as advice through comments on drafts. Additional knowledge and information will be provided based on students' research interests.					
Learning Objectives & Goals						
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses						
Delivery Methods	Advanced Seminar will be conducted through individual supervision and advice to students' Thesis/Research Report drafting. During Fall term, students are expected to make presentations of their research progress 1~2 times.					
Assessment	Assessment will be made based on the efforts toward drafting Thesis/Research Report by each student.					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Feedback will be provided to students individually through face-to-face discussions as well as comments by mail.					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	2	Same as above	Same as above	h	Same as above	h

	3	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	4	Same as above	Same as above	h	Same as above	h
	5	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	6	Same as above	Same as above	h	Same as above	h
	7	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	8	Same as above	Same as above	h	Same as above	h
	9	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	10	Same as above	Same as above	h	Same as above	h
	11	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	12	Same as above	Same as above	h	Same as above	h
	13	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	14	Same as above	Same as above	h	Same as above	h
	15	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	16	Same as above	Same as above	h	Same as above	h
		Total	44h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code SEM6020308	Course title Advanced Seminar II	
Name of Instructor	Lee, Hyunkoo		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is the second leg of the year-long advanced seminars. It is designed to help students to conduct their research and write up their drafts. There will be a series of individual consultations based on each person's topic and progress. After taking this course, students can conduct their research properly and produce a research report or a thesis as a final output.		
Learning Objectives & Goals	The objective of this course is to give consultation so that students can make a progress in writing their research draft.		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses			
Delivery Methods	Individual consultations and one-point lesson		
Assessment	Research process 40% Draft quality, degree of completion 60% Total 100%		
Prerequisites	There is no prerequisite.		
Method of feedback from instructor to students for exams/papers	Students will get individual face-to-face feedback from the instructor.		
Textbook(s)	Required: a)Title: , b)Edition: , c)Author: , d)Publisher: Sage Publications Ltd, e)Year: , f)ISBN: Reference Books / Journal Articles: a)Title: Research Methods in Accounting, b)Edition: 2, c)Author: Smith, d)Publisher: Sage Publications Ltd, e)Year: 2011, f)ISBN: 978-1849207973		
Note on Textbooks and	Reading material and reference will be provided later according to individual need.		

Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Review of the reserach proposal Data analysis	Review your proposal	1h	Revise your proposal Review course materails	4h
	2	Data analysis	Review course materials	2h	Review course materials	4h
	3	Data analysis	Review course materials	2h	Review course materials	4h
	4	Data analysis	Review course materials	2h	Review course materials	4h
	5	Data analysis Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
	6	Data analysis Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
	7	Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
	8	Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
		Total	35h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code SEM6020310	Course title Advanced Seminar II	
Name of Instructor	Yokose, Tsutomu		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	Course Description: This course is designed for students to study specific topics in Organizational Behaviors and people related items in business management for their research report or thesis. The topics which students will investigate should cover organizational issues or individual behaviors. In the topics, organizational strategies and business strategies must be considered, and solutions should be provided after the research of the topics. The sample topics of the research are, team management, organizational effectiveness, change management, organizational design, leadership development, leadership and alignment, and other challenges happened in business organization.
Learning Objectives & Goals	In order to complete MBA study, students will gain the following points as the learning objectives. - Demonstrate academic and empirical research and analysis - Show originality of the academic logics and approached - Conduct deeper discussion of conceptual/theoretical frameworks, empirical findings, and text analysis - Apply appropriate methodology to obtain some findings or make some suggestions on business strategy from people and organization points - Acquaint with research design, protocol, process and format for the suitable master degree program.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	
Delivery Methods	One on one meeting, first and interim presentation to Seminar Students, interim reports and final reports about the research contents and progress
Assessment	Students will be evaluated by the quality of the following categories, 1). Why pick up the research topics 2). How related to business strategy and expected outcomes 3). How build hypothesis to identify the fundamental causes 4). How solve the issues and set up the action plans

	5). How show own leadership and ownership to involve the topics 6). How express own analysis and opinions clearly as a research project					
Prerequisites	Organizational Behavior, possibly Leadership					
Method of feedback from instructor to students for exams/papers	One on one meeting					
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: Leadership and Organizational Behavior, b)Edition: , c)Author: Harvard Business School case, d)Publisher: Harvard Business School, e)Year: , f)ISBN: 9-499-067					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Analyze data by the finalized hypothesis I	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	2.0h
	2	Analyze data by the finalized hypothesis II	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	2.0h
	3	Search incremental and additional data to prove hypothesis I	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	2.0h
	4	Search incremental and additional data to prove hypothesis	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of	2.0h

		II			contents, brush up the logics and upgrade the logic of the research protocol.	
	5	Prepare for the midterm progress presentation	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	2.0h
	6	Progress Presentation in the midterm - among seminar students I	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	2.0h
	7	Progress Presentation in the midterm - among seminar students II	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	2.0h
	8	Review the progress of the research	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	2.0h
	9	Write the front part of research report/thesis I	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research	2.0h

					protocol.	
	10	Write the front part of research report/thesis II	Prepare documents for one on one discussion	3.0h	Reflect the discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	2.0h
		Total	50h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code SEM6020311	Course title Advanced Seminar II	
Name of Instructor	Zhang Zhang, Yingying		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The research seminar I aims to clarify the basic knowledge on research, including what research is, what academic writing consists of, what plagiarism is, what is the common sense language and research terms. At a later stage of term, personalization of research project of each will be customized during the research seminar in one-to-one base. Some of the activities during each individual research meetings, including but not limited to, literature review and search methodology, data source setting, research design consistency, advices on theoretical framework setting and refinement, research method refinement, interview protocol and semi-structured question design, questionnaire definition, etc. depending on the nature of research project of each student.		
Learning Objectives & Goals			
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses			
Delivery Methods	Punctual specific research seminar with lecture format, with frequent use of individual research meeting for tutorial and research progress advices and monitoring.		
Assessment	A final research paper is requested to delivery by the end of term, simulating the final delivered research report or thesis. The content includes research title, research question, objective, theoretical framework or literature review, methodology and preliminary findings. For case report or other research report types, more structure flexibility is allowed, but a preliminary draft version is also required.		
Prerequisites	Advanced Seminar I.		
Method of feedback from instructor to students for exams/papers			
Textbook(s)	Required: a)Title: How to design and develop a Business Research Project, b)Edition: , c)Author: Bart Cambre, Karen Elliott, Janick Fierens, d)Publisher: Edward Elgar,		

	e)Year: 2023, f)ISBN:					
	Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction	Chapter 1 of the book	h	Review the content	h
	2	Research template		h		h
	3	Research strategy		h		h
	4	Literature review		h		h
	5	Theoretical framework		h		h
	6	Conceptual model		h		h
	7	Operationalization		h		h
	8	Research designs and methods		h		h
	9	Ethics and challenges		h		h
	10	Data collection		h		h
	11	Data analysis		h		h
	12	Reporting and academic writing		h		h
		Total				
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code SEM6020313	Course title Advanced Seminar II	
Name of Instructor	Shi, Yanghua		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is a part of the year-long research seminars. It is designed to lay the foundations of thesis/ research report writing and help students to conduct their research.
Learning Objectives & Goals	The objective of the Advanced Seminar is to help students to develop their research report. Students should be able to find good research topics, conduct their own research, and write research papers.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	
Delivery Methods	The Advanced Seminar will generally be conducted as individual consultations tailored to each student's topic and progress. In addition, there will be joint seminar sessions involving all students.
Assessment	Assessment is based solely on your progress toward producing a high-quality research paper. Although publication is not required, the goal is to develop a paper with a standard that is appropriate for submission to a peer-reviewed journal.
Prerequisites	Advanced Seminar I
Method of feedback from instructor to students for exams/papers	Feedback is continuous and personalized and is provided in the following formats: – Verbal feedback during meetings and individual consultations – Written feedback provided during consultations or via email – Occasional group sessions to share progress and learn from peers Upon request, feedback on a draft table of contents will also be provided. Note: This is a student-driven project. You are expected to manage your own time and to seek guidance when needed. Support is always available, but it must be actively requested.
Textbook(s)	Required: a)Title: Research Methodology - Contemporary Practices: Guidelines for Academic Researchers, b)Edition: , c)Author: MD. Mamun Habib, Bishwajit Banik Pathik, Hafsa Maryam, d)Publisher: Cambridge Scholars Publisher, e)Year: 2014, f)ISBN: 9781443864619

	Reference Books / Journal Articles:					
Note on Textbooks and Reference Books	Reading materials/references will be delivered individually according to each student's research question.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Kick-off Session		h		2h
	2	Individual Consultation	Varies by student and is tailored to support the student's current stage of research.	h		2h
	3	Individual Consultation		h		2h
	4	Individual Consultation		h		2h
	5	Individual Consultation		h		2h
	6	Individual Consultation		h		2h
	7	Individual Consultation		h		2h
	8	Individual Consultation		h		2h
	9	Individual Consultation		h		2h
	10	Individual Consultation		h		2h
	11	Individual Consultation		h		2h
	12	Individual Consultation		h		2h
	13	Individual Consultation		h		2h
	14	Individual Consultation		h		2h
	15	Individual Consultation		h		2h
	16	Individual Consultation		h		2h
	17	Individual Consultation		h		2h
	18	Individual Consultation		h		2h
	19	Individual Consultation		h		2h
	20	Individual Consultation		h		2h

		Total	40h
Others			

International University of Japan
Graduate School of International Management (Master's Program)
Fall 2026 Term

Course	Schedule code SEM7010301	Course title Research Seminar I	
Name of Instructor	Funabashi, Gaku		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The objective of Research Seminar is to improve quality of works by each student toward drafting Research Report. Advice will be provided through face-to-face consultations as well as advice through comments on drafts. Additional knowledge and information will be provided based on students' research interests.					
Learning Objectives & Goals						
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses						
Delivery Methods	Research Seminar will be conducted through individual supervision and advice to students' Research Report drafting. During Fall term, students are expected to make presentations of their research progress 1~2 times.					
Assessment	Assessment will be made based on the efforts toward drafting Research Report by each student.					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Feedback will be provided to students individually through face-to-face discussions as well as comments by mail.					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	2	Same as above	Same as above	h	Same as above	h

	3	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	4	Same as above	Same as above	h	Same as above	h
	5	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	6	Same as above	Same as above	h	Same as above	h
	7	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	8	Same as above	Same as above	h	Same as above	h
	9	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	10	Same as above	Same as above	h	Same as above	h
	11	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	12	Same as above	Same as above	h	Same as above	h
	13	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	14	Same as above	Same as above	h	Same as above	h
	15	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	16	Same as above	Same as above	h	Same as above	h
		Total	44h			
Others						

国際経営学研究科 修士課程 シラバス (冬学期科目)

2026 年 5 月 1 日現在
国際大学

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code FIN2080401	Course title Sustainable Finance & Investment	
Name of Instructor	Chow, Yuen Leng		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Tue.2~3		

Course Description	<Course Context> Students will be given an overview of the financial markets and the new investment trends of sustainable finance. This course focuses on three core components: environment, social, and governance. Students will be provided with an understanding of the financial instruments applied fund green projects, sustainability-related projects, and social projects. The types of investment approaches applied to private and public markets will also be covered. At the end of the course, students would be guided to understand the importance of good corporate governance to firm value. <Career Relevance> Extreme weather patterns have increased awareness of climate change and its impact on businesses. This course provides students an overview of how ESG considerations are applied in the financial markets by both providers and users of funds. This course will be helpful for students who wish to gain an understanding of current investment tools that support green projects, sustainable projects, and social projects. This course would add-on to the knowledge base of students wishing to pursue careers in investment, asset management, and social entrepreneurship; especially those who wish to pursue careers related to sustainability.		
Learning Objectives & Goals	<Course Description & Learning Objectives> This course aims to provide students with an understanding of the linkages between global capital markets and funding environment, social and governance (ESG) related projects. Sustainable finance plays a key role in mobilizing capital towards a greener agenda while taking into account social and governance issues. In recent years, the financial sector is increasingly prioritizing environmental, social, and governance (ESG) issues in investment decisions. The key here is to provide an overview to students to gain basic knowledge on how to tap the financial instruments or cater to investing strategies which support ESG-related projects.		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	This course contributes to two of the four learning goals: (1) Functional Business Knowledge; and (2) Strategic Decision Making At the end of the course, students should be: MF2: Able to demonstrate understanding of finance knowledge MD1: Able to apply the concepts of strategic management, recognizing internal and external strategic contexts		

N/A for language courses						
Delivery Methods	This course will consist of lectures, discussions, quizzes, and assigned readings. Students are expected to read text chapters before class and actively participate in discussions.					
Assessment	Assessment Final Exam (Individual) MF2-25%; MD1-25% Quiz MF2-5%; MD1-5% Case Analysis MF2-20%; MD1-20%					
Prerequisites	Reading widely on current issues faced in the relevant sector would be necessary.					
Method of feedback from instructor to students for exams/papers	Online quiz – results known immediately after completion Case Analysis – feedback given during class presentation					
Textbook(s)	Required: a) Title: Principles of sustainable finance, b) Edition: 8, c) Author: Dirk Schoenmaker and Willem Schramme, Schoenmaker, Dirk, Schrama, d) Publisher: Oxford University Press, e) Year: 2019, f) ISBN: 9780198869818 Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Sustainability: Role & Challenges		h	Read specified readings	3h
	2	Rewriting risk and return	Read lecture notes before class	2.5h	Read specified readings	2.5h
	3	Long-term value creation	Read lecture notes before class	2.5h	Read specified readings	2.5h
	4	Green Finance: Green Bonds	Read lecture notes before class Read case before class	4.5h	Read specified readings Case write-up	4.5h
	5	Green Finance: Sustainability Linked Bonds	Read lecture notes before class	2.5h	Read specified readings	2.5h
	6	Green Finance: Environmental Impact Bonds/ Social Impact Bonds Case Study (TBC)	Read lecture notes before class	4.5h	Read specified readings Case write-up	4.5h
	7	Corporate Governance	Read lecture notes before class	2.5h	Read specified readings	2.5h
	8	Megatrends in	Read lecture notes	1.5h	Read specified	1.5h

		Sustainable Finance	before class		readings	
		Total	44h			
Others	Maximum 25					

International University of Japan
Graduate School of International Management
Winter 2027 Term

Course	Schedule code FIN2090	Course title Behavioral Finance	
Name of Instructor	Yanghua Shi		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Friday 10:30-12:00, 13:00-14:30		

Course Description	Course context: This course will give you an overview of how psychological biases and cognitive limitations shape financial decisions, market behavior, and investment outcomes, with a focus on real-world applications in business and finance. Career Relevance: Behavioral finance is crucial for careers in investment management, financial advising, corporate finance, consulting, and policymaking. This course offers deep insights into how real-world decision-making frequently diverges from traditional financial theory. Understanding these deviations is essential for anyone looking to influence economic policy or manage financial resources effectively. As a student, you will learn to recognize common psychological biases and apply behavioral insights to enhance financial strategies, not only in business but also in crafting policy that impacts economic systems at a broader level. By integrating behavioral finance into policy-making, financial advising, and corporate strategies, you will be equipped to design more effective communication, risk management, and investment processes, ensuring robust decision-making that caters to diverse economic and societal needs.
Learning Objectives & Goals	In today's complex financial landscape, understanding how people actually make decisions is critical for designing effective business strategies and financial products. The objective of this course is to provide participants with an overview of key concepts in behavioral finance, including how cognitive biases, emotions, and social influences affect financial decision-making. Students will explore how these insights challenge traditional finance models and learn to apply behavioral principles to real-world problems in investing, corporate strategy, and policy design.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	This course fulfills the following MEXT learning objectives: ✓ MF2 (MBA, JGDP): Able to demonstrate understanding of finance knowledge ✓ MP4 (MBA): Able to demonstrate ability to evaluate and make choices among alternatives ✓ MD1 (IMBA): Able to apply the concepts of strategic management, recognizing internal and external strategic contexts. ✓ MD2 (IMBA): Able to demonstrate ability to gather and interpret data ✓ MD3 (IMBA): Able to demonstrate ability to make a strategic decision under pressure
Delivery Methods	This course consists of lectures, cases, homework exercises, group discussion, and a final assignment. During classes, participants are welcome to express their opinions and justify their ideas.

Assessment	The grading policy is as follows:			
	Assessment methods	MF2	MP4, MD1~3	Total
	Class Participation	20%	20%	20%
	Group Case Presentation	30%	30%	30%
	Individual Case Report	10%	10%	10%
	Final Individual Assignment	40%	40%	40%
	Weight on Final Grade	40%	60%	100%
Prerequisites	Corporate Finance or an equivalent course			
Method of Feedback for Exams/Papers	The instructor will provide exercises and final assignment to illustrate how to apply the concepts learned during the lectures.			
Required Textbook(s)	None			
Reference Books	“Behavioral Finance: Psychology, Decision-Making, Markets” by Lucy F. Ackert, Richard Deaves, 2010, Cengage Learning. ISBN: 978-0324661170 [Reserved]			
Other Materials	“Behavioral corporate finance” (Handbook of Behavioral Economics: Applications and Foundations) by Ulrike Malmendier, 2018, North-Holland. ISBN: 978-0-444-63374-3. Additional materials will be provided during the lectures.			
Course Policy on Usage of Generative AI	These guidelines aim to strengthen responsible and ethical use of AI tools in academic work at IUJ GSIM. They build on the 2024 framework while integrating global best practices to ensure AI supports learning, innovation, and integrity. 0. AI Skills as Essentials for Businesspersons • Skillful, transparent, and ethical use of AI tools is an essential business skill. • IUJ GSIM encourages learners to develop AI literacy that balances efficiency with critical thinking. 1. Ethical Use of AI • Students must use AI ethically, responsibly, and transparently. • AI should enhance learning, not replace original effort, judgment, or creativity. • You are fully responsible for the final output of your work, even if it has been assisted by AI. 2. Permissible AI Use AI may be used for: • Brainstorming and generating ideas • Summarizing notes or readings • Grammar, spelling, and language checks (Note: Nevertheless, excessive use of “AI improvement” features can distort your originality and raise the risk of being recognized as AI over-reliance.) • Outlining drafts and providing initial structural suggestions • Identifying synonyms or alternative phrasing • You are responsible for verifying the accuracy of any information provided by AI tools. AI can make mistakes. Always follow course-specific instructions regarding AI. 3. Prohibited AI Use AI must not be used for: • Writing entire assignments, essays, or reports • Generating arguments, conclusions, or critical analysis • Completing exams, quizzes, or assessments with AI unless explicitly allowed			

	• Submitting AI-generated work as one's own without acknowledgment • Delivery of outputs whose majority portion is based on the AI generation (not acceptable even with proper disclosure — See Section 5) • Entering confidential or sensitive data into AI tools without approval 4. AI in Group Work • AI use in group projects must be agreed upon by all members. • Contributions of AI must be documented transparently to all members. 5. Disclosure and Citation • Students must declare AI use in every submission at the bottom of the output materials. • Example: "I used [AI tool name] for [purposes] in [specific part of the output]. All analysis and conclusions are my own." • Failure to disclose AI use will be treated as academic misconduct, a form of unauthorized assistance. 6. Consequences of Misuse Misuse of AI will result in penalties such as: • Redoing the assignment • Failing grades • Academic discipline or expulsion, depending on severity • Violations of this policy will be handled in accordance with the existing IUJ Policy on Plagiarism and Cheating. 7. Detection of AI Over-reliance • Faculty will use Turnitin services to check the appropriateness of AI use, with discretion for fairness. • The submissions resulting in a Turnitin AI score above 20% can be subject to investigation. • Instructors contact students to clarify the preparation process. • Students do not have access to Turnitin analytics services. However, they can self-check the approximate level of AI-reliance using free analytics services such as Grammarly. 8. Privacy and Data Security • Students must not upload confidential, proprietary, copyrighted, or sensitive data into public AI systems. • Care should be taken with any information submitted to AI platforms. 9. Seeking Help • If unsure about responsible AI use, students should consult their instructor or academic advisor. • GSIM provides opportunities for AI literacy to guide ethical usage.
Others	

Class Outlines	Class	Contents		
	1	Topic	Introduction and Foundation of Finance	
		Required preparation /homework	Ackert & Deaves (2010) Ch1-2	1.5 h
		Required post-study		1 h

