国際経営学研究科
修士課程
シラバス

（春学期科目）

2025 年 5 月 1 日現在

国際大学

International University of Japan

Graduate School of International Management (Master's Program)

2025 Spring Term

Course	Schedule code ACT1020	Course title Managerial Accounting	
Name of Instructor **Instructor's Contact Information**	Lee, Hyunkoo		Credits 2 credits
	Office#	Office Hours Wed 4:00-5:00 PM or by appointment	E-mail
Class Schedule Day / Period	TBA (to be announced)		

Course Description	This course introduces students to the evolving role of managerial accounting in modern business environments. The course highlights the informational need of managers in planning, controlling and decision making, and shows how to take advantage of accounting information in various management settings. 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 undergoing, 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. The course aspires to make students immerse themselves in deep learning beyond shallow discussions. Please focus on understanding the underlying principles and

<table>
<tr><td></td><td>implications. Memorizing formulae and details might improve test scores, but that won't help students to go to a higher level of learning.

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.</td></tr>
<tr><td>Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)</td><td>This courses 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</td></tr>
<tr><td>Delivery Methods</td><td>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 material. Also quizzes will be given to motivate students' preparation.</td></tr>
<tr><td>Assessment</td><td>
<table>
<tr><td></td><td colspan="3">Learning Objectives</td></tr>
<tr><td>Assessment methods</td><td>(1)</td><td>(2)</td><td>overall</td></tr>
<tr><td>Class Participation</td><td></td><td>35%</td><td>7%</td></tr>
<tr><td>Group Presentation</td><td></td><td>65%</td><td>13%</td></tr>
<tr><td>Quizzes</td><td>10%</td><td></td><td>8%</td></tr>
<tr><td>Final Exam</td><td>55%</td><td></td><td>44%</td></tr>
<tr><td>Case and assignment Report</td><td>35%</td><td></td><td>28%</td></tr>
<tr><td>Weight on Final Grade</td><td>80%</td><td>20%</td><td>100%</td></tr>
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</td></tr>
<tr><td>Prerequisites</td><td>ACT1010</td></tr>
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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. Quizzes and examinations 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	Because of the capacity limit, this course is open only to 65 GSIM students.
Others	Neither audit nor withdrawal is allowed.
Keyword	Accounting, Cost, Control, Budget, Performance evaluation, Case

Class Outline	Class	**Contents**		
	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	76h

International University of Japan

Graduate School of International Management

2025 Spring Term

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

Assessment methods	MF2	MD2
Class Participation	15%	15%
Exercise (×4)	40%	
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, 10th Ed. (BMA 10th)
Other Materials	Additional materials will be further provided during the lectures.

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

			value and other investment criteria (BMA 10th)	