	2	Topic	Gains, Losses, and Mental Buckets: How Context Changes Our Money Decisions	
		Required preparation /homework	Ackert & Deaves (2010) Ch2-3	1.5 h
		Required post-study		1 h
	3	Topic	Biases and Shortcuts (1)	
		Required preparation /homework	Ackert & Deaves (2010) Ch5	1.5 h
		Required post-study		1 h
	4	Topic	Biases, Shortcuts and Overconfidence (2)	
		Required preparation /homework	Ackert & Deaves (2010) Ch5-6	1.5 h
		Required post-study		1 h
	5	Topic	Overconfidence	
		Required preparation /homework	Ackert & Deaves (2010) Ch6	1.5 h
		Required post-study		1 h
	6	Topic	Biases, Shortcuts, and Overconfidence in Action: What They Mean for Your Money	
		Required preparation /homework	Ackert & Deaves (2010) Ch8-9	1.5 h
		Required post-study		1 h
	7	Topic	How Emotions Shape Money Choices	
		Required preparation /homework	Ackert & Deaves (2010) Ch7, 10	1.5 h
		Required post-study		1 h
	8	Topic	How People's Choices Move Markets	
		Required preparation /homework	Ackert & Deaves (2010) Ch13-14	1.5 h
		Required post-study	Reading (two cases): "SureCash: Promoting Financial Inclusion in Bangladesh" and "HelloWallet"	1 h
	9	Topic	Case study (SureCash/ HelloWallet)	
		Required preparation /homework	"SureCash: Promoting Financial Inclusion in Bangladesh" and "HelloWallet"	1.5 h
		Required post-study	Reading (two cases): "SureCash: Promoting Financial Inclusion in Bangladesh" and "HelloWallet"	1 h
	10	Topic	Case study (SureCash/ HelloWallet)	
		Required preparation /homework	"SureCash: Promoting Financial Inclusion in Bangladesh" and "HelloWallet"	1.5 h
		Required post-study		1 h
	11	Topic	Social Forces at Work: Self-Interest, Altruism, and Corporate Collapse	
		Required preparation /homework	Ackert & Deaves (2010) Ch11-12	1.5 h

		Required post-study		1 h
	12	Topic	Behavioral Corporate Finance	
		Required preparation /homework	Ackert & Deaves (2010) Ch15-16	1.5 h
		Required post-study		1 h
	13	Topic	Why prices aren't always right	
		Required preparation /homework	Ackert & Deaves (2010) Ch4	1.5 h
		Required post-study		1 h
	14	Topic	Retirement and Education	
		Required preparation /homework	Ackert & Deaves (2010) Ch17-18	1.5 h
		Required post-study		1 h
	15	Topic	The brain behind your Money Choices	
		Required preparation /homework	Ackert & Deaves (2010) Ch19-20	1.5 h
		Required post-study	Reading: Behavioral Finance at JP Morgan	1 h
	16	Topic	Case study	
		Required preparation /homework	Behavioral Finance at JP Morgan	1.5 h
		Required post-study	Final Assignment (TBA) – <i>To be announced at the beginning of the course</i>	4.5 h
	Total			43.5 h
Course Cap	None			
Keyword	behavioral, psychology, risk, decision-making			

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code FIN3020401	Course title Finance and Technology	
Name of Instructor	Chow, Yuen Leng		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Mon.2~3		

Course Description	<Course Context> In this course, you will be given an overview of finance and technology (fintech). What is fintech, when did it originate, what are the major trends going forward. What are the major enablers to facilitate fintech applications. These are some of the major questions explored and discussed. The course will also provide an introduction to digital currencies and blockchain. <Career Relevance> Fintech is increasingly changing the way for payments and investing. This course will help you realize the role fintech plays in facilitating transactions among businesses and consumers, and in providing an entrepreneurial solution to investments. You will gain an understanding of the complex structure of payment methods and financial regulations, and employ strategies in developing a fintech strategy for your business.
Learning Objectives & Goals	Course Description & Learning Objectives> The business environment is rapidly incorporating the use of technology to improve operations, efficiency, improve customer experience, and provide innovative solutions. Increasingly, technology advances could also provide a more equitable social environment by providing much needed financial services to the underserved population. The objective of this course is to provide participants with an overview of recent fintech applications and their impact on the business and social fields.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	This course contributes to two of the four learning goals: (1) Functional Business Knowledge; and (2) Strategic Decision Making At the end of the course, students should be: MF2: Able to demonstrate understanding of finance knowledge MF6: Able to demonstrate understanding of data analysis and digital technology MD3: Able to demonstrate ability to make a strategic decision under pressure The learning goals for the DXP course are: MS4: Able to understand the implication of technologies to social responsibilities in the creation of social and business values MT1: Able to understand the latest technology trend MT2: Able to employ suitable technology element to create a business or add competitive value to an organization

Delivery Methods	This course will consist of lectures, discussions, quizzes, and assigned readings. Students are expected to read text chapters before class and actively participate in discussions.					
Assessment	Final Exam: [MF2/MT2-20%]; [MF6/MT1-30%]; [MD1/MS4-10%] Quiz: MF2/MT1-10% Case Analysis: MF2/MT2-10%; MF6/MT1-10%; MD1/MS4-10%					
Prerequisites	Reading widely on current issues in the sector would be necessary.					
Method of feedback from instructor to students for exams/papers	Online quiz – results known immediately after completion Case Analysis – feedback given when papers are returned					
Textbook(s)	Required: a)Title: The Economics of Fintech, b)Edition: , c)Author: Imerman & Fabozzi, d)Publisher: MIT Press, e)Year: 2025, f)ISBN: 9780262049535 Reference Books / Journal Articles: a)Title: FinTech: The New DNA of Financial Services, b)Edition: 2018, c)Author: , d)Publisher: DejG Press, e)Year: , f)ISBN: 9781547417087					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction to FinTech and Applications		h	Read readings assigned	3h
	2	Enablers of a Digital Economy	Read lecture notes Read case	4.5h	Read readings assigned Case write-up	4.5h
	3	Blockchain and Distributed Ledger Technology	Read lecture notes	2.5h	Read readings assigned	2.5h
	4	Blockchain and Distributed Ledger Technology	Read lecture notes Read case	4.5h	Read readings assigned Case write-up	4.5h
	5	Crypto Assets Open Banking	Read lecture notes	2.5h	Read readings assigned	2.5h
	6	Artificial Intelligence and Machine Learning	Read lecture notes	2.5h	Read readings assigned	2.5h
	7	Fintech innovations and disruptions	Read lecture notes Read case	4.5h	Read readings assigned Case write-up	4.5h
	8	Guest lectures	Read lecture notes	1.5h	Read readings	1.5h

					assigned	
		Total	48h			
Others	Maximum 25 pax					

International University of Japan
Graduate School of International Management
Winter 2027 Term

Course	Schedule code ITC1050	Course title Data Analytics for Business	
Name of Instructor	Wenkai Li		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Session 1: Monday 2:40pm-5:50pm Session 2: Tuesday 2:40pm-5:50pm		

Course Description	This course aims to study the basic knowledge of data analytics skills, in particular, statistical skills, which will be applied in various business areas. It is a fundamental core required course for two-year MBA and DXP, and a core elective course for IMBA and ISEP students. This course provides students with fundamental knowledge for various business areas such as Corporate Finance, Investment, Risk Management, Big Data Analytics, and Marketing etc. It is helpful for students seeking careers such as consultants, financial analysts, general managers, policy makers, and operational managers. This course is the prerequisite for several other courses.
Learning Objectives & Goals	This course contributes to the achievement of two learning objectives of the AACSB Learning Goal 4 as mentioned below. Upon completion of this course, student will be able to: (1). Demonstrate ability to analyze and compute (L4-2) (2). Demonstrate ability to evaluate and make choices among alternatives (L4-4) (3). Demonstrate understanding of data analytics knowledge in business. For the purpose of accomplishment of these learning objectives, this course provides (i). The basic knowledge in probability theories, such as expected values, variance, and probability distributions, which is essential in understanding other MBA, DXP, or ISEP courses; (ii). Background in statistical principles in order for you to be a good user of statistical data analysis. Students will learn how to describe data effectively, how to run a simple regression using Excel, how to interpret the data results, and how to do hypothesis testing.

Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	MF3 (for MBA and JGDP): Able to demonstrate understanding of IT/OM/SCM Knowledge MF6 (for MBA): Able to demonstrate understanding of Data Analysis and Digital Technology MF7 (for DXP): Able to demonstrate understanding of fundamental business knowledge MD2 (for IMBA): Able to demonstrate ability to gather and interpret data MI3 (for ISEP): Able to demonstrate ability to connect different ideas for creating new solutions toward factors of social issues MI4 (for ISEP): Able to demonstrate ability to establish systems with business knowledge for providing solutions to social issues sustainably.																								
Delivery Methods	Teaching methodology includes lectures and in-class exercises in computer lab. Students are required to use Excel for data manipulation and analysis. This course has no group work.																								
Assessment	<table><tr><td></td><td colspan="3">Learning Objectives</td></tr><tr><td>Assessment methods</td><td>(1)</td><td>(2)</td><td>(3)</td></tr><tr><td>Home Works</td><td></td><td></td><td>25%</td></tr><tr><td>Midterm Quiz</td><td></td><td></td><td>10%*</td></tr><tr><td>Final Exam</td><td>100%</td><td>100%</td><td>65%</td></tr><tr><td>Weight on Final Grade</td><td>15%</td><td>15%</td><td>70%</td></tr></table> Notes: (1). Learning objectives (1) and (2) will be evaluated by selected questions from Final Exam. (2). Learning objective (3) will be evaluated by home works, Midterm Quiz, and exam questions in the Final Exam. (3). The last row lists the weights of each learning objective on the final grade. (4). Midterm Quiz may or may not be conducted, depending on the progress of the classes. In case Midterm Quiz is not conducted, its weight (10%) is aggregated to “Final Exam”.		Learning Objectives			Assessment methods	(1)	(2)	(3)	Home Works			25%	Midterm Quiz			10%*	Final Exam	100%	100%	65%	Weight on Final Grade	15%	15%	70%
	Learning Objectives																								
Assessment methods	(1)	(2)	(3)																						
Home Works			25%																						
Midterm Quiz			10%*																						
Final Exam	100%	100%	65%																						
Weight on Final Grade	15%	15%	70%																						
Prerequisites	Basic knowledge of MS Excel and general knowledge of mathematics.																								
Method of Feedback for Exams/Papers	By email or face-to-face appointment with course instructor. TAs will also provide assistances.																								
Required Textbook(s)	<u>Required Textbook:</u> Statistics for business and economics / Paul Newbold, William L. Carlson, Betty M. Thorne. Newbold, Paul., Upper Saddle River, NJ: Prentice Hall, c2023. 10th ed., Global Edition (To be RESERVED by IUJ library). ISBN-13: 9781292436845 https://www.pearson.com/en-gb/subject-catalog/p/statistics-for-business-and-economics-global-edition/P200000007231/9781292438306																								
Reference Books																									
Other Materials	Watch movie “ <i>Money Ball</i> ” (it was nominated to the Oscars prize in 2011)																								

Class Outlines	Class	Contents	
	1	Topic	Introduction and Probabilities (Chap. 3.1)
		Required preparation /homework	Preview textbook Chap. 3.1 1.0 h
		Required post-study	1). Review Week 1 lecture notes (1 hr). 2). Do Week 1 TA session exercises (1.5 hrs). 3). Attend Week 1 TA session (1.5 hrs) 4.0 h
	2	Topic	Probabilities (Chap. 3.2~3.3)
		Required preparation /homework	Preview textbook Chap. 3.2~3.3 1.0 h
		Required post-study	1). Review Week 1 lecture notes (1 hr). 2). Do Week 1 TA session exercises (1.5 hrs). 3). Attend Week 1 TA session (1.5 hrs) 4.0 h
	3	Topic	Describing Data I: Tables and graphs, histogram, mean, median, mode (Chap. 1.2,1.3)
		Required preparation /homework	Preview textbook Chap. 3.2~3.4; Chap. 1.2,1.3 1.0 h
		Required post-study	1). Review Week 2 lecture notes (1 hr). 2). Do Week 2 TA session exercises (1.5 hrs). 3). Attend Week 2 TA session (1.5 hrs) 4.0 h
	4	Topic	Describing Data I: Tables and graphs, histogram, mean, median, mode (Chap. 1.3,1.5)
		Required preparation /homework	Preview textbook Chap. 1.3,1.5 1.0 h
		Required post-study	1). Review Week 2 lecture notes (1 hr). 2). Do Week 2 TA session exercises (1.5 hrs). 3). Attend Week 2 TA session (1.5 hrs) 4). Start to work on HW#1 (2.0 hrs) 6.0 h
	5	Topic	Describing Data II: Variance, standard deviation, CV, and others (Chap. 2.1)
		Required preparation /homework	Preview textbook Chap. 2.1 1.0 h
		Required post-study	1). Review Week 3 lecture notes (1 hr). 2). Do Week 3 TA session exercises (1.5 hrs). 3). Attend Week 3 TA session (1.5 hrs) 4.0 h

	6	Topic	Describing Data II: Variance, standard deviation, CV, and others (Chap. 2.2)	
		Required preparation /homework	Preview textbook Chap. 2.2	1.0 h
		Required post-study	1). Review Week 3 lecture notes (1.0 hr). 2). Do Week 3 TA session exercises (1.5 hrs). 3). Attend Week 3 TA session (1.5 hrs) 4). Complete and submit HW#1 (2.0 hrs)	6.0 h
	7	Topic	Summarizing Relationships among variables I: Covariance, Correlation coefficient, OLS (Chap. 2.4)	
		Required preparation /homework	Preview textbook Chap. 2.4	1.0 h
		Required post-study	1). Review Week 4 lecture notes (1.0 hr). 2). Do Week 4 TA session exercises (1.5 hrs). 3). Attend Week 4 TA session (1.5 hrs)	4.0 h
	8	Topic	Summarizing Relationships among variables II: Covariance, Correlation coefficient, OLS (Chap. 2.4)	
		Required preparation /homework	Preview textbook Chap. 2.4	1.0 h
		Required post-study	1). Review Week 4 lecture notes (1.0 hr). 2). Do Week 4 TA session exercises (1.5 hrs). 3). Attend Week 4 TA session (1.5 hrs) 4). Start to work on HW#2 (2.0 hrs).	6.0 h
	9	Topic	Summarizing Relationships among variables III: OLS (Chap. 11, 12,13)	
		Required preparation /homework	Preview textbook Chap. 11, 12,13	1.0 h
		Required post-study	1). Review Week 5 lecture notes (1.0 hr). 2). Do Week 5 TA session exercises (1.5 hrs). 3). Attend Week 5 TA session (1.5 hrs)	4.0 h
	10	Topic	Summarizing Relationships among variables IV: OLS (Chap. 11, 12,13)	
		Required preparation /homework	Preview textbook Chap. 11, 12,13	1.0 h
		Required post-study	1). Review Week 5 lecture notes (1.0 hr). 2). Do Week 5 TA session exercises (1.5 hrs). 3). Attend Week 5 TA session (1.5 hrs)	6.0 h

			4). Complete and submit HW#2 (2.0 hrs).	
	11	Topic	Discrete Random Variables and Probability Distributions I (Chap. 4)	
		Required preparation /homework	Preview textbook Chap. 4	1.0 h
		Required post-study	1). Review Week 6 lecture notes (1.0 hr). 2). Do Week 6 TA session exercises (1.5 hrs). 3). Attend Week 6 TA session (1.5 hrs)	4.0 h
	12	Topic	Discrete Random Variables and Probability Distributions II (Chap. 4)	
		Required preparation /homework	Preview textbook Chap. 4	1.0 h
		Required post-study	1). Review Week 6 lecture notes (1.0 hr). 2). Do Week 6 TA session exercises (1.5 hrs). 3). Attend Week 6 TA session (1.5 hrs)	4.0 h
	13	Topic	Continuous Random Variables and Probability distribution I (Chap. 5)	
		Required preparation /homework	Preview textbook Chap. 5	1.0 h
		Required post-study	1). Review Week 7 lecture notes (1.0 hr). 2). Do Week 7 TA session exercises (1.5 hrs). 3). Attend Week 7 TA session (1.5 hrs)	4.0 h
	14	Topic	Continuous Random Variables and Probability distribution II (Chap. 5)	
		Required preparation /homework	Preview textbook Chap. 5	1.0 h
		Required post-study	1). Review Week 7 lecture notes (1.0 hr). 2). Do Week 7 TA session exercises (1.5 hrs). 3). Attend Week 7 TA session (1.5 hrs) 4). Start to work on HW#3 (2.0 hrs)	6.0 h
	15	Topic	Sampling Distribution and Estimation (Chap. 6,7,8), Hypothesis testing I (Chap. 9,10)	
		Required preparation /homework	Preview textbook Chap. 6,7,8, 9,10	1.0 h
		Required post-study	1). Review Week 8 lecture notes (1.0 hr). 2). Do Week 8 TA session exercises (1.5 hrs) 3). Attend Week 8 TA session (1.5 hrs)	4.0 h
	16	Topic	Hypothesis testing II (Chap. 9,10)	

	Required preparation /homework	Preview textbook Chap. 9,10	1.0 h
	Required post-study	1). Review Week 8 lecture notes (1.0 hr). 2). Do Week 8 TA session exercises (1.5 hrs). 3). Attend Week 8 TA session (1.5 hrs) 4). Complete and submit HW#3 (2.0 hrs) 5). Do Week 9 TA session exercises (3.0 hrs) 6). Attend Week 9 TA session (3.0 hrs) 7). Do Week 10 TA session exercises (3.0 hrs) 8). Attend Week 10 TA session (3.0 hrs) 9). Complete and submit HW#4 (4.0 hrs)	22.0 h
	Total		108.0 h
Others	1) Competency goals and objectives for GSIM programs are available at: https://www.iuj.ac.jp/im-info/learning_goals/ 2) Lecture notes, schedule changes, homework questions, exam information, and other materials for this course will be updated by one of the channels below: i). The course folder (accessible at IUJ campus only): \\iuj-home\IM materials\2026-2027\Winter\Data-Analytics-for-Business Students should visit this folder frequently for newly posted course materials. ii). The course Google Classroom (you will be added later before the class starts). iii). Emails from the instructor. 3) You are advised to utilize not only class time but also TA (Teaching Assistants) session hours and other office hours to address any questions and unclear matters. You can also ask TAs for consultations. 4) Course policies: (a) All assignments and exams should be completed to receive a passing grade for this course. (b) No late assignment submissions will be accepted. (c) As outlined in the IUJ Honor Code, students are reminded not to engage in acts of plagiarism or other forms academic dishonesty. see: http://en.wikipedia.org/wiki/Plagiarism for more information. (d) No tolerance to any other academic misconduct.		
Keyword	Applied Statistics, Big Data, Analytics, Business, Probability, Histogram, OLS, Confidence Interval, Hypothesis Testing		

International University of Japan
Graduate School of International Management
Winter 2027 Term

Course	Schedule code ITC1080	Course title Data-Driven Organization	
Name of Instructor	Zaw Zaw Aung		Credits 2
Instructor's contact information	Office#	Office Hour	E-mail
Class Schedule Day / Period	Monday 4-5		

Course Description	We live in a constantly changing world. The pace of change is just going to increase and is now a constant that we all need to live and work with. Companies are embracing Digital Transformation (DX) as their main agenda. Yet being more “digital” or collecting more data won’t get the companies very far if there aren’t methods and tools to better the management process. Businesses need to be able to adapt their own operating model, organization, and people strategy, not only to respond to these changes, but to pre-empt them. Key to being able to do this is having access to live data that can help inform the changes that could be made, quickly identify the business benefits of doing so and equally the implications of not doing them. Take a legacy company that has over the years collected and continues to collect data. The company is siloed by products because that's the way companies were organized back then it made sense at the time. Now however the structure is not working. Customers are not just interfacing with one part of the company. They purchased multiple products, have multiple interactions across multiple channels and expect the company to know them well and cater to their unique needs. The only way to achieve data integrity to serve customers well is to connect siloed data. In every organization, there are already a few good data analysts in the respective functional areas. Collectively they have deep database skills thorough understanding of how data is organized and they understand the business domain well. They use tools to visualize the siloed data and create charts and plots to show trends to management who can then make decisions on. This siloed analysis is useful but not good enough to get a better view across these areas. We need more data experts who can look across multiple areas and logically consolidate all the data so more value can be derived from them collectively. This calls for a different set of skills such as the ability to explore data, transform, cross-correlate, merge and interpret the data.
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	In this course, students will learn the topics of • Understanding the elements of a successful Data-Driven Organization • Creating Data-Driven Organization Culture • Alignment of Data Strategy with Business Strategy • Data Engineering, Self-service Data Platform and Data Mesh • Data Project Management & Data Stewardship • Data Quality, Data Literacy, Data Governance • Data Democratization
Learning Objectives & Goals	(1) AACSB L7-2 Ability to employ suitable technology element to create a business or add competitive value to an organization. (2) AACSB L7-3 Ability to implement digital transformation while taking into account organizational and environmental implications. (3) Understand the elements of a successful Data-Driven Organization, Data-Driven Culture, Systems and Data Governance
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	Master of Business Administration MBA/IMBA/JGDP(Management Concentration) LG <Problem Solving> Our students will analyze and understand the inputs in a situation and analyze, assess and use information for the purpose of forming beliefs and choosing the most appropriate solution. MP1: Able to demonstrate ability to formulate/define issues MP2: Able to demonstrate ability to analyze and compute LG <Functional Business Knowledge> Our students from different backgrounds will learn fundamental business knowledge so as to become a successful business managers. MF6 - Able to demonstrate understanding of Data Analysis and Digital Technology LG <Strategic Decision Making> Our students will assess diverse social and business contexts and make a strategic decision MD1: Able to apply the concepts of strategic management, recognizing internal and external strategic contexts MD2: Able to demonstrate ability to gather and interpret data Master of Digital Management Digital Transformation Program (DXP)

	LG <Technology and Digital Transformation> Our students will be able to apply the latest technology element to creating a new business or adding competitive value to an organization MT2: Able to employ suitable technology element to create a business or add competitive value to an organization MT3: Able to implement digital transformation while taking into account organizational and environmental implications AACSB Learning goal 7 (L7): Technology and Digital Transformation. Our Students will be able to apply the latest technology element to creating a new business or adding competitive value to an organization through digital transformation. This course is a core course for DXP and measures two learning objectives: L7-2 Ability to employ suitable technology element to create a business or add competitive value to an organization. L7-3 Ability to implement digital transformation while taking into account organizational and environmental implications.																																				
Delivery Methods	This course includes lectures, case analysis and discussions, group presentation.																																				
Assessment	Learning Objectives (1) AACSB L7-2 Ability to employ suitable technology element to create a business or add competitive value to an organization. (2) AACSB L7-3 Ability to implement digital transformation while taking into account organizational and environmental implications. (3) Understand the elements of a successful Data-Driven Organization, Data-Driven Culture, Systems and Data Governance <table><tr><td></td><td colspan="5">Learning Objectives</td></tr><tr><td>Assessment methods</td><td>(1)</td><td>(2)</td><td>(3)</td><td></td><td></td></tr><tr><td>Class Participation</td><td>50%</td><td>40%</td><td>60%</td><td></td><td></td></tr><tr><td>Group Presentation</td><td>20%</td><td>40%</td><td>20%</td><td></td><td></td></tr><tr><td>Individual Essay</td><td>30%</td><td>20%</td><td>20%</td><td></td><td></td></tr><tr><td>Weight on Final Grade</td><td>30%</td><td>30%</td><td>40%</td><td></td><td></td></tr></table> (Class participation includes - case assignment reading, book reading, discussion, take home exercise and attendance)		Learning Objectives					Assessment methods	(1)	(2)	(3)			Class Participation	50%	40%	60%			Group Presentation	20%	40%	20%			Individual Essay	30%	20%	20%			Weight on Final Grade	30%	30%	40%		
	Learning Objectives																																				
Assessment methods	(1)	(2)	(3)																																		
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Group Presentation	20%	40%	20%																																		
Individual Essay	30%	20%	20%																																		
Weight on Final Grade	30%	30%	40%																																		
Prerequisites	None																																				

Method of Feedback for Exams/Papers	Google Classroom
Required Textbook(s)	None
Reference Books	Reference Books 1) Benjamins, R. (2021). A Data-Driven Company: 21 lessons for large organizations to create value from AI. LID Publishing. 2) Marr, Bernard. Data strategy: How to profit from a world of big data, analytics and the internet of things. Kogan Page Publishers, 2017. 3) Plotkin, David. Data stewardship: An actionable guide to effective data management and data governance. Academic Press, 2020. 4) Data Governance: How to Design, Deploy, and Sustain an Effective Data Governance Program, Author: John Ladley, Edition 3, Publisher: Morgan Kaufmann, 2026 ISBN: 0443365253, 9780443365256
Other Materials	Cases: (1) Freshippo: Data-Driven Business Model Innovation By: Vincent Chang, Qiong Zhu CB0037-PDF-ENG EP (2) Tesla Software on Wheels: Digital Transformation of the Automotive Business Model (3) By: M.S. Krishnan W67C28-PDF-ENG IT (4) FC Barcelona: More Than a Club, More Than Data By: Javier Zamora, Isaac Sastre Boquet, Ana Maria Vilet IES861-PDF-ENG IT (5) Enhancing patient care by transforming the work environment for front-liners at the National University Hospital (NUH) By: Beng Chong Lim; Catherine Koh NTU314-PDF-ENG HR (6) GlaxoSmithKline: Sourcing Complex Professional Services By: Heidi K. Gardner; Silvia Hodges Silverstein 414003-PDF-ENG OB (7) Data Monetisation: A Story of Dashmote By: Shengyun Yang RSM088-PDF-ENG IT

Class Outlines	Class	Contents	
		Topic	
	1	Topic	Understanding the elements of a successful Data-Driven Organization
		Required preparation /homework	Reference Book 2 3h
		Required post-study	h
	2	Topic	Data-Driven Culture and Data Literacy
		Required preparation /homework	3h
		Required post-study	Reference Book 2, Lecture Slides h
	3	Topic	Data-Driven Business Model Innovation
		Required preparation /homework	Case Reading: Freshippo: Data-Driven Business Model Innovation By: Vincent Chang, Qiong Zhu (CB0037-PDF-ENG EP) 3h
		Required post-study	h
	4	Topic	Data-Driven Business Model Innovation
		Required preparation /homework	Case Supplement Readings 3h
		Required post-study	Lecture Slides h
	5	Topic	Choosing AI and big data use cases and measuring their economic impact
		Required preparation /homework	Case Reading: Tesla Software on Wheels: Digital Transformation of the Automotive Business Model By: M.S. Krishnan (W67C28-PDF-ENG IT) 3h
		Required post-study	h
	6	Topic	Choosing AI and big data use cases and measuring their economic impact
		Required preparation /homework	Reference Book 1, Case Supplement Readings 3h
		Required post-study	Lecture Slides 1h
	7	Topic	Data Engineering, and Data Quality

		Required preparation /homework	Case Reading: FC Barcelona: More Than a Club, More Than Data By: Javier Zamora, Isaac Sastre Boquet, Ana Maria Vilet (IES861-PDF-ENG IT)	3h
		Required post-study		h
	8	Topic	Data Governance	
		Required preparation /homework	Reference Book 4, Case Supplement Readings	3h
		Required post-study	Lecture Slides	1h
	9	Topic	Data Project Management	
		Required preparation /homework	Case Reading: Enhancing patient care by transforming the work environment for front-liners at the National University Hospital (NUH) By: Beng Chong Lim; Catherine Koh (NTU314-PDF-ENG HR)	3h
		Required post-study		h
	10	Topic	Data Stewardship	
		Required preparation /homework	Reference Book 3, Case Supplement Readings	3h
		Required post-study	Lecture Slides	1h
	11	Topic	Self-service Data Platform and Data Mesh	
		Required preparation /homework	Case Reading: GlaxoSmithKline: Sourcing Complex Professional Services By: Heidi K. Gardner; Silvia Hodges Silverstein (414003-PDF-ENG OB)	3h
		Required post-study		h
	12	Topic	Data-Driven Decision Making	
		Required preparation /homework	Case Supplement Readings	3h
		Required post-study	Lecture Slides	1h
	13	Topic	Data democratization	

		Required preparation /homework	Case Reading: Data Monetisation: A Story of Dashmote By: Shengyun Yang (RSM088-PDF-ENG IT)	3h	
		Required post-study		h	
	14	Topic	Group presentation		
		Required preparation /homework	Group Work		8h
		Required post-study			h
	15	Topic	The social and ethical challenges and the responsible use of data		
		Required preparation /homework			h
		Required post-study			h
	16	Topic	Group presentation		
		Required preparation /homework	Group Work		8h
		Required post-study			h
	Total				59h
	Others				
	Keyword	Data-Drivenness, Data Literacy, Data Model, Data Strategy, Data Management			

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code ITC2020401	Course title Big Data Analytics	
Name of Instructor	Aung, Zaw Zaw		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Fri.2~3		

Course Description	This course is for those new to data science and interested in understanding why the Big Data Era has come to be. This course introduces you data-analytic thinking. You are to become conversant with the terminology and the core concepts behind big data problems, applications, and systems. It is to help you start thinking about how Big Data might be useful in your business or career. In this course, you will experience various data genres and management tools appropriate for each. You will be able to describe the reasons behind the evolving plethora of new big data platforms from the perspective of big data management systems and analytical tools linking business problems and data science solutions. It gives you a broad overview of the field of data analytics so that you can learn new ways to model, store, retrieve and analyze complex data. You will learn predictive modeling approach to identify informative attributes by supervised segmentation.		
Learning Objectives & Goals	At the end of the course, you will be able to: - Recognize different data elements in your own work and in everyday life problems - Explain why your team needs to design a Big Data Infrastructure Plan and Information System Design - Select a data model to suit the characteristics of your data - Retrieve data from example database and big data management systems - Process patterns needed to utilize in large-scale analytical applications - Design an approach to leverage data using the steps in the machine learning process		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	<Functional Business Knowledge> MBA students from different backgrounds will learn fundamental business knowledge so as to become a successful business managers. MF6 Able to demonstrate understanding of Data Analysis and Digital Technology <Technology and Digital Transformation> DXP students will be able to apply the latest technology element to creating a new business or adding competitive value to an organization through digital transformation. MT1 Able to understand the latest technology trend MT2 Able to employ suitable technology element to create a business or add competitive value to an organization MT3 Able to implement digital transformation while taking into account organizational and environmental implications		
Delivery Methods	The classes include lecture, case discussions, lab sessions and big data project group		

	presentation.
Assessment	Students are required to read assigned textbook chapters and reference materials well every week before coming to the class. Students are required to actively participate in-class discussions, off-class group meetings and group presentations. Class Participation 40% (Pre-class Reading Assignment, Attendance, Class Discussion, Lab Session, Take-home assignments) Big Data Project (Group Presentation and Report): 30% Individual Essay 30% Notes i. Peer Evaluation scored will be weighted on Group Project and Group Presentation. ii. 4-page individual report dues at the end of the course. Guidance on use of Generative AI: Strictly follow IUJ Guide and GSIM Policy. - GSIM GENERAL POLICY ON USAGE OF GENERATIVE AI (G-AI) - IUJ GUIDANCE ON GENERATIVE AI Above two document can be found on GSIM Info webpage at the link below. https://www.iuj.ac.jp/im-info/
Prerequisites	Basic knowledge of R/Python and Statistics is desirable. But not strict prerequisites.
Method of feedback from instructor to students for exams/papers	Scores and feedback on assignments shall be released via Google Classroom and also in the following week class time.
Textbook(s)	Required: a)Title: Data science for business, b)Edition: 1, c)Author: Foster Provost and Tom Fawcett,Provost, Foster,Fawcett, Tom,, d)Publisher: O'Reilly, e)Year: 2013, f)ISBN: 9781449361327 a)Title: Practical Data Science with R, b)Edition: 2, c)Author: Nina Zumel and John Mount, d)Publisher: Manning, e)Year: 2019, f)ISBN: 978-1617295874 Reference Books / Journal Articles: a)Title: Data Strategy: How to Profit from a World of Big Data, Analytics and Artificial Intelligence, b)Edition: 2, c)Author: Bernard Marr, d)Publisher: KogaPage, e)Year: 2021, f)ISBN: 9781398602588 a)Title: Management decision-making, big data & analytics, b)Edition: 1, c)Author: Simone Gressel, David J. Pauleen & Nazim Taskin,Pauleen, David , d)Publisher: SAGE, e)Year: 2021, f)ISBN: 9781526492005
Note on Textbooks and Reference Books	Cases: - GROW - Using Artificial Intelligence to Screen Human Intelligence 418020-PDF-ENG

Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction & Big Data Cases Data Analytic Thinking	Text: Data Science for Business, Ch 1	2h		2h
	2	Group Discussion		h		h
	3	Business Problems and Data Science Solutions	Text: Data Science for Business, Ch 2	2h	Assignment 1	2h
	4	Case Discussion	Case Reading: - GROW - Using Artificial Intelligence to Screen Human Intelligence 418020-PDF-ENG	h		h
	5	Big Data Software and Systems Big Data Integration and Processing	Text: Data Strategy: How to Profit from a World of Big Data, Analytics and Artificial Intelligence	2h	Assignment 2	2h
	6	Practical Session	RSTUDIO	h		1h
	7	Predictive Modeling: - From Correlation to Supervised Segmentation - Visualizing Segmentation	Text: Data Science for Business, Ch 3	2h		1h
	8	Practical Session	RSTUDIO	h		1h
	9	Fitting a model to data Introduction to Predictive Modeling (Working on RStudio) - Correlations - logistic regression	Text: Data Science for Business, Ch 4 and 6	2h	Assignment 3	3h
	10	Practical Session	RSTUDIO	h		1h
	11	Supervised	Text: Data Science	2h		1h

		Segmentation (Working on RStudio) - hierarchical clustering, - k-means clustering - k-nearest neighbors	for Business: Chapter 6			
	12	Practical Session	RSTUDIO	h		1h
	13	Similarity, Neighbors and Clusters (Working on RStudio) - decision tree analysis - random forest - Text Mining (Sentiment Analysis, Sentiment Scoring, classification) Data Science and Business Strategy	Text: Data Science for Business: Chapter 10 and 13	3h	Assignment 3	3h
	14	Group Project Presentation	Group Work	2h		1h
	15	Text Mining, Sentiment Analysis, Sentiment Scoring (Working on RStudio)	Text: Data Science for Business, Ch 10	3h	Individual Report	5h
	16	Group Project Presentation	Group Work	2h		h
		Total	46h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code ITC2070401	Course title Smart City	
Name of Instructor	Sakurai, Mihoko		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Thu.2~3		

Course Description	This course will cover the topic “Smart City”. The definition of Smart City in this course is “a city that increases the pace at which it provides social, economic and environmental sustainability outcomes by using data information and modern technology” (ISO37122). This ISO definition says “responding to societal challenges by delivering better services and quality of life” is fundamental. The definition itself is such a practical, so this course is designed to be practice-oriented. The course will be provided by a mixture of lectures, case discussions and group exercises. The case-based discussion explores smart city initiatives in Japan and around the world. Through four structured group work units, students will analyze real cases and, in the final session, propose smart service ideas for Minamiuonuma City. The exercises employ the pattern language method — a design approach developed to identify, describe, and share tacit knowledge found in successful practices. By articulating these insights as reusable “patterns,” students learn how to generate innovative and context-sensitive solutions for sustainable urban development. In addition, the group work incorporates the ISO 37122 Smart City Indicators framework to help students objectively position and evaluate their ideas within internationally recognized dimensions of smart city performance.
Learning Objectives & Goals	1.To get an overview of the concept of Smart City 2.To understand social and technical perspective of Smart City initiatives 3.To acquire practical methods for creating "patterns" 4.To plan new digital services in Minamiuonuma City 5.To discuss how smart city can solve societal challenge using cases around the world
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	For MBA MS1: Able to clearly identify the central problem/issue to demonstrate understanding of socially responsible leadership concepts and practices MP1: Able to demonstrate ability to formulate/define issues MP3: Able to demonstrate ability to interpret concepts and data MD2: Able to demonstrate ability to gather and interpret data MG1: Able to demonstrate understanding of carbon neutrality, circular economy, and bio-diversity MG2: Able to demonstrate understanding of energy transition For DXP MT1:Able to understand the latest technology trend MT2:Able to employ suitable technology element to create a business or add competitive value to an organization MT3:Able to implement digital transformation while taking into account

	organizational and environmental implications
Delivery Methods	The classes include lecture, case discussions and group exercises.
Assessment	Learning Objectives Assessment methods (1) (2) (3) (4) (5) Class Participation (1)30% (2)30% (5)50% Group exercise (1)40% (2)30% (3)100% (4)50% Midterm Report/ In-class Test (1)30% (2)40% Final Presentation (4)50% Any other methods - Case discussion (5)50% Weight on Final Grade (1)10% (2)10% (3)20% (4)40% (5)20%
Prerequisites	N/A
Method of feedback from instructor to students for exams/papers	Feedback comments will be provided through group exercises/discussions every week and final presentations.
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: Liberating Voices: A Pattern Language for Communication Revolution, b)Edition: , c)Author: Douglas Schuler, d)Publisher: MIT Press, e)Year: 2008, f)ISBN: 9780262693660
Note on Textbooks and Reference Books	Reference documents and papers (additional materials will be assigned if necessary): • ISO 37122:2019: Sustainable cities and communities -- Indicators for smart cities • Global Infrastructure Initiative (2017) Smart cities: Turning opportunity into reality • McKinsey&Company (2018) Smart cities: Digital solutions for a more livable future (https://www.mckinsey.com/capabilities/operations/our-insights/smart-cities-digital-solutions-for-a-more-livable-future) • Kotlarsky, J. O., Ilan; and Sekulic, Nevena (2023). Digital Sustainability in Information Systems Research: Conceptual Foundations and Future Directions. Journal of the Association for Information Systems, 24(4), 936-952. • Ixmeier, A. W., Franziska; and Kranz, Johann. (2024). Leveraging Information Systems for Environmental Sustainability and Business Value. MIS Quarterly Executive, 23(1). • Lubin, D. A., & Esty, D. C. (2010). THE SUSTAINABILITY IMPERATIVE. Harvard Business Review, 88(5), 42-50. • Scheider, S., Lauf, F., Möller, F., & Otto, B. (2023). A Reference System Architecture with Data Sovereignty for Human-Centric Data Ecosystems. Business & Information Systems Engineering, 65(5), 577-595. • Dietz, M., & Pernul, G. (2020). Digital Twin: Empowering Enterprises Towards a System-of-Systems Approach. Business & Information Systems Engineering, 62(2), 179-184. • van der Aalst Wil, M. P., Hinz, O., & Weinhardt, C. (2021). Resilient Digital Twins. Business & Information Systems Engineering, 63(6), 615-619.

• Timeus, K., Vinaixa, J., & Pardo-Bosch, F. (2020). Creating business models for smart cities: a practical framework. <i>Public Management Review</i>, 22(5), 726-745. • Oyedeji, S., Adisa, M.O., Seffah, A., Coello, F.L., Naqvi, B. (2024). GaLaPaGoS: A Design Pattern for Sustainability of ICT Interactive Software and Services. In: Lárusdóttir, M.K., Naqvi, B., Bernhaupt, R., Ardito, C., Sauer, S. (eds) <i>Human-Centered Software Engineering. HCSE 2024. Lecture Notes in Computer Science</i>, vol 14793. Springer, Cham. <Case materials (will be provided)> • Fujisawa Sustainable Smart Town 3: Panasonic's ten years challenge in nurturing a sustainable town • Melbourne Smart City • Aizuwakamatsu Smart City: A data-driven smart city with citizen participation • Digital Green City Maebashi: The power of people gathered at "Mebuku" <Case materials (need to purchase)> • Sidewalk Labs: Privacy in a City Built from the Internet Up (HBS case)						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction - Introduction of the course - Introduction of the Smart City definition and associated concepts, i.e., sustainability	N/A	0h	Read the following short report from the McKinsey & Company and to reflect what you learned in the class. Readings: • What makes a city "smart"? https://medium.com/mckinsey-global-institute/what-makes-a-city-smart-e1f0d1a11f3b • Global Infrastructure Initiative (2017) Smart cities: Turning opportunity into reality	1h
	2	Guest lecture (TBD) - An overview of	N/A	0h	Read the following book chapter for the next week's	1h

		Japanese Smart City initiatives - Discuss how to develop smart city initiatives into business opportunities			group exercise. Reading (available at the online library): Chapter 8. The Patterns from Schuler, D. (2008) "Liberating Voices: A Pattern Language for Communication Revolution."	
	3	Case discussion 1: Sidewalk Labs -Explore Google's start-up "Sidewalk Labs" Smart City strategy in Tronto, Canada -Discuss why this initiative became a famous failure of Smart City	Readings: (the material should be purchased) • HBS case: Sidewalk Labs: Privacy in a City Built from the Internet Up	2h	Reflect the class discussion and essential concepts learned in the class.	1h
	4	Lecture + Group exercise 1 -Introduction to Pattern Language -Smart City Pattern Language Work	Readings: (the material is available at online library otherwise will be provided) Chapter 8. The Patterns from Schuler, D. (2008) "Liberating Voices: A Pattern Language for Communication Revolution."	2h	Reflect the group exercise and feedback from an instructor. Prepare for the next group exercise.	1h
	5	Case discussion 2: Fujisawa Sustainable Smart Town -Explore Panasonic's 10-year history of town management -Discuss smart city services provided in the	Readings: (the material will be provided) • Fujisawa Sustainable Smart Town 3: Panasonic's ten years challenge in nurturing a sustainable town	2h	Reflect the class discussion and essential concepts learned in the class.	1h

		town and its business model				
	6	Lecture + Group exercise 2 -Explore Smart City Case Patterns -Case analysis and Pattern extraction (context/problem /solution) - Group pattern drafts	Readings: (the material is available at online library otherwise will be provided) Chapter 8. The Patterns from Schuler, D. (2008) “Liberating Voices: A Pattern Language for Communication Revolution.”	2h	Reflect the group exercise and feedback from an instructor. Prepare for the next group exercise.	1h
	7	Case discussion 3: Melbourne Smart City - Explore Melbourne’s smart city strategy - Discuss new value/service creation through their open data	Readings: (the material will be provided) • Melbourne Smart City	2h	Reflect the class discussion and essential concepts learned in the class.	1h
	8	Case discussion 3: Melbourne Smart City (continued)	Readings: (the material will be provided) • Melbourne Smart City	0h	Reflect the class discussion and essential concepts learned in the previous class	1h
	9	Mid-term class discussion-1 -Reflect and review the patterns developed	Prepare for a mid-term assignment (individual)	2h	Reflect the class discussion and prepare for the next group exercise.	1h
	10	Mid-term class discussion-2 -Explore new technologies for smart city services – i.e., digital twin, smart mobility etc.	Readings: (the material is available at online library otherwise will be provided) • Dietz, M., & Pernul, G. (2020). Digital Twin: Empowering Enterprises Towards a	2h	Reflect the class discussion	1h

			System-of-Systems Approach. Business & Information Systems Engineering, 62(2), 179-184. • van der Aalst Wil, M. P., Hinz, O., & Weinhardt, C. (2021). Resilient Digital Twins. Business & Information Systems Engineering, 63(6), 615-619.			
	11	Case discussion 4: Maebashi City - Explore a new approach of digital service management in Maebashi - Discuss a new architecture of ID management and affiliated digital services	Readings: (the material will be provided) • Digital Green City Maebashi: The power of people gathered at “Mebuku”	2h	Reflect the class discussion and essential concepts learned in the class.	1h
	12	Lecture + Group exercise 3 -Service design from patterns -Combine patterns to form new smart city services	Readings: (the material is available at online library otherwise will be provided) • Oyedeji, S., Adisa, M.O., Seffah, A., Coello, F.L., Naqvi, B. (2024). GaLaPaGoS: A Design Pattern for Sustainability of ICT Interactive Software and Services	2h	Reflect the group exercise and feedback from an instructor. Prepare for the next group exercise.	1h
	13	Case discussion 5: Aizuwakamatsu City	Readings: (the material will be provided) • Aizuwakamatsu	2h	Reflect the class discussion and essential concepts learned in the	1h

		- Explore private and public sector collaboration in city development and data management - Discuss data-driven ecosystem with various stakeholders and incentive design	Smart City: A data-driven smart city with citizen participation		class.	
	14	Introductory lecture + Group exercise 4 -Pattern-based smart city innovation -Create pattern network map (using Miro) -Service ideation and value proposition with Business Model Canvas	Readings: (the material is available at online library otherwise will be provided) • Timeus, K., Vinaixa, J., & Pardo-Bosch, F. (2020). Creating business models for smart cities: a practical framework. Public Management Review, 22(5), 726-745. Install “Miro”(https://miro.com/ja/templates/causal-loop-diagram/) to your own device for a group exercise.	2h	Reflect the group exercise and feedback from an instructor. Prepare for the final presentation.	1h
	15	Final group presentation -Present your idea of new digital services in Minamiuonuma City	Prepare for final group presentation based on what you have done through group exercise 1 to 4.	3h	Reflect feedback from an instructor and practitioners	1h
	16	Final group presentation and wrap up	Prepare for final group presentation based on what you have done through group exercise 1 to 4.	3h	Reflect feedback from an instructor and practitioners	1h
		Total	44h			
Others						

International University of Japan
Graduate School of International Management
Winter 2027 Term

Course	Schedule code ITC2080	Course title Management for Digital Transformation	
Name of Instructor	Sakurai, Mihoko		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Wednesday 14:40-16:10, 16:20-17:50		

Course Description	This course provides essential frameworks and associated keywords that help to understand digital transformation (DX). The course aims to investigate the following three core topics; DX process, DX structure and DX culture within an organization. Discussions around these themes are based on the notion of “sociotechnical system” which regards a work system as correlative interacting systems of the social system and the technical system. Also, in this course, we consider an organization as a capital creation system. Three core topics in this course consist of: process and innovation management, value chain, transformation orchestra, decision making model (waterfall/agile), platform strategy and data management. Various examples are introduced in order to understand how such frameworks are applied to practice. Students will facilitate a case discussion every two sessions. The case is associated with the topic we learned in this course. This course enables students to understand how organizational transformation is escalated through digital technologies and its management.
Learning Objectives & Goals	✓ To get an overview of the concept of digital transformation ✓ To understand how digital transformation is enhanced and implemented in the Japanese context ✓ To understand a sociotechnical system perspective ✓ To discuss essential concepts and structure of DX practices in organizations using various Japanese cases
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the	For MBA MF6:Able to demonstrate understanding of Data Analysis and Digital Technology MD1:Able to apply the concepts of strategic management, recognizing internal and external strategic contexts. MD2:Able to demonstrate ability to gather and interpret data For DXP MT1:Able to understand the latest technology trend

degree concerned)	MT2:Able to employ suitable technology element to create a business or add competitive value to an organization MT3:Able to implement digital transformation while taking into account organizational and environmental implications For ISEP MI3:Able to demonstrate ability to connect different ideas for creating new solutions toward factors of social issues																																																																	
Delivery Methods	The classes include lecture and case discussions.																																																																	
Assessment	<table><tr><td></td><td colspan="5">Learning Objectives</td></tr><tr><td>Assessment methods</td><td>(1)</td><td>(2)</td><td>(3)</td><td>(4)</td><td>(5)</td></tr><tr><td>Class Participation</td><td>20%</td><td>50%</td><td>30%</td><td>50%</td><td></td></tr><tr><td>Group Presentation/Case facilitation</td><td>30%</td><td>50%</td><td>20%</td><td>50%</td><td></td></tr><tr><td>Midterm Exam</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Final Exam</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Peer Review</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Final Report</td><td>50%</td><td></td><td>50%</td><td></td><td></td></tr><tr><td>Any other methods</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Weight on Final Grade</td><td>20%</td><td>20%</td><td>20%</td><td>40%</td><td></td></tr></table>							Learning Objectives					Assessment methods	(1)	(2)	(3)	(4)	(5)	Class Participation	20%	50%	30%	50%		Group Presentation/Case facilitation	30%	50%	20%	50%		Midterm Exam						Final Exam						Peer Review						Final Report	50%		50%			Any other methods						Weight on Final Grade	20%	20%	20%	40%	
	Learning Objectives																																																																	
Assessment methods	(1)	(2)	(3)	(4)	(5)																																																													
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Weight on Final Grade	20%	20%	20%	40%																																																														
Prerequisites	N/A																																																																	
Method of Feedback for Exams/Papers	Feedback comments on a mid-term assignment through Google classroom																																																																	
Required Textbook(s)	RESERVED: Michael Wade, James Macaulay and Andy Noronha (2019). Orchestrating Transformation: How to deliver winning performance with a connected approach to change, DBT Center Press. Charles A. O'Reilly III and Michael L. Tushman (2016). Lead and Disrupt: How to Solve the Innovator's Dilemma, Stanford University Press. (full text available at online library)																																																																	
Reference Books	Gerald C. Kane, Anh Nguyen Phillips, Jonathan R. Copulsky, and Garth R. Andrus (2019). The Technology Fallacy: How People Are the Real Key to Digital Transformation, MIT Press.																																																																	

	Bonnie A. Nardi, and Vicki O'Day (1999). Information Ecologies Using Technology with Heart, MIT Press. Tessa Morris-Suzuki (1994). The Technological Transformation of Japan: From the Seventeenth to the Twenty-First Century, Cambridge University Press.
Other Materials	Reference papers (additional materials will be assigned if necessary): Bostrom, R. P., & Heinen, J. S. (1977). MIS Problems and Failures: A Socio-Technical Perspective PART I: THE CAUSES. MIS Quarterly, 1(3), 17-32. Bostrom, R. P., & Heinen, J. S. (1977). MIS Problems and Failures: A Socio-Technical Perspective PART II: The Application of Socio-Technical Theory. MIS Quarterly, 1(4), 11-28. Vial, G. (2019). Understanding digital transformation: A review and a research agenda. The Journal of Strategic Information Systems, 28(2), 118-144. Chanas, S., Myers, M. D., & Hess, T. (2019). Digital transformation strategy making in pre-digital organizations: The case of a financial services provider. The Journal of Strategic Information Systems, 28(1), 17-33. Lanamäki, A., Väyrynen, K., Laari-Salmela, S., & Kinnula, M. (2020). Examining relational digital transformation through the unfolding of local practices of the Finnish taxi industry. The Journal of Strategic Information Systems, 29(3), 101622. Drechsler, K., Gregory, R., Wagner, H., Tumbas, S. (2020). At the Crossroads between Digital Innovation and Digital Transformation. Communications of the Association for Information Systems, 47, 521 – 538. Sarker, S., Chatterjee, S., Xiao, X., & Elbanna, A. (2019). The Sociotechnical Axis of Cohesion for the IS Discipline: its historical legacy and its continued relevance. MIS Quarterly, 43(3), 695-A695. Morakanyane, R., O'Reilly, P., McAvoy, J., & Grace, A. (2020). Determining Digital Transformation Success Factors. In the proceedings of the 53rd Hawaii International Conference on System Sciences, Hawaii, USA. Sakurai, M., and Kokuryo, J. (2018). Fujisawa Sustainable Smart Town: Panasonic's Challenge in Building a Sustainable Society. Communications of the Association for Information Systems, 42, 19.

	<Case materials (need to purchase)> HBS case: Weathernews IMD case: Recruit Japan: Harnessing data to create value IMD case: Nestle: developing a digital nutrition platform for Japan
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Class Outlines	Class	Contents		
	1	Topic	Introduction - Introduction of the course - Introduction of the digital transformation concept and essential notions (system, capital, technology, sociotechnical system)	
		Required preparation /homework	N/A	0h
		Required post-study	Reflect the essential concepts for DX through the following readings: Chapter 1. Digital Disruption Is No Secret and Chapter 2. Digital Disruption Is Really about People from “ <i>The Technology Fallacy</i> ” Bostrom, R. P., & Heinen, J. S. (1977). MIS Problems and Failures: A Socio-Technical Perspective PART I: THE CAUSES. MIS Quarterly, 1(3), 17-32. Bostrom, R. P., & Heinen, J. S. (1977). MIS Problems and Failures: A Socio-Technical Perspective PART II: The Application of Socio-Technical Theory. MIS Quarterly, 1(4), 11-28.	2.5h
	2	Topic	Short case discussion and team formation - Discuss the case of Fuji film vs. Kodak - Discuss what strategical difference between them and what consequences were?	
		Required preparation /homework	Read the case and be ready for group discussion You must prepare a reading material prior to the class and be ready to read it during the class. Readings: (available at online library) The cases of Fujifilm and Kodak (pp.76-80) - Chapter 3. Achieving Balance with Innovation Streams from “ <i>Lead and</i>	1h

			<i>Disrupt: How to Solve the Innovator's Dilemma."</i>	
	Required post-study	Reflect the class discussion and essential concepts learned in the previous class		1h
	3	Topic	DX process - Discuss steps toward DX implementation - Explore new business model and process enabling transformation	
		Required preparation /homework	Read referenced book chapters to prepare for class discussion Readings: Chapter 1. The Transformation Dilemma and Chapter 2. Understanding Guiding Objectives from " <i>Orchestrating Transformation</i> "	1.5h
		Required post-study	Reflect the essential concepts for DX	1h
	4	Topic	Case discussion 1: All Nippon Airways (ANA) - Explore DX strategy in the airline industry - Discuss organizational structure change within ANA and what foreseeing after COVID-19	
		Required preparation /homework	Read the case and be ready for group discussion Readings: (the material will be provided) Digital transformations in the ANA Group: Toward the fusion of human resources and the digital world	1.5h
		Required post-study	Reflect the class discussion and essential concepts learned in the previous class	1h
	5	Topic	DX structure - Explore the organizational structure (rule and resource) based on structuration theory - Discuss differences of IT-enabled transformation and digital transformation	
		Required preparation /homework	Read referenced book chapters and paper to prepare for class discussion Readings: Chapter 4. The Transformation Orchestra and Chapter 5. Orchestration Competencies from " <i>Orchestrating Transformation</i> " Vial, G. (2019). Understanding digital transformation: A review and a research agenda. The Journal of Strategic Information Systems, 28(2), 118-144.	2h
		Required	Reflect the essential concepts for DX	1h

		post-study		
	6	Topic	Case discussion 2: Panasonic - Explore business model change and its challenge for Panasonic - Discuss how a value creation system works with information technology implementation	
		Required preparation /homework	Read the case and be ready for group discussion Readings: (available at online library) Sakurai, M., and Kokuryo, J. (2018). Fujisawa Sustainable Smart Town: Panasonic's Challenge in Building a Sustainable Society. Communications of the Association for Information Systems, 42, 19.	1.5h
		Required post-study	Reflect the class discussion and essential concepts learned in the previous class	1h
	7	Topic	Case discussion 3: Miyaji-Buta - Explore SMEs business model in Japanese agriculture – livestock industry - Discuss how the existing model was changed with digital technology and entrepreneurialism	
		Required preparation /homework	Read the case and be ready for group discussion Readings: (the material will be provided) Miyaji Buta (Miyaji Pork): Food Branding Strategies	1.5h
		Required post-study	Reflect the class discussion and essential concepts learned in the previous class	1h
	8	Topic	DX culture: Guest lecture from Sansan, Inc. (tentative) - Discuss cultural aspects of an organization enabling DX - Explore a desirable ecosystem for various stakeholders in digital implementation	
		Required preparation /homework	Read referenced book chapters to prepare for class discussion Readings: Chapter 11. Cultivating a Digital Environment, Chapter 12. Organizing for Agility, and Chapter 13. Strength, Balance, Courage and Common Sense: Becoming Intentionally Collaborative from “ <i>The Technology Fallacy</i> ”	1.5h
		Required post-study	Reflect the talk of a guest speaker and connect to what learned in the previous classes	1h
	9	Topic	Mid-term class discussion-1 - Use the business model canvas and discuss DX strategies of different industries	

		Required preparation /homework	Prepare mid-term assignment	3h
		Required post-study	Reflect the class discussion	1h
	10	Topic	Mid-term class discussion-2 - Discuss a final case report and provide feedback	
		Required preparation /homework	Prepare an initial draft or structure of a final case report	3h
		Required post-study	Reflect feedback and amend a report if necessary	3h
	11	Topic	Ethics, revenue model, platform strategy - Explore open platform strategies in digital businesses - Discuss the pros and cons of openness /the crowd	
		Required preparation /homework	N/A	0h
		Required post-study	Reflect the essential concepts for DX	1h
	12	Topic	Case discussion 4: Weathernews - Discuss crowdsourcing, pricing, and quality control - Examine opportunities for digital online platforms	
		Required preparation /homework	Read the case and be ready for group discussion Readings: (the material should be purchased) HBS case: Weathernews	1.5h
		Required post-study	Reflect the class discussion and essential concepts learned in the previous class	1h
	13	Topic	DX data management - Discuss data integration strategy - Explore the latest technology implementation in a digital industry	
		Required preparation /homework	N/A	0h
		Required post-study	Reflect the essential concepts for DX	1h
	14	Topic	Case discussion 5: Recruit Japan	

			- Investigate business model change enabled big data analysis - Understand how they employ data science to its business	
		Required preparation /homework	Read the case and be ready for group discussion Readings: (the material should be purchased) IMD case: Recruit Japan: Harnessing data to create value	1.5h
		Required post-study	Reflect the class discussion and essential concepts learned in the previous class	1h
	15	Topic	Case discussion 6: Nestre Japan - Explore how to tackle social problems through digital use - Discover a sociotechnical system and its role in DX	
		Required preparation /homework	Read the case and be ready for group discussion Readings: (the material should be purchased) IMD case: Nestre: developing a digital nutrition platform for Japan	1.5h
		Required post-study	Reflect the essential concepts for DX	1h
	16	Topic	Wrap up and course feedback - Student will discuss several questions for the final case report - The report should describe digital transformation practice on particular company or organization (not necessarily Japanese case).	
		Required preparation /homework	Prepare for questions assigned by a lecturer	2h
		Required post-study	Polish and finish the final case report	5h
	Total			46.5h
	Others	N/A		
	Keyword	Digital/IT transformation, Information systems, business process/strategy, organizational culture, data management, rule and resource management		

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code JDP3010401	Course title Japanese Style Management and Corporate Governance	
Name of Instructor	Lee, Hyunkoo		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Tue.4~5		

Course Description	This course will introduce Japanese-style management. It was established amid social chaos following World War II and has evolved into a unique management system that differs from the typical textbook model. This new system ultimately led to rapid growth and worldwide success for Japanese companies. While a business theory may envision universal business principles, an actual management system is constrained by various business environments. It is natural that a management system differs depending on the country where it is adopted. The Japanese management system is also deeply rooted in its national culture and history. The creation of the Japanese management system was an adaptation process of business theory to its unique environment. Its success was not accidental, but based on sound economic rationality. That's why it is interesting to examine why Japanese-style management worked in Japan. This course will review the historical background of Japanese-style management and the economic rationality behind it. The Japanese management system is also closely tied to a unique corporate governance system, which prioritizes the welfare of employees and fosters long-term relationships. This system is contrasted with the Anglo-Saxon corporate governance system, which prioritizes shareholder sovereignty. This course will examine the impact of the Japanese corporate governance system on various management practices in Japanese companies. The Japanese management style is still evolving as Japan's business environment continues to change. There have been heated discussions on the effectiveness of Japanese-style management in the rapidly changing world. This course will try to explore future directions and the role of Japanese-style management.
Learning Objectives & Goals	This course contributes to the achievement of AACSB Learning Goal (LG) 8-2 and 8-3 for JGDP students. Upon completion of this course, students will be able to: (1) Demonstrate understanding of Japanese employment practice (LG8-2). (2) Demonstrate understanding of Japanese corporate governance and management philosophy (LG8-3).
Contribution to the Diploma Policy	This course fulfills the following MEXT learning objectives: MM1 (MBA, IMBA, JGDP, MBA-GX) Able to demonstrate the sensitivity to

(knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	different perspectives and opinions of those from different international backgrounds MM2 (MBA, IMBA, JGDP, MBA-GX) Able to identify and articulate common viewpoints among different and possibly conflicting opinions of those from different international backgrounds MF1 (MBA, JGDP, MBA-GX): Able to demonstrate understanding of Management Knowledge MD1 (IMBA): Able to apply the concepts of strategic management, recognizing internal and external strategic contexts MJ2 (JGDP): Able to demonstrate understanding of Japanese employment practice MJ3 (JGDP): Able to demonstrate understanding of Japanese corporate governance and management philosophy MJ4 (JGDP): Able to demonstrate understanding of Japanese society and business environments
Delivery Methods	Two weekly sessions. Lectures, quizzes, case discussions, and presentations in a workshop style. Everyone should be able to participate in a discussion. To excel in this course, you have to be more active and lead your own study. For each class session, you are expected to be prepared to discuss the required topic or assignment. We meet in class to review key ideas and check your progress.
Assessment	The grade will be based on the following guidelines: Learning Objectives Assessment methods (1) (2) (3) (4) Overall Class Discussion 50% 10% Group Presentation 50% 10% Individual Memo 15% 15% 10% 10% Quizzes 15% 6% Final Exam 85% 85% 25% 44% Group Case Reports 50% 20% Weight on Final Grade 20% 20% 40% 20% 100%
Prerequisites	There is no prerequisite.
Method of feedback from instructor to students for exams/papers	Students can get back their graded quizzes and assignment. They can also review their final paper.
Textbook(s)	Required: Reference Books / Journal Articles: a) Title: Japanese Management for a Globalized World, b) Edition: 1st, c) Author: Watanabe, d) Publisher: Palgrave Macmillan, e) Year: 2018, f) ISBN: 978-9811077890 a) Title: Corporate Governance, b) Edition: 3rd, c) Author: Kim, Nofsinger, and Mohr, d) Publisher: Prentice Hall, e) Year: 2009, f) ISBN: 978-0136096986 a) Title: 21-st Century Japanese Management, b) Edition: 1st, c) Author: Abegglen, d) Publisher: Palgrave Macmillan, e) Year: 2006, f) ISBN: 978-1403998767 a) Title: The embedded corporation, b) Edition: 1st, c) Author: Jacoby, d) Publisher:

	Princeton University Press, e)Year: 2007, f)ISBN: 978-0691133843 a)Title: The Business Reinvention of Japan, b)Edition: 1st, c)Author: Schaefer, d)Publisher: Stanford Business Book, e)Year: 2020, f)ISBN: 978-503612259 a)Title: The Japanese Economy, b)Edition: 2nd, c)Author: Ito and Hoshi, d)Publisher: MIT Press, e)Year: 2020, f)ISBN: 978-0262538244					
Note on Textbooks and Reference Books	Articles and cases will be announced later.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction and Framework	Read reference	1h	Review the slides Read assigned article	2h
	2	History Review of Japanese Economic Growth I	How did Japan build its industries? Read reference	1h	Review the slides Read assigned article	2h
	3	History Review of Japanese Economic Growth II	Read reference	1h	Review the slides Read assigned article	2h
	4	Corporate Governance	Various corporate governance systems in the world Review slides	2h	Review the slides Read assigned article	2h
	5	Board of Directors	Review slides	2h	Review the slides Read assigned article	2h
	6	Corporate Governance in Japan	How does Japanese corporate governance differ from Western one? And why? Review slides	2h	Review the slides Read assigned article	2h
	7	Case: TBA	Review the case	3h	Review the case	2h
	8	Japanese Management System I	How does Japanese management system function? How do they differ from Western management system? Review reference	3h	Review the slides Read assigned article	2h
	9	Case: TBA	Review the case	3h	Review the case	2h
	10	Japanese Management System II	What are the key characteristics of Japanese	2h	Review the slides Read assigned article	2h

			management system? Review reference			
	11	Case: TBA	Review the case	3h	Review the case	2h
	12	Japanese Management System III	Why do Japanese companies struggle in recent years?	2h	Review the slides Read assigned article	2h
	13	Recent Trends	How are Japanese companies reinventing themselves?	2h	Review the slides Read assigned article	2h
	14	Case: TBA	Review the case	3h	Review the case	2h
	15	Government and Industrial Policy	How did the industrial policy shape Japanese business? Review slides	2h	Review the slides Read assigned article	2h
	16	Case: TBA	Review the case	3h	Review the case	2h
		Total	67h			
Others	1. The course will not allow an audit. All participants must register for the course. 2. The course will not allow a withdrawal. 3. The content of this syllabus may be subject to further revision.					

International University of Japan
Graduate School of International Management
Winter 2027 Term

Course	Schedule code MGT 1120	Course title Strategic Management	
Name of Instructor	Gaku Funabashi		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	(1) Monday 10:30~12:00, 13:00~14:30 (2) Tuesday 10:30~12:00, 13:00~14:30		

Course Description	The objective of this course is to introduce the concept of strategic management with an understanding of both external business environment and internal management resources. Graduates from MBA program are expected to know theories and frameworks as well as ability using them in analysis. In many cases, several famous frameworks are used as templates without grasp of their roles in big picture, although view of synthesis is needed in Strategic Management. Through this course, various concepts are introduced for understanding each theory as well as its position in the whole process. Each week, we discuss what should be considered and why they are critical for fitting into the conditions related to customers’ needs, competitive structure, accumulation of resources including technology, and psychological aspects influencing strategy implementation. Each issue is discussed further in how actual firms apply in real businesses. Many actual examples will be shown to see the application of concepts; students are expected to consider other examples in different countries through discussions and assignments. Sessions in the seventh week will be used for the presentations of group work.		
Learning Objectives & Goals	MP1	Able to demonstrate ability to formulate/define issues.	
	MP2	Able to demonstrate ability to analyze and compute.	
	MP3	Able to demonstrate ability to interpret concepts and data.	
	MP4	Able to demonstrate ability to evaluate and make choices among alternatives.	
	MF1	Able to demonstrate understanding of Management Knowledge.	
	MF7	Able to demonstrate understanding of fundamental business knowledge.	
	MD3	Able to demonstrate ability to make a strategic decision under pressure.	
	MT3	Able to implement digital transformation while taking into account organizational and environmental implications.	
	MI4	Able to demonstrate ability to establish systems with business knowledge for providing solutions to social issues sustainably.	
Contribution to the Diploma Policy	This course contributes to the achievement of 8 goals of 5 learning objectives mentioned above. For the purpose of accomplishment of these objectives, this course		

(knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	covers issues needed to be considered in overall strategic planning process through discussions on the base approach as well as various frameworks that are discussed and used in actual businesses.																																																																																									
Delivery Methods	The classes include interactive lectures, discussions based on students’ memos, and presentations by student groups.																																																																																									
Assessment	Final grades will be given based on the total points you get from Weekly assignments, Group presentation, Term paper and Class participation including discussions. Full points for each assignment are; <table><tr><td>Weekly assignment</td><td>10 points x 3 times</td></tr><tr><td>Group presentation</td><td>20 points</td></tr><tr><td>Term Paper</td><td>35 points</td></tr><tr><td>Class participation + discussion</td><td>15 points</td></tr></table> Assessment by Learning Objectives is as below. <table><tr><td></td><td colspan="4">Learning Objectives</td></tr><tr><td>Assessment methods</td><td>MP1</td><td>MP2</td><td>MP3</td><td>MP4</td></tr><tr><td>Class Participation</td><td>10%</td><td>10%</td><td>10%</td><td>10%</td></tr><tr><td>Weekly assignment</td><td>15%</td><td>15%</td><td>15%</td><td>15%</td></tr><tr><td>Group Presentation</td><td>15%</td><td>15%</td><td>15%</td><td>15%</td></tr><tr><td>Final Report</td><td>15%</td><td>15%</td><td>15%</td><td>15%</td></tr><tr><td>Weight on Final Grade</td><td>14%</td><td>14%</td><td>14%</td><td>14%</td></tr></table> <table><tr><td></td><td colspan="5">Learning Objectives</td></tr><tr><td>Assessment methods</td><td>MF1</td><td>MF7</td><td>MD3</td><td>MT3</td><td>MI4</td></tr><tr><td>Class Participation</td><td>40%</td><td>40%</td><td>5%</td><td>5%</td><td>10%</td></tr><tr><td>Weekly assignment</td><td>20%</td><td>20%</td><td></td><td>5%</td><td>15%</td></tr><tr><td>Group Presentation</td><td>20%</td><td>20%</td><td></td><td>5%</td><td>15%</td></tr><tr><td>Final Report</td><td>20%</td><td>20%</td><td></td><td>5%</td><td>15%</td></tr><tr><td>Weight on Final Grade</td><td>14%</td><td>14%</td><td>0.5%</td><td>1.5%</td><td>14%</td></tr></table> Notes: (1) Instructions on weekly assignments, group presentation, and final report will be shown at the classes. (2) The last row lists the weights of each learning objective on the final grade. It is not prohibited to use generative AI. But students need to add more consideration to meet requirements of assignments.					Weekly assignment	10 points x 3 times	Group presentation	20 points	Term Paper	35 points	Class participation + discussion	15 points		Learning Objectives				Assessment methods	MP1	MP2	MP3	MP4	Class Participation	10%	10%	10%	10%	Weekly assignment	15%	15%	15%	15%	Group Presentation	15%	15%	15%	15%	Final Report	15%	15%	15%	15%	Weight on Final Grade	14%	14%	14%	14%		Learning Objectives					Assessment methods	MF1	MF7	MD3	MT3	MI4	Class Participation	40%	40%	5%	5%	10%	Weekly assignment	20%	20%		5%	15%	Group Presentation	20%	20%		5%	15%	Final Report	20%	20%		5%	15%	Weight on Final Grade	14%	14%	0.5%	1.5%	14%
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Prerequisites	None																																																																																									
Method of Feedback for Exams/Papers	Feedback will be sent by mail from an instructor																																																																																									

Required Textbook(s)	Required Textbook: There is no required textbook. It is recommended to read journal articles below rather than reading one textbook. Recommended journal articles, periodicals, etc. All journal articles below are available online. Please search with Google Scholar. <Week 1> (Session 1&2) Mintzberg, H. & Lampel J. "Reflecting on the strategy process" Sloan Management Review 40 (1999) <Week 2> (Session 3&4) Christensen, C.M., et al. "Know your customers' jobs to be done" Harvard Business Review, Sep. (2016) Porter, M.E. & Kramer, M.R. "Creating shared value" Harvard Business Review, Jan.-Feb. (2011) <Week 3> (Session 5&6) Porter, M.E. "The five competitive forces that shape strategy" Harvard Business Review, Jan. (2008) Mauborgne, R. & Kim, W.C. "Blue ocean strategy" Harvard Business Review Oct., (2004) <Week 4> (Session 7&8) Barney, J. "Firm resources and sustained competitive advantage" Journal of management 17(1), (1991) Teece, D. J., Pisano, G., & Shuen, A. "Dynamic capabilities and strategic management" Strategic management journal, 18(7), (1997) <Week 5> (Session 9&10) Christensen, C.M., et al. "What is disruptive innovation" Harvard Business Review, Dec. (2015) Nonaka, I. & Toyama, R. "The knowledge-creating theory revisited: knowledge creation as a synthesizing process" in The essentials of knowledge management, Palgrave Macmillan (2015) <Week 6> (Session 11&12) Barsade, S. & O'Neill, O.A. "Manage your emotional culture" Harvard business review, Jan.-Feb. (2016) Laloux, F. "The future of management is teal" strategy+business 80 (2015) (Can be found by searching with ordinary Google not Google Scholar) <Week 7> (Session 13&14) No recommended journal articles. <Week 8> (Session 15&16) McGrath, R.G. "Business models: A discovery driven approach" Long range planning, 43.2-3 (2010) Reeves, M., et al. "Your strategy needs a strategy" Harvard business review, Sep. (2012)
Reference Books	None
Other Materials	None

Class Outlines	Class	Contents		
		Topic	Orientation/Overview of involvement in strategic management	
	1	Required preparation /homework	Reading the above-mentioned Journal articles	1.0 h

		Required post-study	Review of the contents discussed at the class with Summary Note and apply in actual case of enterprises	0.5 h
	2	Topic	Image of business concept and domain	
		Required preparation /homework	Reading the above-mentioned Journal articles	1.0 h
		Required post-study	Review of the contents discussed at the class with Summary Note and apply in actual case of enterprises	0.5 h
	3	Topic	External: Customers	
		Required preparation /homework	Reading the above-mentioned Journal articles	1.0 h
		Required post-study	Review of the contents discussed at the class with Summary Note and apply in actual case of enterprises	0.5 h
	4	Topic	Frameworks to understand customer needs	
		Required preparation /homework	Reading the above-mentioned Journal articles	1.0 h
		Required post-study	Review of the contents discussed at the class with Summary Note and apply in actual case of enterprises Weekly assignment (Details will be informed at the class)	2.5 h
	5	Topic	External: Competitors	
		Required preparation /homework	Reading the above-mentioned Journal articles	1.0 h
		Required post-study	Review of the contents discussed at the class with Summary Note and apply in actual case of enterprises	0.5 h
	6	Topic	Frameworks to understand competitive structure	
		Required preparation /homework	Reading the above-mentioned Journal articles	1.0 h
		Required post-study	Review of the contents discussed at the class with Summary Note and apply in actual case of enterprises Weekly assignment	2.5 h
	7	Topic	Internal: Resources	
		Required preparation /homework	Reading the above-mentioned Journal articles	1.0 h
		Required post-study	Review of the contents discussed at the class with Summary Note and apply in actual case of enterprises	0.5 h
	8	Topic	Frameworks to understand accumulation and utilization of resources	
		Required preparation /homework	Reading the above-mentioned Journal articles	1.0 h
		Required post-study	Review of the contents discussed at the class with Summary Note and apply in actual case of enterprises	0.5 h

	9	Topic	Internal: Technology	
		Required preparation /homework	Reading the above-mentioned Journal articles	1.0 h
		Required post-study	Review of the contents discussed at the class with Summary Note and apply in actual case of enterprises	0.5 h
	10	Topic	Frameworks to understand technological evolution and innovation	
		Required preparation /homework	Reading the above-mentioned Journal articles	1.0 h
		Required post-study	Review of the contents discussed at the class with Summary Note and apply in actual case of enterprises Weekly assignment	2.5 h
	11	Topic	Internal: Psychological aspects	
		Required preparation /homework	Reading the above-mentioned Journal articles	1.0 h
		Required post-study	Review of the contents discussed at the class with Summary Note and apply in actual case of enterprises	0.5 h
	12	Topic	Psychological aspects of organization and leadership	
		Required preparation /homework	Reading the above-mentioned Journal articles	1.0 h
		Required post-study	Review of the contents discussed at the class with Summary Note and apply in actual case of enterprises	0.5 h
	13	Topic	Group presentations and discussions	
		Required preparation /homework	Preparation for Group Presentation (Details will be informed at the class)	4.0 h
		Required post-study	Review with Feedback	0.5 h
	14	Topic	Group presentations and discussions	
		Required preparation /homework	Preparation for Group Presentation	4.0 h
		Required post-study	Review with Feedback	0.5 h
	15	Topic	Overextension	
		Required preparation /homework	Reading the above-mentioned Journal articles	1.0 h
		Required post-study	Review of the contents discussed at the class with Summary Note and apply in actual case of enterprises	0.5 h
	16	Topic	Summary of the course/Overall picture of strategic management	
		Required preparation	Reading the above-mentioned Journal articles	0.5 h

		/homework		
		Required post-study	Term paper (Details will be informed at the class)	10 h
	Total			45 h
Others	None			
Keyword	Strategy, Competition, External environment, Internal management resources			

International University of Japan
Graduate School of International Management
Winter 2027 Term

Course	Schedule code MGT1130401/2	Course title INTERNATIONAL MANAGEMENT	
Name of Instructor	YINGYING ZHANG ZHANG		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	WEDNESDAY PERIOD 4 AND 5 OR THURSDAY PERIOD 2 AND 3 Classroom:		

Course Description	This course of international management is designed to equip students with essential knowledge and skills for effective management within the global business landscape. As our world continues to evolve into a highly interconnected and globalized arena, the ability to navigate international contexts has become imperative. Objectives: This course is designed with the following objectives in mind: 1. Developing the International Managerial Mindset: We aim to cultivate the mindset required for successful international management. 2. Tools for International Business: Introducing you to the essential tools and frameworks necessary to embark on international business ventures. 3. Expanding Resourcefulness: Assisting you in broadening your knowledge beyond domestic environments to thrive in a global marketplace. 4. Understanding Common Facets: Identifying key commonalities amidst the diverse factors that influence international business, allowing you to build a foundational understanding of international management. Whether you aspire to establish your own international enterprise, work within a small or medium-sized business, or join a multinational corporation, this course equips you with essential skills. Course Content and Approach: This course delves into the study and analysis of various factors shaping global business operations and the intricacies of internationalization processes. The content is structured as follows: 1. Foundations of Global Business: Exploring the fundamentals of global business operations, including the principal factors that drive success in the international arena. 2. Analytical Tools for Internationalization: Equipping you with analytical tools to comprehensively assess and strategize for international business endeavors. 3. Navigating International Competitive Environments: Gaining insight into managing
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	businesses on local, regional, and global scales, with a focus on adaptability and integration. 4. Global Strategic Management: Developing strategies for effectively managing businesses in the global context. 5. Cultivating International Skills: Enhancing your communication, managerial, and leadership skills in the international business environment. In addition to course content, practical-oriented sessions and activities will be introduced during the initial week of class to ensure a holistic learning experience. This course aims to prepare you for the multifaceted challenges and opportunities presented by the dynamic world of international management.
Learning Objectives & Goals	This course aligns with the attainment of specific learning objectives and goals, namely LG1-1, LG1-2, and LG1-3. Upon successful completion of this course, students will have the capability to: (LG1-1): To be able to demonstrate the <u>sensitivity</u> to different perspectives and opinions of those from different international business backgrounds. (LG1-2): To be able to <u>identify</u> and articulate common viewpoints among different and possibly conflicting opinions of those from different international business backgrounds. (LG1-3): To be able to acquire skills to <u>communicate</u> with people from diverse international business backgrounds.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	MM1: Able to demonstrate the sensitivity to different perspectives and opinions of those from different international backgrounds. MM2: Able to identifying and articulating common viewpoints among different and possibly conflicting opinions of those from different international backgrounds. MM3: Able to acquire skills to communicate with people from diverse international backgrounds. MF1: Able to demonstrate understanding of Management Knowledge MD1: Able to apply the concepts of strategic management, recognizing internal and external strategic contexts. MD2: Able to demonstrate ability to gather and interpret data.
Delivery Methods	The primary delivery methods for this course encompass interactive lectures, dynamic discussions, up-to-date news analysis, in-depth case studies, and the hands-on exploration of real company projects.

Assessment		Learning Objectives			
	Assessment methods	(1)	(2)	(3)	
	Class Participation		50%	50%	30%
	Individual Work	50%			20%
	Peer Review			50%	15%
	Group Report	50%	50%		35%
	Weight on Final Grade	40%	30%	30%	100%
	Notes: 1). Learning objectives will be evaluated through class participation, individual work, peer review, and group report in the corresponding proportion as indicated in the table. 2). 80% of peer review and group report assessment will be project-based, accounting for 40% of the total grade, while the remaining 20% will be based on the case study. 3). The final row illustrates the weight of each learning objective on the final grading, and the last column depicts the weight of each assessment method in determining the final grade.				
Prerequisites	No specific prerequisites are required for this course.				
Method of Feedback for Exams/Papers	Feedback will be delivered through email whenever it is deemed necessary. This will ensure that you receive timely and constructive feedback on your course performance and assignments.				
Required Textbook(s)	Textbook: No specific textbook is required for this course. However, students are strongly encouraged to explore the following recommended reference books, journal articles, and class notes. Class Notes: Comprehensive class notes will be provided after each session to support your learning. Journal Articles (Accessible via Google Classroom): <u>Week 1 (Session 1 & 2):</u> - Hass et al. (2023). Is Moving Internationally for a Job a Smart Move? <i>Harvard Business Review</i>, December 21. - Miravittlles. P. and Zhang, Y. (2016). Six Decades of International Business Research: Where Next? <i>Journal of Evolutionary Studies in Business</i>, 1 (1), 63-94. <u>Week 2 (Session 3 & 4):</u> - Rohlfer, S. and Zhang, Y. (2016). Culture studies in international business: paradigmatic shifts. <i>European Business Review</i>, 28 (1), 39-62. Felicio. J.A., Calderirinha, V.R., Rodrigues, R., and Kyvik, O. (2013). Cross-cultural analysis of the global mindset and the internationalization behavior of small firms, <i>International Entrepreneurship and Management Journal</i>, 9: 641-654.				

Week 3 (Session 5 & 6):

- Van Tulder, R. (2015). Getting all motives right: A holistic approach to internationalization motives of companies. *The Multinational Business Review*, 23 (1), 36-56.
- Santana-Mariscal, A., Zhang, Y. & Lopez-Pascual, J. (2012). Internationalization of multinational banks: A study of foreign direct investment in seven Latin American countries. *The Service Industries Journal*, 32 (7): 1149-1170.

Week 4 (Session 7 & 8):

- Ozturk, A., Joiner, E., and Cavusgil, S.T. (2015). Delineating foreign market potential: A tool for international market selection. *Thunderbird International Business Review*, 57 (2): 119-141.
- Watson IV, G.F. et al. (2018). International Market Entry Strategies: Relational, Digital, and Hybrid Approaches. *Journal of International Marketing*. 26(1): 30-60.

Week 5 (Session 9 & 10):

- Johanson, J. and Vahlne, J-E. (2009). The Uppsala internationalization process model revisited: From liability of foreignness to liability of outsidership. *Journal of International Business Studies*, 40: 1411-1431.
- Isenberg, D. (2008). The global entrepreneur. *Harvard Business Review*. December. 107-111.

Week 6 (Session 11 & 12):

- Herbert, T.T. (1984), Strategy and Multinational Organization Structure: An inter-organizational relationships perspective. *Academy of Management Review*. 9(2), 259-271.
- Zhang-Zhang, Y., Rohlfer, S. and Varma, A. (2022). Strategic people management in contemporary highly dynamic VUCA contexts: A knowledge worker perspective. *Journal of Business Research*. 144: 587-598.

Week 7 (Session 13 & 14):

- Bjorkman, I. and Welch, D. (2015). Framing the field of international human resource management research. *The International Journal of Human Resource Management*. 26 (2): 136-150.
- Zhang, Y., Dolan, S., Lingham, T., and Altman, Y. (2009). International strategic human resource management: A comparative case analysis of Spanish firms in China. *Management and Organization Review*, 5 (2): 195-222.

Week 8 (Session 15 & 16):

- Katsikeas, K., Leonidou, L. and Zeriti, A. (2019). Revisiting international marketing strategy in a digital era. *International Marketing Review*, 37 (3): 405-424.

	- Teece, D., Raspin, P.G., and Cox, D.R. (2020). Plotting strategy in a dynamic world. <i>MIT Sloan Management Review</i> , 62 (1): 28-33.
Reference Books	- Morris, S. and Oldroyd, J. (2023). <i>International Business</i>, (3rd Ed.), NJ: John Wiley & Sons, Inc. ISBN: 978-1119889724 - Deresky, H. and Miller, S.R. (2020). <i>International Management: Managing Across Borders and Cultures</i>, Text and Cases (10th Ed.), Pearson. ISBN: 978-0135897874 - Peng, M. and Meyer, K. (2023). <i>International Business</i> (4th Ed.), Cengage Learning. ISBN: 978-1473779891 - Daniels, J., Radebaugh, L. and Sullivan, D., (2022). <i>International Business: Environments and operations</i> (17th Ed.), Pearson. ISBN: 978-1292403274
Other Materials	Case Studies: Relevant case studies will be distributed in advance during class sessions to provide students with the opportunity to analyze and discuss real-world scenarios. Current News: Updated news and contemporary developments will be integrated into sessions to encourage dynamic discussions and real-time relevance in the course. Most materials will be shared via Google Classroom, but the news and discussions will be conducted via LinkedIn, within the Group of IUJ GSIM.

Class Outlines	Class	Contents		
	1	Topic	Foundations of International Business: An overview	
		Required preparation /homework	Read the above-mentioned journal articles.	1.0 h
		Required post-study	Review the contents discussion with Class Note and PPT.	0.5h
	2	Topic	The global business in a VUCA environment	
		Required preparation /homework	Read the above-mentioned journal articles.	1.0h
		Required post-study	Review the contents discussion with Class Note and PPT.	0.5h
	3	Topic	Cultural impact on international business	
		Required preparation /homework	Read the above-mentioned journal articles.	1.0h
		Required post-study	Review the contents discussion with Class Note and PPT.	0.5h
	4	Topic	Culture in International Environment Exercises	
		Required	Read the above-mentioned journal articles.	1.0h

		preparation /homework		
		Required post-study	Review the contents discussion with Class Note and PPT.	0.5h
	5	Topic	Exploring motivations for international business expansion	
		Required preparation /homework	Mini Case: IKEA (to be distributed via Google Classroom in W2) Read the above-mentioned journal articles.	1.0 h
		Required post-study	Review the contents discussion with Class Note and apply in the real company project.	1.0 h
	6	Topic	Effective approaches to international business expansion	
		Required preparation /homework	Read the above-mentioned journal articles.	1.0 h
		Required post-study	Review the contents discussion with Class Note and apply in the real company project.	1.0 h
	7	Topic	Navigating international market selection strategies	
		Required preparation /homework	Read the above-mentioned journal articles.	1.0 h
		Required post-study	Review the contents discussion with Class Note and apply in the real company project.	1.0 h
	8	Topic	Strategic approaches to international market entry	
		Required preparation /homework	Read the above-mentioned journal articles.	1.0 h
		Required post-study	Review the contents discussion with Class Note and apply in the real company project.	1.0 h
	9	Topic	Crafting effective strategies for international business success	
		Required preparation /homework	Read the above-mentioned journal articles.	1.0 h
		Required post-study	Review the contents discussion with Class Note and apply in the real company project.	1.0 h
	10	Topic	Unraveling the dynamics of international business process	
		Required preparation /homework	Read the above-mentioned journal articles.	1.0 h
		Required	Review the contents discussion with Class Note and apply in the	1.0 h

		post-study	real company project.	
	11	Topic	Exploring organizational frameworks in international companies	
		Required preparation /homework	Read the above-mentioned journal articles.	1.0 h
		Required post-study	Review the contents discussion with Class Note and apply in the real company project.	1.0 h
	12	Topic	Structuring global enterprises: Organizational dynamics	
		Required preparation /homework	Preparation for Team Case report: Huayi Compressor Barcelona (to be distributed by OAA in Week 5)	4.0 h
		Required post-study	Review the contents discussion with Class Note and apply in the real company project.	2.0 h
	13	Topic	Managing a global workforce: International human resources management	
		Required preparation /homework	Read the above-mentioned journal articles.	1.0 h
		Required post-study	Review the contents discussion with Class Note and apply in the real company project.	2.0 h
	14	Topic	Strategic management of global talent	
		Required preparation /homework	Read the above-mentioned journal articles.	1.0 h
		Required post-study	Review the contents discussion with Class Note and apply in the real company project.	2.0 h
	15	Topic	Guiding global success: International marketing management	
		Required preparation /homework	Read the above-mentioned journal articles.	1.0 h
		Required post-study	Review the contents discussion with Class Note and apply in the real company project.	2.0 h
	16	Topic	Strategic navigation in a rapidly changing global landscape	
		Required preparation /homework	Read the above-mentioned journal articles.	1.0 h
		Required post-study	Term project report	10 h
	Total			46h

Others	
Keyword	Globalization, digitalization, complexity, uncertainty, dynamism, managing international business

International University of Japan
Graduate School of International Management
Winter 2027 Term

Course	Schedule code MGT1140	Course title Business Decision-Making and Control	
Name of Instructor Instructor's Contact Information	Lee, Hyunkoo		Credits 2 credits
	Office#	Office Hours	E-mail
Class Schedule Day / Period	Wednesday 10:30 AM – noon and 1:00 - 2:30 PM		

Course Description	This course introduces students to the evolving role of managerial accounting in modern business environments. The course highlights the informational needs of managers in planning, controlling, and decision making, and shows how to take advantage of accounting data in various decision-making situations. The course will enable students to express real-world business problems in a systematic way and solve them by applying managerial accounting concepts and techniques. Topics include cost estimation, cost analysis, activity-based costing, cost-volume-profits analysis, budgets and standards, responsibility accounting and transfer pricing, and decision-making in various business situations. As the 4th industrial revolution is underway, business environments are changing rapidly. The existing business model has been replaced with new network models, and management tools are finding a way to adapt themselves to recent digital trends. Knowledge of technological trends and industry analysis is ever more critical. This course aims to cover management accounting in an integrated way, combining knowledge from various disciplines and making students better prepared for the post-digital business world. As the environments surrounding business have evolved over time, standard management tools and techniques often couldn't keep up with the trend. Many management consulting firms have competed to provide wide range of tools and fill the gap between management tools and reality. This course also exposes students to various management consulting practices. As a potential consumer or a provider of a consulting product, students will be able to get indispensable knowledge and realistic perspective on the fast-paced world of management consulting.
Learning Objectives & Goals	The focus of this course is on business analysis. We try to lay a foundation for being a corporate executive, an entrepreneur, and a public organization officer. That also means that the course is not intended to train students as professional accountants or help them to pass a professional examination. Many of our students have the experience of taking at least one equivalent course before joining the IUJ. If a student has no accounting background or business experience, taking this course might take considerably more time. Given the core content's quantity and the fast speed of the course delivery, the burden of taking this course can be pretty high. It would be nice if you could dive deeper into the material, moving beyond shallow discussions to firm grasp the concepts. While memorizing formulas and specific details might help you on a test, developing this deeper understanding is what will

	truly elevate your learning and empower you to become a manager and a thoughtful, skilled decision maker! This course contributes to achieving learning goal 5-5 for 2-year MBA students. Upon completion of this course, students will be able to: (1) demonstrate understanding of accounting knowledge (LG5-5) (2) discuss managerial issues competently and present their viewpoints in a group meeting and classes.																																		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	This course fulfills the following MEXT learning objectives: MP1 (MBA): Able to demonstrate ability to formulate/define issues MP2 (MBA): Able to demonstrate ability to analyze and compute MP3 (MBA): Able to demonstrate ability to interpret concepts and data MP4 (MBA): Able to demonstrate ability to evaluate and make choices among alternatives MF5 (MBA, JGDP): Able to demonstrate understanding of Accounting Knowledge MD1 (IMBA): Able to apply the concepts of strategic management, recognizing internal and external strategic contexts. MD2 (IMBA): Able to demonstrate ability to gather and interpret data MD3 (IMBA): Able to demonstrate ability to make a strategic decision under pressure. MJ1 (JGDP): Able to demonstrate understanding of Japanese industries and manufacturing strategy. MJ2 (JGDP): Able to demonstrate understanding of Japanese employment practice MI4 (ISEP): Able to demonstrate ability to establish systems with business knowledge for providing solutions to social issues sustainably																																		
Delivery Methods	The course will use lectures, problem solving and case discussion in workshop style as a main pedagogical method. It relies heavily on students' pre-study of teaching materials. Students are expected to perform all reading assignments and exercises prior to attending a class. In each class, a short lecture, student presentations and discussion, and problem-solving activities will follow. For certain topics, students will be asked to self-study them by watch lecture videos and reviewing course materials.																																		
Assessment	<table border="1"> <thead> <tr> <th></th><th colspan="3">Learning Objectives</th></tr> <tr> <th>Assessment methods</th><th>(1)</th><th>(2)</th><th>overall</th></tr> </thead> <tbody> <tr> <td>Class Participation</td><td></td><td>50%</td><td>10%</td></tr> <tr> <td>Peer Review</td><td></td><td>50%</td><td>10%</td></tr> <tr> <td>Problem Sets</td><td>15%</td><td></td><td>12%</td></tr> <tr> <td>Final Exam</td><td>55%</td><td></td><td>44%</td></tr> <tr> <td>Case Reports</td><td>30%</td><td></td><td>24%</td></tr> <tr> <td>Weight on Final Grade</td><td>80%</td><td>20%</td><td>100%</td></tr> </tbody> </table>				Learning Objectives			Assessment methods	(1)	(2)	overall	Class Participation		50%	10%	Peer Review		50%	10%	Problem Sets	15%		12%	Final Exam	55%		44%	Case Reports	30%		24%	Weight on Final Grade	80%	20%	100%
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Prerequisites	ACT1010																																		

Method of Feedback for Exams/Papers	The instructor will return graded papers or allow students to inspect their paper.
Required Textbook(s)	The course will generally follow the following textbook. You will be asked to read assigned portions to keep up with the course lectures and cases. Hilton, R. and Platt, D. [2022]: Managerial Accounting: Creating Value in a Global Business Environment, 13th ed., McGraw-Hill (International Student Edition), ISBN: 978-1265046798 [Reserved]
Reference Books	Some students asked me how to apply what they learned in this class. The following books are recommended for such students. Both books contain fairly practical application cases. Saegusa, T. [2021]: It's All About Time. DJ Publications [Reserved] Kaplan, R. and Cooper, R. [1997]: Cost & Effect, Harvard Business School Press [Reserved]
Other Materials	There will be additional articles related to each topic. These will be stored in the course folder. I am often asked where to find more specific applications of a certain tool. These references are a good starting point to find a clue. That is also a good way to prepare for a case question in the final examination.
Group Assignments	There will be a series of required group works. Students are asked to work together to carry out group assignments. Group work is getting more important as a real workspace simulation. The goal is to create an environment where group members are encouraged to interact and support each other. That is not necessarily easy for the first-year students. But that will become a hallmark of the MBA experience. The details of group formation, assignments, and assessment plan will be announced later.
Tutorial	There will be a weekly tutorial class. This arrangement is mainly for students without accounting background. Attendance is optional. Further information on schedule and format will be announced later.
Fairness and Integrity	Fairness and integrity of the class should be maintained. It is our responsibility to facilitate these principles. Please don't do anything unfair to other students or ask the instructor to make exceptions that are not fair to other students. Problem sets and the final examination will be done individually. Copying another student's paper or giving/receiving verbal assistance to/from another student during a quiz or an exam is considered cheating. Students who are found cheating on an exam will receive an F grade. In addition, the student will be referred to the applicable authorities for further disciplinary action. All assignments are group-based. Members of the same group are encouraged to cooperate. But copying another group's work or plagiarizing other illegitimate sources is considered cheating. All guilty parties will receive a zero for that assignment. In addition, the students will be referred to the applicable authorities for further disciplinary action. All assignments should be handed in by the scheduled deadlines. Failure to turn in by the deadline will result in a penalty. Please do not leave any material related to the group assignments on the net. Let's avoid violating copyright and hurting others' learning incentive.
Course Policy on Usage of Generative AI	These guidelines aim to help students use AI tools responsibly and ethically in their academic work at IUJ GSIM. They aim to ensure that AI use supports learning while maintaining academic integrity.

	1. Ethical Use of AI ☐ Students must use AI tools ethically and responsibly. This includes avoiding misuse that may harm academic standards, fairness, or honesty. ☐ AI tools should be used to enhance learning, not to replace personal effort or critical thinking. 2. Permissible AI Use ☐ AI can be used for: - o Generating ideas or brainstorming - o Summarizing notes or readings - o Assisting with grammar and language checks - o Providing feedback on assignments ☐ Always follow specific instructions given by your course or program regarding the use of AI tools. 3. Prohibited AI Use ☐ Do not submit AI-generated content as your own work without proper citation or acknowledgment. ☐ Do not use AI to complete exams, quizzes, or other assessments unless explicitly allowed by your instructor. ☐ Do not input confidential or sensitive data into AI tools without proper approval. 4. AI in Group Work ☐ If AI tools are used in group projects, all group members must agree on their use. ☐ Be transparent about how AI was used and document AI contributions in group work. 5. Disclosure and Citation ☐ When using AI for any part of your work, you must clearly disclose it. For example, include a note like: " This assignment was assisted by [AI tool name] to generate ideas." ☐ Failure to disclose AI use may be considered academic misconduct. 6. Consequences of Misuse ☐ Misusing AI, such as submitting AI-generated work as your own or failing to disclose AI use, will result in penalties. These may include: - o Redoing the assignment - o Failing grades - o Academic discipline or expulsion, depending on the severity of the misuse. 7. Privacy and Data Security ☐ Be cautious when using AI tools that require uploading content. Do not share any personal or confidential information in these tools without proper authorization. 8. Seeking Help ☐ If you are unsure about how to use AI responsibly, ask your instructor or academic advisor for guidance.
Course Cap	This course is open only to 68 MBA students.
Others	Neither audit nor withdrawal is allowed.
Keyword	Accounting, Cost, Control, Budget, Performance evaluation, Case

Class Outline	Class	Contents	
	Topic		
1	Topic	Chapter 1. Role of Managerial Accounting Appendix III section 2 (pp805-807)**	
	Required preparation	Read the textbook in advance.	1h
	Post-study	1-1, 6, 12, 13, 24	1h
2	Topic	Chapter 2. Basic Cost Management Concepts Chapter 6. Cost Behavior (read pp234-244)	
	Required preparation	Read the textbook in advance.	1h
	Post-study	2-1, 2, 6, 7, 18, 19, 26, 28, 31, 42, 50, 6-4	1h
3	Topic	Chapter 3. Product Costing in a Batch Production	
	Required preparation	Read the textbook in advance.	2h
	Post-study	3-2, 5, 6, 10, 16, 19,	2h
4	Topic	Chapter 3. (Continued), Cost Drivers, Cost Allocation	
	Required preparation	Read the textbook in advance.	2h
	Post-study	3-30, 32, 44, 50	2h
5	Topic	Chapter 3. (Continued), Departmental Allocation	
	Required preparation	Read the textbook in advance. Review of sample problem set	2h
	Post-study	3-53 (1-3), 58	3h
6	Topic	Chapter 5. Activity Based Costing (ABC)	
	Required preparation	Read the textbook in advance.	2h
	Post-study	5-6, 7, 10, 11, 14, 26, 27	2h
7	Topic	Chapter 5. (Continued) Assignment Due	
	Required preparation	Read the textbook in advance. Complete the assignment	2h+2h
	Post-study	5-46, 50	2h
8	Topic	Chapter 5. Activity Based Management (from p187) Chapter 15. Target Costing (pp681-686)	
	Required preparation	Read the textbook in advance. Review of sample problem set	2h
	Post-study	5-35, 63, 65	2h
9	Topic	Chapter 7. Cost-Volume-Profit Analysis (Appendix included)	
	Required preparation	Read the textbook in advance. Review of sample problem set	2h+3h
	Post-study	7-2, 5, 6, 9, 13, 16, 18, 25, 28, 35, 45	2h
10	Topic	Case: TBA	
	Required preparation	Read and analyze the case in advance. Review of sample problem set	2h+3h
	Post-study	6-46, 55, 69 7-4, 13, 15, 34, 37	2h

	11	Topic	Chapter 9. Profit Planning (Budgeting)	
		Required preparation	Read the textbook in advance.	2h
		post-study	9-1, 14, 16, 21, 24, 29, 34	2h
	12	Topic	Chapter 12. Responsibility Accounting (skip 534-548) Chapter 10. Standard Costing (skip Appendix)	
		Required preparation	Read the textbook in advance. Review of sample problem set	2h
		Post-study	12-1, 2, 3, 10, 11, 14, 27, 30, 32 10-2, 6, 9, 15, 21, 22, 30, 35, 40	2h
	13	Topic	Chapter 10. Standard Costing (Continued) Chapter 12. Balanced Scorecard (self-study, read pp534-548) Chapter 11. Flexible Budgeting and Overhead (will cover Overhead briefly, skip Appendix)	
		Required preparation	Read the textbook in advance. Review of sample problem set	2h
		Post-study	12-19, 24 11-2, 3, 7, 9, 11, 12, 16	2h
	14	Topic	Chapter 11. Flexible Budgeting and Overhead (Continued) Case: TBA	
		Required preparation	Read the textbook in advance. Read and analyze the case.	2h+3h
		Post-study	11-26, 28, 38	2h
	15	Topic	Chapter 13. Investment Center (skip 583-587) Chapter 13. Transfer Pricing (self-study)	
		Required preparation	Read the textbook in advance. Review of sample problem set	2h
		Post-study	13-5, 7, 8, 14, 19, 29 13-20, 34, 49	2h
	16	Topic	Case: TBA Chapter 14. Decision Making (skip Appendix, self-study)	
		Required preparation	Read the textbook in advance. Read and analyze the case. Review of sample problem set	2h+3h
		Post-study	14-7, 8, 10, 14, 31, 33, 36, 41, 49, 52	3h
	Total			

International University of Japan
Graduate School of International Management
Winter 2027 Term

Course	Schedule code MGT 2120	Course title Entrepreneurship & Small Business Development	
Name of Instructor	Remy MAGNIER-WATANABE		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Thursday 4th and 5th periods (from 14:40 to 17:50)		

Course Description	This course is particularly useful for students who are interested in starting their own business and want to learn different aspects of business management. This course is also suited to those involved in corporate entrepreneurship or in improving competitive positioning and transforming corporations towards value-creation. This course uses several concepts and knowledge from other courses (strategy, marketing, accounting) and is an efficient way to put them in practice in an integrative business plan.
Learning Objectives & Goals	Upon completion of this course, students will be able to: evaluate the necessary qualities and characteristics of the successful entrepreneurial profile; recognize and determine the steps necessary to open and operate a small business enterprise; identify the marketing, financial, leadership and other competencies needed by an entrepreneur; use information, projections, logic and critical thinking to recognize an opportunity and solve small business problems in a multicultural, ethical and legal environment; develop and present a Business Plan.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)	Upon completion of this course, students will be able to: MM1: Able to demonstrate the sensitivity to different perspectives and opinions of those from different international backgrounds MM3: Able to acquire skills to communicate with people from diverse international backgrounds MS2: Able to outline strategies for socially responsible companies ML2: Able to listen well and have empathy with other people MP1: Able to demonstrate ability to formulate/define issues MP2: Able to demonstrate ability to analyze and compute MP3: Able to demonstrate ability to interpret concepts and data MP4: Able to demonstrate ability to evaluate and make choices among alternatives MF1: Able to demonstrate understanding of Management Knowledge MF4: Able to demonstrate understanding of Marketing Knowledge

	MF5: Able to demonstrate understanding of Accounting Knowledge					
Delivery Methods	The course primarily uses a combination of lectures, class discussions, group and individual assignments. Note the following: 4 sessions on-line (Zoom) and 4 sessions in class (face-to-face).					
Assessment		Learning Objectives				
	Assessment methods	(1)	(2)	(3)	(4)	(5)
	Class Participation					10%
	Group Presentation					20%
	Midterm Exam					15%
	Final Exam					15%
	Peer Review					
	Final Report					40%
	Any other methods					
	Weight on Final Grade					100%
Prerequisites						
Method of Feedback for Exams/Papers	Google classroom					
Required Textbook(s)	None					
Reference Books	Essentials of Entrepreneurship and Small Business Management, By Norman M. Scarborough & Jeffrey R. Cornwall, Global Edition, 9th Edition, Pearson 2019, ISBN 9781292266022 [RESERVED] Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, By Alexander Osterwalder and Yves Pigneur, Wiley, 2010, ISBN: 9780470876411 [RESERVED] The Lean Startup: How Today’s Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, By Eric Ries, Crown Business, 2011, ISBN: 9780307887894 [RESERVED]					
Other Materials						

Class Outlines	Class	Contents			
	1	Topic	The Foundations of Entrepreneurship		
		Required preparation /homework	“Japan's ¥10 trillion startup investment target more improbable than ever” “Stirred, not shaken: Kyoto business platform blends local and global” “From abandoned houses to ‘creative communities’: An		1h

			Ishinomaki entrepreneur's vision for rural Japan”	
		Required post-study		
	2	Topic	Conducting a Feasibility Analysis and Designing a Business Model	
		Required preparation /homework	“Japanese billionaire’s drab clothing firm becomes a sportswear sensation” “Entrepreneurship can power Japan’s economic revival”	1h
		Required post-study		
	3	Topic	Crafting a Business Plan and Building a Solid Strategic Plan	
		Required preparation /homework	“Business Model: Definition and 13 Examples”	1h
		Required post-study		
	4	Topic	Forms of Business Ownership	
		Required preparation /homework	“Japan Country Comparative Guides 2025”	1h
		Required post-study		
	5	Topic	Buying an Existing Business	
		Required preparation /homework	“Japan’s succession problem: How the country is safeguarding heritage through business”	1h
		Required post-study		
	6	Topic	Franchising and the Entrepreneur	
		Required preparation /homework	“Subway Got Too Big. Franchisees Paid a Price”	1h
		Required post-study		
	7	Topic	Short exam on classes 1 to 6	
		Required preparation /homework	Course materials of sessions 1 to 6	5h
		Required		

		post-study		
	8	Topic	Building a Powerful Bootstrap Marketing Plan	
		Required preparation /homework	“Guerrilla Marketing Playbook (2025) Tactics, Tools, and 20 Examples”	1h
		Required post-study		
	9	Topic	Entrepreneur Interview Presentations	
		Required preparation /homework		2.5h
		Required post-study		
	10	Topic	Entrepreneur Interview Presentations	
		Required preparation /homework		2.5h
		Required post-study		
	11	Topic	Pricing and Credit Strategies	
		Required preparation /homework	“Pricing Exercises” “What is Dynamic Pricing? How It Works and Examples (2025)”	2h
		Required post-study		
	12	Topic	Creating a Successful Financial Plan	
		Required preparation /homework		
		Required post-study		
	13	Topic	Short exam on classes 7 to 10	
		Required preparation /homework	Course materials of sessions 7 to 10	5h
		Required post-study		
	14	Topic	Managing Cash Flow	
		Required		

		preparation /homework		
		Required post-study		
	15	Topic	Business Plan Presentations	
		Required preparation /homework		10h
		Required post-study		
	16	Topic	Business Plan Presentations	
		Required preparation /homework		10h
		Required post-study		
	Total			44h
Others	All course materials are available on Google Classroom. The class format is face-to-face for the first 4 weeks (January 15, 22, and 29, February 5) and online via Zoom for the last 4 weeks (February 12, 19 and 26, March 5). Use of Generative AI The use of AI should align with academic integrity principles, supporting learning without replacing independent thinking or original work. Students should not use generative AI to write their assignments, as doing so undermines the learning objectives of the course.			
Keyword	Business plan, entrepreneurship, business model			

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code MGT2330401	Course title Negotiation Strategy	
Name of Instructor	Yokose, Tsutomu		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Tue.2~3		

Course Description	Due to the rapid change within today's global business environment, business leaders at every level and in every industry must balance various working styles, build efficient management teams, and develop sharp negotiation skills to remain competitive. This course will help students to understand the best practices in business negotiations as well as how to effectively resolve conflicts in everyday business situations. A business negotiation may be sometimes the formal affair that takes place across the proverbial bargaining table, in which a business people argues and discusses a wide variety of issues for either individual or mutual gain. Alternatively, such negotiations may be much less formal, such as a meeting between a business person and several fellow employees whose collaboration is need to get a job done.
Learning Objectives & Goals	Upon completion of this course, student should be able to: 1. Outline strategies of negotiation, conflicts and business communication, which help students at the new start of business career after graduation, through discussions and practices in this program to have confidence in the daily tasks 2. Embody their knowledge, concept, theories and learnings in the other programs as the dynamic business conflicts resolution. 3. Gain the fundamental management skills required to succeed in students' future work environment as a business leader. Students will gain such skills through case studies, short cases and role playing in negotiation environment This course provide students pragmatic environment to exercise their business capability by using their knowledge and theories in negotiation environment. Through the realistic situations which are settled in role playings, case studies and class discussion, students will be enable to gain the essential mind-set and own behaviors to be business leaders to manage negotiation. Through not only theoretical approach but also practical exercise, students will obtain the real life capability to lead business strategy and people.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	For MBA/IMBA/JGDP(Management Concentration) ML1: Able to demonstrate understanding of leadership concepts and practices ML2: Able to listen well and have empathy with other people MD1: Able to apply the concepts of strategic management, recognizing internal and external strategic contexts Md2: Able to demonstrate ability to gather and interpret data MD3: Able to demonstrate ability to make a strategic decision under pressure

Delivery Methods	Teaching Methodology : Interactive lecture, role playing, case study and discussion (Face to Face class)					
Assessment	Overall grading assessment • 20% Class participation • 20% Group presentation / Report (one time each – total 2 times : Frasier – presentation, V-Cola – Group Strategy Note) • 30% Case memo –: (Week 1) Name your own price (Week 2) Luna Pen (A) • 30% An individual report					
Prerequisites	None					
Method of feedback from instructor to students for exams/papers						
Textbook(s)	Required: Reference Books / Journal Articles: a) Title: Harvard Business Essentials, Negotiation, b) Edition: , c) Author: , d) Publisher: Harvard Business School , e) Year: 2003, f) ISBN: 13: 978-15913911 a) Title: Getting to YES; Negotiating Agreement Without Giving In, b) Edition: , c) Author: • Roger Fisher and William Ury,, d) Publisher: Penguin (Non-Classics), e) Year: , f) ISBN: 13: 978-01431187					
Note on Textbooks and Reference Books	Case Materials: Name Your Price: Compensation Negotiation at Whole Health Management (A) HBS 9-908-064 Luna Pen (A) Michael A. Wheeler, Kathleen McGinn, HBS 9-396-156 Frasier (A) Guhan Subramanian, Michelle Kalka, HBS 9-801-447 V-Cola General Instructions Ian Larkin, Andrew Wasynczuk, Nithyasri Sharma, HBS 9-912-04					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Types of Negotiation : Key Concepts; BATNA, Reservation Price, ZOPA, Value Creation Through Trades	(individual case memo): Name Your Price <Questions> • Q1-4, by separated case memo guide	3.0h		h
	2	Role playing of basic communication skills:		1.0h		1.0h

		Union negotiation				
		Case Study Name your own price				
	3	Cross cultural negotiation Complex Negotiation		1.0h		h
	4	Case Study : Luna Pen (A)	(individual case memo): Luna Pen (A) <Questions> 1. Which approach (from A to D) you will most likely to take? If you there were your only options you have, please describe. Also note why you take that role (A to D or another your alternative) 2. Which approach (from A to D) you will be least likely to take and why?	2.0h		1.0h
	5	Preparation; 9 steps Negotiation Skills; Listening, Asking questions, and others .• Game theory and its application to negotiation		1.0h		h
	6	Case Study : Frasier (A)	(Group Presentation): <Questions> 1. Who are the parties in the Frasier negotiation and what are their interest? How can the various parties influence the negotiation	3.0h		1.0h

			process and its outcomes? 2. What is NBC's BATNA? What is Paramount's BATNA? What is your vest estimate of their respective reservation prices? Is there a ZOPA?			
	7	V-Cola (case study : role playing – final group simulation)	(Group Strategy Memo – submission of memo): <Questions> As your individual role (e.g. each role in Chikara or Trek) - What is your objectives of this negotiation? - What is your BATNA - What is your strategy in this negotiation	3.0h		h
	8	Group Negotiation simulation Wrap Up and Review		2.0h		1.0h
	9	Final Report		4.0h		h
		Total	24h			
Others	up to 24 students Face to Face class (no-online class)					

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code MKG2010401	Course title Marketing Intelligence	
Name of Instructor	Comai, Alessandro		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Tue.4~5		

Course Description	More and more companies require a formalized and advanced Marketing Intelligence (MI) function to provide timely insights for strategic and marketing decision making. It has been proven that environmental and organizational factors are directly related to the success and growth of an MI function (Comai, 2016). Therefore, organizations need to identify and monitor them carefully. To do this, key information needs to be collected, organized, analyzed, shared across the organization, and ultimately applied to develop a market-oriented organization. The goal of this course is to develop managers with a greater understanding and knowledge of how MI works. Participants will understand not only how to produce intelligence, but also how to use it.
Learning Objectives & Goals	1. Build foundational and advanced competencies for developing, deploying, and managing a marketing intelligence (MI) function. 2. Understand how to identify the organization's intelligence needs, select the right sources, analyze data and information to gain insights, and prepare actionable recommendations. 3. Identify possible techniques for creating a proactive organization and anticipating events.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	MF4 Able to demonstrate understanding of Marketing Knowledge MF7 Able to demonstrate understanding of fundamental business knowledge MD1 Able to apply the concepts of strategic management, recognizing internal and external strategic contexts MD2 Able to demonstrate ability to gather and interpret data MT1 Able to understand the latest technology trend
Delivery Methods	The course is hands-on and uses interactive sessions supported by discussion. Each student is highly encouraged to take an active participation by discussing and adding his/her own contribution to case studies. Each session is usually divided into two parts: lecture and workshop.
Assessment	Group Project (60% of total grade) Students will be divided into small groups during the first week and asked to prepare a case study of an organization (can be a company, technology institute, industry association, government agency) in Japan or in another country (due and short presentation in week 10).

	Personal Participation (40% of total grade) Class discussion and in-class group or individual exercises. Student contributions will be evaluated through: questions, comments, differing viewpoints, presentations, etc.					
Prerequisites	none					
Method of feedback from instructor to students for exams/papers	Weekly group follow-up.					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Marketing Intelligence Introduction	none	0h	Reading: Hansen, M.T. and J. Birkinshaw (2007). "The Innovation Value Chain", Harvard business Review. 85(6):121-30, 142	0.5h
	2	Defining needs	Cormac, R. (2007). "American Airlines' Rise in Maintenance and Engineering Operations". Competitive Intelligence Magazine	1h	Group work - Define Project topic	1.5h
	3	Primary and secondary Information sources	Yousuke Nakajima, Toshiyuki Yasui and Naohiko Kohtake (2013) "Strategic Framework of Open Source Intelligence for Competitive Analysis"	1h		h
	4	Open and Web based Sources	Reading: "Open Source Intelligence Techniques: Resources for Searching and	1h		2h

			Analyzing Online Information” Available at: https://inteltechniques.com/menu.html List of sources will be provided by the instructor.			
	5	Collection: Elicitation	Reference: Nolan, J. (1999). “Confidential: Business Secrets - Getting Theirs, Keeping Yours” Yardley-Chambers (2nd Edition).	0h		0h
	6	Collection: Social Networks	none	0h	Group work - Define the sources and resources used in the case.	3h
	7	Analysis 1: Competitors	Reading: Cantrell, R. (1999). “The Six Angles of Competition.” Competitive Intelligence Review , Vol. 10, n. 3, pp. 51-57.	1h	none	0h
	8	Analysis 2: Early Warning	Reading: Comai, A. and J. Tena (2006). “Mapping and Anticipating the competitive landscape.” Emecom. Barcelona Reference: Day, G. and P. Schoemaker (2005). “Scanning the Periphery.” Harvard Business Review, November 2005, 135 – 148.	h	Group work - Defining processes used in the case.	2h
	9	Distribution and deliverable	none	0h	none	0h
	10	Portals and IT tools	none	0h	none	0h
	11	Ethics	Reading: Comai A.	1h	Hohhof, B. and D.	1h

			(2003). “Global Code of Ethics and Competitive Intelligence Purposes: an Ethical Perspective on Competitors.” JCIM		Fehringer (2005). “Competitive Intelligence Ethics: Navigating the Gray Zone. SCIP.	
	12	Security and counterintelligence	none	0h	Group work - Define any Security or counterintelligence used in the case.	2h
	13		Case study reading: Metso Automation case study. Reading: Comai, A and J. E. Prescott (2005). “Establishing a World-Class Competitive Intelligence Function.” Emecom, Barcelona.	3h	Review model	1h
	14	Workflow	none	0h	Group work - Define the Maturity in MI in the case.	3h
	15	Presentation	This session is devoted to the Group presentation	10h		h
	16	Presentation	This session is devoted to the Group presentation	10h		h
		Total				
Others	MI awareness: Jenster, P. V. and K. Solberg (2009). “Market Intelligence: Building Strategic Insight”. Copenhagen Business School Press. Christensen, C. M.; Anthony, S. D. and E. A. Roth (2004). “Seeing What’s Next.” Harvard Business School Press, Boston MA. Fehringer, D. and B. Hohhof, (2006). Competitive Intelligence Ethics, Society of Competitive Intelligence Professionals. Mortara, L. (2015). Communicating Technology Intelligence. A Practical Guide.					

IFM - Centre for Technology Management, Institute for Manufacturing.

Data search and collections

Solberg, K. (2013). *Exhibit Marketing and Trade Show Intelligence: Successful Boothmanship and Booth Design*. Springer .

Walle, A. H (2001) *Qualitative research in intelligence and marketing: the new strategic convergence*. Quorum Books.

Forrest, E. (2002). "Internet marketing intelligence: research tools, techniques, and resources". New York. McGraw-Hill/Irwin .

Fuld, L. M. (1995). "The New Competitor Intelligence: The Complete Resource for Finding, Analyzing, and Using Information about Your Competitors." New York: John Wiley and Sons, Inc.

Interpretation

Heuser, R. J. (1999). *Psychology of Intelligence Analysis*. Center for the Study of Intelligence. Central Intelligence Agency .

McGonagle, J. J. and C. M. Vella (2012). "Proactive Intelligence: The Successful Executive's Guide to Intelligence." Springer London.

Brandenburger, A. and B. Nalebuff, (1997). "Co-opetition." HarperCollins.

Beebe, S. and R. Pherson (2014). "Cases in Intelligence Analysis: Structured Analytic Techniques in Action." Sage.

Information Flows

Prescott, J. E. and S. Miller, editors. (2001). "Proven Strategies in Competitive Intelligence: Lessons from the Trenches." New York, NY: John Wiley & Sons.

Japanese works:

Yousuke NAKAJIMA, Toshiyuki Yasui and Naohiko Kohtake (2013). "Strategic Framework of Open Source Intelligence for Competitive Analysis".

Toshiyuki Yasui (2009). "Birth and Development of Financial Intelligence".

General resources:

SCIP Paper.li: <http://paper.li/e-1505322846/>

SCIP web site: www.scip.org

The Japan Society of Competitive Intelligence: <http://www.jsci.or.jp/english.html>

Journal of Intelligence Studies in Business: <http://ojs.hh.se/index.php/JISIB>

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code MKG3030401	Course title Marketing Research	
Name of Instructor	Sheehan, Benjamin		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	Fri.4~5		

Course Description	This course provides students with the fundamental marketing research skills they need while introducing many of the quantitative techniques currently used in modern marketing practice. The classes are a blend of traditional lecture and hands-on experience using research software under supervision. Students will gain real-world experience in the complete marketing research process: from idea generation, study design, measurement & sampling, data analysis, and reporting. The class is suitable for both first-time researchers and those looking for further development. Students will complete the class knowing how to design surveys and experiments, as well as perform a range of statistical analyses via easy-to-use software packages. These skills can then be applied to market segmentation and targeting; positioning and branding; pricing; product design; and advertising and promotion.		
Learning Objectives & Goals	Upon successful completion of this course, you will be able to: Convert a business problem into a research problem. Understand & execute the step-by-step marketing research process. Prepare and write a research report. Perform fundamental quantitative analyses.		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	MP1 Able to demonstrate ability to formulate / define issues MP2 Able to demonstrate ability to analyze and compute MP3 Able to demonstrate ability to interpret concepts and data MF4 Able to demonstrate understanding of Marketing Knowledge MF6 Able to demonstrate understanding of Data Analysis and Digital Technology MD2 Able to demonstrate ability to gather and interpret data MD3 Able to demonstrate ability to make a strategic decision under pressure		
Delivery Methods	Each 3-hour session is divided into 2 parts: (A) A traditional lecture, where students are introduced to topics and course material and (B) A hands-on workshop, where students will get to practice developing surveys and experiments, data collection, and analysis techniques.		
Assessment	1. Research Pitch (45%): Students are asked to submit a short-written pitch for a new marketing research project, highlighting why the research is necessary, potential outcomes from the research, and a basic plan of how they propose to conduct and analyze the hypothetical research. 2. Research Report (45%): Students will be given the background of a hypothetical marketing research project and a data file. Using skills from the course, they are asked to perform the analysis and report the results. All of the required techniques		

	will be demonstrated in class.				
	3. In-class Participation (10%)				
Prerequisites					
Method of feedback from instructor to students for exams/papers	Students will receive feedback in various forms throughout the semester: • Informal: worked examples, such as verbal feedback in class, personal consultations – before or after class or on-campus or via Zoom by appointment • Formal: in writing, such as comments addressing specific marking criteria • Direct: to individual students, either in written form or via consultation • Indirect: to the whole class At the end of the course, students will be asked to complete a survey, providing feedback to the instructor, which may be used to enhance future course delivery.				
Textbook(s)	Required: Reference Books / Journal Articles: a) Title: SPSS Statistics: A Practical Guide (Allen, Bennett & Heritage, 2018), b) Edition: , c) Author: , d) Publisher: , e) Year: , f) ISBN: a) Title: Marketing Scales Handbook (Bruner, 2022), b) Edition: , c) Author: , d) Publisher: , e) Year: , f) ISBN:				
Note on Textbooks and Reference Books	Students do not have to buy any textbooks for this class (all books are available in the MLIC). However, students must purchase a copy of SPSS Grad Pack STANDARD edition. Approximate cost is Y5,000 with student discount. Please ensure you purchase the STANDARD edition - available from https://studentdiscounts.com/?adoper=208636_2_PR1 or https://www.hearne.software/SPSS-Grad-Pack-Selection-v29?adoper=208636_2_PR3 For students with financial difficulties, please contact the Unit Coordinator (Prof. Sheehan) to make other arrangements. You can still participate in the class.				
Class Outline	Class	Topic	Required preparation /homework		Required post-study
	1	Introduction to Marketing Research		3h	h
	2	Introduction to Software (PSPP etc.)		h	3h
	3	Theoretical Models		3h	h
	4	Descriptive Statistics		h	3h
	5	Sampling Strategy		3h	h
	6	Using Prolific & Qualtrics		h	3h

	7	Measurement Strategy		1h		h
	8	Exploratory & Confirmatory Factor Analysis		h		5h
	9	Survey Design		1h		h
	10	Multiple Regression		h		5h
	11	Experimental Design		1h		h
	12	T-Tests & ANOVA		h		5h
	13	Writing Up Research		3h		h
	14	Moderation & Mediation		h		3h
	15	Research Ethics		2h		h
	16	Course Summary		h		h
		Total	44h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM6020401	Course title Advanced Seminar II	
Name of Instructor	Aung, Zaw Zaw		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is for year-long thesis seminars. It is designed to lay the foundations of thesis writing and help students to conduct their research.			
Learning Objectives & Goals				
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses				
Delivery Methods	Generally, the seminar will be conducted as an individual consultation based on each person's topic and progress. However there can be joint seminars with all students.			
Assessment	Participation - 30% Presentation and/or Proposal or draft at the end of a term - 70% Total 100%			
Prerequisites				
Method of feedback from instructor to students for exams/papers				
Textbook(s)	Required: Reference Books / Journal Articles:			
Note on Textbooks and Reference Books	Reading material and reference will be provided according to individual needs.			
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM6020403	Course title Advanced Seminar II	
Name of Instructor	Funabashi, Gaku		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The objective of Advanced Seminar is to improve quality of works by each student toward drafting Thesis / Research Report. Advice will be provided through face-to-face consultations as well as advice through comments on drafts. Additional knowledge and information will be provided based on students' research interests.					
Learning Objectives & Goals						
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses						
Delivery Methods	Advanced Seminar will be conducted through individual supervision and advice to students' Thesis/Research Report drafting. During Winter terms, students are expected to make presentations of their research progress 1~2 times.					
Assessment	Assessment will be made based on the efforts toward drafting Thesis/Research Report by each student.					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Feedback will be provided to students individually through face-to-face discussions as well as comments by mail.					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	2	Same as above	Same as above	h	Same as above	h

	3	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	4	Same as above	Same as above	h	Same as above	h
	5	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	6	Same as above	Same as above	h	Same as above	h
	7	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	8	Same as above	Same as above	h	Same as above	h
	9	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	10	Same as above	Same as above	h	Same as above	h
	11	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	12	Same as above	Same as above	h	Same as above	h
	13	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	14	Same as above	Same as above	h	Same as above	h
	15	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	16	Same as above	Same as above	h	Same as above	h
		Total	44h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM6020404	Course title Advanced Seminar II	
Name of Instructor	Zhang Zhang, Yingying		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The research seminar I aims to clarify the basic knowledge on research, including what research is, what academic writing consists of, what plagiarism is, what is the common sense language and research terms. At a later stage of term, personalization of research project of each will be customized during the research seminar in one-to-one base. Some of the activities during each individual research meetings, including but not limited to, literature review and search methodology, data source setting, research design consistency, advices on theoretical framework setting and refinement, research method refinement, interview protocol and semi-structured question design, questionnaire definition, etc. depending on the nature of research project of each student.
Learning Objectives & Goals	
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	
Delivery Methods	Punctual specific research seminar with lecture format, with frequent use of individual research meeting for tutorial and research progress advices and monitoring.
Assessment	A final research paper is requested to delivery by the end of term, simulating the final delivered research report or thesis. The content includes research title, research question, objective, theoretical framework or literature review, methodology and preliminary findings. For case report or other research report types, more structure flexibility is allowed, but a preliminary draft version is also required.
Prerequisites	Advanced Seminar I.
Method of feedback from instructor to students for exams/papers	
Textbook(s)	Required: a)Title: How to design and develop a Business Research Project, b)Edition: , c)Author: Bart Cambre, Karen Elliott, Janick Fierens, d)Publisher: Edward Elgar,

	e)Year: 2023, f)ISBN:					
	Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction		h		h
	2	Research template		h		h
	3	Research strategy		h		h
	4	Literature review		h		h
	5	Theoretical framework		h		h
	6	Conceptual model		h		h
	7	Operationalization		h		h
	8	Research designs and methods		h		h
	9	Ethics and challenges		h		h
	10	Data collection		h		h
	11	Data analysis		h		h
	12	Reporting and academic writing		h		h
		Total	0h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM6020405	Course title Advanced Seminar II	
Name of Instructor	Sakurai, Mihoko		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	Students will collect and analyze data of their research paper in this semester. Based on a research plan which students created during last semester, we already started data collection.			
Learning Objectives & Goals	Collect data from practice Analyze data and organize results Create the structure of research report			
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses				
Delivery Methods	Individual presentations and feedback			
Assessment	Student must submit a research report draft with analyzed data at the end of the semester.			
Prerequisites				
Method of feedback from instructor to students for exams/papers	Feedback will be provided for research presentations through face-to-face and online meetings.			
Textbook(s)	Required: Reference Books / Journal Articles:			
Note on Textbooks and Reference Books				
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM6030401	Course title Advanced Seminar III	
Name of Instructor	Kikkawa, Takeo		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The objective of Advanced Seminar is to improve quality of works by each student toward drafting Thesis / Research Report. Advice will be provided through face-to-face consultations as well as advice through comments on drafts. Additional knowledge and information will be provided based on students’ research interests.			
Learning Objectives & Goals				
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses				
Delivery Methods	During Winter Term, Advanced Seminar will be conducted through individual supervision and advice to students’ Thesis/Research Report drafting.			
Assessment	Assessment will be made based on the efforts toward drafting Thesis/Research Report by each student.			
Prerequisites				
Method of feedback from instructor to students for exams/papers	Feedback will be provided to students individually through face-to-face discussions as well as comments by mail.			
Textbook(s)	Required: Reference Books / Journal Articles:			
Note on Textbooks and Reference Books				
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM6030402	Course title Advanced Seminar III	
Name of Instructor	Lee, Hyunkoo		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is the last leg of year-long research seminars. It is designed to help students to conduct their research and write up paper drafts. There will be a series of individual consultations based on each person's topic and progress. After taking this course, students can conduct quality research and produce a thesis or a research report as a final output.		
Learning Objectives & Goals	The objective of this course is to give consultation so that students can make a progress in writing their research draft.		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses			
Delivery Methods	Individual consultations and one point lesson		
Assessment	Research process 40% Draft quality 60% Total 100%		
Prerequisites	There is no prerequisite.		
Method of feedback from instructor to students for exams/papers	Students will get individual face-to-face feedback from the instructor.		
Textbook(s)	Required: a)Title: , b)Edition: , c)Author: , d)Publisher: Sage Publications Ltd, e)Year: , f)ISBN: Reference Books / Journal Articles: a)Title: Research Methods in Accounting, b)Edition: 2, c)Author: Smith, d)Publisher: Sage Publications Ltd, e)Year: 2011, f)ISBN: 978-1849207973		
Note on Textbooks and	Reading material and reference will be provided later according to individual need.		

Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Review of the reserach proposal	Review your proposal	1h	Revise your proposal	1h
	2	Data analysis Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
	3	Data analysis Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
	4	data analysis Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
	5	Data analysis Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
	6	Data analysis Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
	7	Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
	8	Individual consultation	Write up your research draft and prepare discussion agenda.	1h	Review the discussion.	2h
		Total	23h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM6030404	Course title Advanced Seminar III	
Name of Instructor	Zhang Zhang, Yingying		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The advanced seminar III aims to clarify the personalized issues on research to ensure its progress and finalization. Issues such as academic writing consistency, plagiarism, reference style will be reinforced. At this late stage of research progress, we will focus on the personalization of research project of each and customize the research seminar in one-to-one base. Some of the activities during each individual research meetings, including but not limited to, data source setting, research design consistency review, advices on theoretical framework setting and refinement, research method refinement, interview protocol and semi-structured question design, questionnaire definition, etc. depending on the nature of research project of each student.
Learning Objectives & Goals	
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	
Delivery Methods	Punctual specific research seminar with lecture format, with frequent use of individual research meeting for tutorial and research progress advices and monitoring.
Assessment	A final research paper is requested to delivery by the end of term, simulating the final delivered research report or thesis. The content includes research title, research question, objective, theoretical framework or literature review, methodology and preliminary findings. For case report or other research report types, more structure flexibility is allowed, but a preliminary draft version is also required.
Prerequisites	No.
Method of feedback from instructor to students for exams/papers	
Textbook(s)	Required: Reference Books / Journal Articles:

Note on Textbooks and Reference Books				
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM6030406	Course title Advanced Seminar III	
Name of Instructor	Aung, Zaw Zaw		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is for year-long thesis seminars. It is designed to lay the foundations of thesis writing and help students to conduct their research.			
Learning Objectives & Goals				
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses				
Delivery Methods	Generally, the seminar will be conducted as an individual consultation based on each person's topic and progress. However there can be joint seminars with all students.			
Assessment	Participation - 30% Presentation and/or Proposal or draft at the end of a term - 70% Total 100%			
Prerequisites				
Method of feedback from instructor to students for exams/papers				
Textbook(s)	Required: Reference Books / Journal Articles:			
Note on Textbooks and Reference Books	Reading material and reference will be provided according to individual needs.			
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM6030407	Course title Advanced Seminar III	
Name of Instructor	Chuang, Hongwei		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is mainly to help students to find out research questions, conduct the research agenda, and write English academic reports.					
Learning Objectives & Goals	The course will last one year until students finish their thesis/research reports.					
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses						
Delivery Methods	Generally, the seminar will be conducted as an individual consultation based on each person's topic and progress. However, that can be joint seminars with all students.					
Assessment	40% Participation 60% Final report					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Assigned reading and research discussions.					
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: Research Methodology - Contemporary Practices: Guidelines for Academic Researchers, b)Edition: , c)Author: Habib, Mamun, d)Publisher: Cambridge Scholars Publisher, e)Year: 2014, f)ISBN: 9781443864619					
Note on Textbooks and Reference Books	Reading materials/references will be delivered individually according to each student's research question.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Part I: Introduction to research		h	Read 1.1 What is research?	1h
	2	Part I:		h	Read 1.2	1h

		Introduction to research			Data, information and research findings	
	3	Part I: Introduction to research		h	Read 1.3 Types of research	1h
	4	Part I: Introduction to research		h	Read 1.4 Categorization of research papers	1h
	5	Part I: Introduction to research		h	Read 1.5 Significance of research	1h
	6	Part I: Introduction to research		h	Read 1.6 Scientific method of research	1h
	7	Part II: Research steps		h	Read 2.1 Formulating the problem	1h
	8	Part II: Research steps		h	Read 2.2 Research Design	1h
	9	Part II: Research steps		h	Read 2.3 Data collection	1h
	10	Part II: Research steps		h	Read 2.4 Data processing	1h
	11	Part II: Research steps		h	Read 2.5 Finalizing the research draft	1h
	12	Part III: Academic project writing		h	Read 3.1 Research proposal	1h
	13	Part III: Academic project writing		h	Read 3.2 Research project writing	1h
	14	Wrap-up		h		1h
	15	Research proposal		h		1.5h
	16	Research proposal		h		1.5h
		Total				
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM6030408	Course title Advanced Seminar III		
Name of Instructor	Funabashi, Gaku			Credits 2
Instructor's contact information	Office#	Office Hours	E-mail	
Class Schedule Day / Period	unfixed			

Course Description	The objective of Advanced Seminar is to improve quality of works by each student toward drafting Thesis / Research Report. Advice will be provided through face-to-face consultations as well as advice through comments on drafts. Additional knowledge and information will be provided based on students' research interests.					
Learning Objectives & Goals						
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses						
Delivery Methods	Advanced Seminar will be conducted through individual supervision and advice to students' Thesis/Research Report drafting. During Winter terms, students are expected to make presentations of their research progress 1~2 times.					
Assessment	Assessment will be made based on the efforts toward drafting Thesis/Research Report by each student.					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Feedback will be provided to students individually through face-to-face discussions as well as comments by mail.					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	2	Same as above	Same as above	h	Same as above	h

	3	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	4	Same as above	Same as above	h	Same as above	h
	5	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	6	Same as above	Same as above	h	Same as above	h
	7	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	8	Same as above	Same as above	h	Same as above	h
	9	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	10	Same as above	Same as above	h	Same as above	h
	11	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	12	Same as above	Same as above	h	Same as above	h
	13	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	14	Same as above	Same as above	h	Same as above	h
	15	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	16	Same as above	Same as above	h	Same as above	h
		Total	44h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM6030409	Course title Advanced Seminar III	
Name of Instructor	Li, Wenkai		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course provides supervision and support for graduating students to complete their research reports or theses. The topics covered under this course will be, in general, on Operations Management and Supply Chain Management. The objectives of a series of activities conducted under this course are to help students complete their research reports or theses with professionally acceptable quality.		
Learning Objectives & Goals	1). To guide students on how to conduct research. 2). To monitor students' progress on research report/thesis.		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses			
Delivery Methods	One-on-one face-to-face discussions and email exchanges.		
Assessment	Each supervisee is expected to submit a progress report at the end of the semester. Final grading is 100% based on the quality of efforts towards completion of research reports or theses, and the progress reports submitted at the end of semester.		
Prerequisites	None.		
Method of feedback from instructor to students for exams/papers	One-on-one face-to-face discussions and email exchanges.		
Textbook(s)	Required: Reference Books / Journal Articles:		
Note on Textbooks and Reference Books			

Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM6030410	Course title Advanced Seminar III	
Name of Instructor	Chow, Yuen Leng		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course assist students in completing their research report, a course requirement for the completion of a Master's Degree in Business Administration					
Learning Objectives & Goals	Through the research report, students should be able to develop skills to systematically analyze a problem and make suitable recommendations.					
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	Refer to IUJ's guidelines					
Delivery Methods	One-to-one supervision and class mentoring.					
Assessment	Pass or Fail for the research report					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Feedback provided during the discussions					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Overview of the research process		2.5h		2.5h
	2	Formulation of the research problem		2.5h		2.5h
	3	Literature review		2.5h		2.5h
	4	Literature review		2.5h		2.5h
	5	Data gathering		2.5h		2.5h
	6	Data gathering		2.5h		2.5h

	7	Analysis		2.5h		2.5h
	8	Conclusions and recommendations		2.5h		2.5h
		Total	40h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM6030413	Course title Advanced Seminar III	
Name of Instructor	Sakurai, Mihoko		Credits 2
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	Students will complete a research report.			
Learning Objectives & Goals	Finish a research report			
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses				
Delivery Methods	Individual presentations and feedback			
Assessment	Student must submit a full research report for evaluation.			
Prerequisites				
Method of feedback from instructor to students for exams/papers	Feedback will be provided for research presentations through face-to-face and online meetings.			
Textbook(s)	Required: Reference Books / Journal Articles:			
Note on Textbooks and Reference Books				
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM7010401	Course title Research Seminar I	
Name of Instructor	Aung, Zaw Zaw		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is for year-long thesis seminars. It is designed to lay the foundations of thesis writing and help students to conduct their research.			
Learning Objectives & Goals				
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses				
Delivery Methods	Generally, the seminar will be conducted as an individual consultation based on each person's topic and progress. However there can be joint seminars with all students.			
Assessment	Participation - 30% Presentation and/or Proposal or draft at the end of a term - 70% Total 100%			
Prerequisites				
Method of feedback from instructor to students for exams/papers				
Textbook(s)	Required: Reference Books / Journal Articles:			
Note on Textbooks and Reference Books	Reading material and reference will be provided according to individual needs.			
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM7010402	Course title Research Seminar I	
Name of Instructor	Chow, Yuen Leng		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course assist students in completing their research report, a course requirement for the completion of a Master's Degree in Business Administration					
Learning Objectives & Goals	Through the research report, students should be able to develop skills to systematically analyze a problem and make suitable recommendations.					
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	Refer to IUJ's guidelines					
Delivery Methods	One-to-one supervision and class mentoring.					
Assessment	Pass or Fail for the research report					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Feedback provided during the discussions					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Overview of the research process		2.5h		2.5h
	2	Formulation of the research problem		2.5h		2.5h
	3	Literature review		2.5h		2.5h
	4	Literature review		2.5h		2.5h
	5	Data gathering		2.5h		2.5h
	6	Data gathering		2.5h		2.5h

	7	Analysis		2.5h		2.5h
	8	Conclusions and recommendations		2.5h		2.5h
		Total	40h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM7010403	Course title Research Seminar I	
Name of Instructor	Chuang, Hongwei		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is mainly to help students to find out research questions, conduct the research agenda, and write English academic reports.					
Learning Objectives & Goals	The course will last one year until students finish their thesis/research reports.					
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses						
Delivery Methods	Generally, the seminar will be conducted as an individual consultation based on each person's topic and progress. However, that can be joint seminars with all students.					
Assessment	20% Participation 30% Proposal 50% Final report					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Assigned reading and research discussions.					
Textbook(s)	Required: a) Title: Research Methodology - Contemporary Practices: Guidelines for Academic Researchers, b) Edition: , c) Author: Habib, Mamun, d) Publisher: Cambridge Scholars Publisher, e) Year: 2014, f) ISBN: 9781443864619 Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Part I: Introduction to research		h	Read 1.1 What is research?	1h

	2	Part I: Introduction to research		h	Read 1.2 Data, information and research findings	1h
	3	Part I: Introduction to research		h	Read 1.3 Types of research	1h
	4	Part I: Introduction to research		h	Read 1.4 Categorization of research papers	1h
	5	Part I: Introduction to research		h	Read 1.5 Significance of research	1h
	6	Part I: Introduction to research		h	Read 1.6 Scientific method of research	1h
	7	Part II: Research steps		h	Read 2.1 Formulating the problem	1h
	8	Part II: Research steps		h	Read 2.2 Research Design	1h
	9	Part II: Research steps		h	Read 2.3 Data collection	1h
	10	Part II: Research steps		h	Read 2.4 Data processing	1h
	11	Part II: Research steps		h	Read 2.5 Finalizing the research draft	1h
	12	Part III: Academic project writing		h	Read 3.1 Research proposal	1h
	13	Part III: Academic project writing		h	Read 3.2 Research project writing	1h
	14	Wrap-up		h		1h
	15	Research proposal		h		1.5h
	16	Research proposal		h		1.5h
			Total			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM7010405	Course title Research Seminar I	
Name of Instructor	Funabashi, Gaku		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The objective of Advanced Seminar is to improve quality of works by each student toward drafting Research Report. Advice will be provided through face-to-face consultations as well as advice through comments on drafts. Additional knowledge and information will be provided based on students' research interests.					
Learning Objectives & Goals						
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses						
Delivery Methods	Advanced Seminar will be conducted through individual supervision and advice to students' Research Report drafting. During Winter terms, students are expected to make presentations of their research progress 1~2 times.					
Assessment	Assessment will be made based on the efforts toward drafting Research Report by each student.					
Prerequisites						
Method of feedback from instructor to students for exams/papers	Feedback will be provided to students individually through face-to-face discussions as well as comments by mail.					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	2	Progress of	Preparation for	3.5h	Modification of the	2h

		research and discussion	progress report		research contents and plan	
	3	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	4	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	5	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	6	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	7	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
	8	Progress of research and discussion	Preparation for progress report	3.5h	Modification of the research contents and plan	2h
		Total	44h			
	Others					

International University of Japan
Graduate School of International Management (Master's Program)
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Course	Schedule code SEM7010406	Course title Research Seminar I	
Name of Instructor	Kikkawa, Takeo		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is designed for students to write Research Report/ Thesis. The theme of Research Report/ Thesis is free. In the Fall semester, students will identify the topic, review previous studies, identify the key question, and build up hypotheses.					
Learning Objectives & Goals	The objectives of this course is to make Research Report/ Thesis.					
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses						
Delivery Methods	One on one meeting, presentation and discussion					
Assessment	Participation and discussion: 100%					
Prerequisites	None					
Method of feedback from instructor to students for exams/papers	Face-to-face discussion					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Identify the topic of Research Report/ Thesis	Draft making	2h	Review	1h
	2	Identify the topic of Research Report/ Thesis	Draft making	2h	Review	1h
	3	Identify the topic of Research	Draft making	2h	Review	1h

		Report/ Thesis				
	4	Identify the topic of Research Report/ Thesis	Draft making	2h	Review	1h
	5	Identify the topic of Research Report/ Thesis	Draft making	2h	Review	1h
	6	Identify the topic of Research Report/ Thesis	Draft making	2h	Review	1h
	7	Review previous studies	Draft making	2h	Review	1h
	8	Review previous studies	Draft making	2h	Review	1h
	9	Review previous studies	Draft making	2h	Review	1h
	10	Review previous studies	Draft making	2h	Review	1h
	11	Review previous studies	Draft making	2h	Review	1h
	12	Review previous studies	Draft making	2h	Review	1h
	13	Identify the key question	Draft making	2h	Review	1h
	14	Identify the key question	Draft making	2h	Review	1h
	15	Build up hypotheses	Draft making	2h	Review	1h
	16	Build up hypotheses	Draft making	2h	Review	1h
		Total	48h			
	Others					

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM7010407	Course title Research Seminar I	
Name of Instructor	Li, Wenkai		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course provides supervision and support for graduating students to complete their research reports or theses. The topics covered under this course will be, in general, on Operations Management and Supply Chain Management. The objectives of a series of activities conducted under this course are to help students complete their research reports or theses with professionally acceptable quality.		
Learning Objectives & Goals	1). To guide students on how to conduct research. 2). To monitor students' progress on research report/thesis.		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses			
Delivery Methods	One-on-one face-to-face discussions and email exchanges.		
Assessment	Each supervisee is expected to submit a progress report at the end of the semester. Final grading is 100% based on the quality of efforts towards completion of research reports or theses, and the progress reports submitted at the end of semester.		
Prerequisites	None.		
Method of feedback from instructor to students for exams/papers			
Textbook(s)	Required: Reference Books / Journal Articles:		
Note on Textbooks and Reference Books			

Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others	It is not allowed to use Generative AI (e.g., ChatGPT) when you draft your IUJ research report/Thesis.			

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM7010409	Course title Research Seminar I	
Name of Instructor	Zhang Zhang, Yingying		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The research seminar I aims to clarify the basic knowledge on research, including what research is, what academic writing consists of, what plagiarism is, what is the common sense language and research terms. At a later stage of term, personalization of research project of each will be customized during the research seminar in one-to-one base. Some of the activities during each individual research meetings, including but not limited to, literature review and search methodology, data source setting, research design consistency, advices on theoretical framework setting and refinement, research method refinement, interview protocol and semi-structured question design, questionnaire definition, etc. depending on the nature of research project of each student.		
Learning Objectives & Goals			
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses			
Delivery Methods	Punctual specific research seminar with lecture format, with frequent use of individual research meeting for tutorial and research progress advices and monitoring.		
Assessment	A final research paper is requested to delivery by the end of term, simulating the final delivered research report or thesis. The content includes research title, research question, objective, theoretical framework or literature review, methodology and preliminary findings. For case report or other research report types, more structure flexibility is allowed, but a preliminary draft version is also required.		
Prerequisites	No.		
Method of feedback from instructor to students for exams/papers			
Textbook(s)	Required: Reference Books / Journal Articles:		

Note on Textbooks and Reference Books				
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM7010410	Course title Research Seminar I	
Name of Instructor	Lee, Hyunkoo		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is for year-long research seminars for 1-year program students. It is designed to lay the foundations of research writing and help students to conduct their own research. In the Winter term, there will be joint seminars with all students. In the Spring semester, however, the seminar will be conducted as an individual consultation based on each person's topic and progress. After taking this course, students become acquainted with research format, research designs, and quality issues. They can develop their own research projects and execute them properly. They are expected to produce a preliminary draft by the end of the term. The draft will be expanded in the subsequent terms and eventually become the final research report.
Learning Objectives & Goals	The objective of the Research Seminar is to improve the quality of work by each student toward drafting a Research Report. Advice will be provided through face-to-face consultations as well as advice through feedback on drafts. Additional knowledge and information will be provided based on students' research interests.
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	
Delivery Methods	The Research Seminar will be conducted through individual supervision and advice. During the Winter term, students are expected to make presentations of their research proposal and subsequent progress 1~2 times.
Assessment	Participation 30% Proposal or draft at the end of a term 70% Total 100%
Prerequisites	None
Method of feedback from instructor to students for exams/papers	Individual feedback will be given to students through face-to-face discussions as well as comments by email.
Textbook(s)	Required:

	Reference Books / Journal Articles: a)Title: Research Methods in Accounting, b)Edition: 2, c)Author: Smith, d)Publisher: Sage Publications Ltd, e)Year: 2011, f)ISBN: 978-1849207973					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Research basic 1	Read the slides in advance	1h	Review	1h
	2	Research basic 2	Read the slides in advance	1h	Review	1h
	3	Research basic 3	Read the slides in advance	1h	Review	1h
	4	Proposal	Read the slides in advance	1h	Review Prepare own proposal	3h
	5	Event Study	Read the slides in advance	1h	Review	2h
	6	Survey Method	Read the slides in advance	1h	Review	2h
	7	Other Approaches	Read the slides in advance	1h	Review	2h
	8	Wrap Up	Read the slides in advance	1h	Review Prepare your own proposal	5h
		Total	25h			
Others						

International University of Japan
Graduate School of International Management (Master's Program)
Winter 2027 Term

Course	Schedule code SEM7010413	Course title Research Seminar I	
Name of Instructor	Sakurai, Mihoko		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	unfixed		

Course Description	In this course, students will learn how to structure their research. Starting with forming research interests, defining research question, choosing research methodology and setting expected outcome of your research. Research can be done through desktop activities, but I strongly recommend to have some interactions i.e., a research interview with practitioners either in your country or in Japan during your research activities. Depending on the number of students, we will do a round of reading (read by turns) during the course.		
Learning Objectives & Goals	Define research question Choose research methodology Set research outcome		
Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses			
Delivery Methods	Reading by turns with all students, research presentations and feedback		
Assessment	Student must submit a research plan at the end of the semester. The aim of this research plan is to determine the scope of your case study or feasibility study and plan the research activity schedule. It is recommended that preliminary research be conducted to accomplish this goal.		
Prerequisites	N/A		
Method of feedback from instructor to students for exams/papers	Feedback will be provided for a round of reading and research presentations through face-to-face and online meetings		
Textbook(s)	Required: Reference Books / Journal Articles:		

Note on Textbooks and Reference Books	Webster, J., & Watson, R. (2002). Analyzing the Past to Prepare for the Future: Writing a Literature Review. MIS Quarterly, xiii-xxiii. Myers, M. D., & Newman, M. (2007). The qualitative interview in IS research: Examining the craft. Information and Organization, 17(1), 2-26. Sein, M. K., Henfridsson, O., Purao, S., Rossi, M., & Lindgren, R. (2011). Action design research. MIS Quarterly, 37-56. Other materials will be assigned during the seminar.			
Class Outline	Class	Topic	Required preparation /homework	Required post-study
		Total	0h	
Others				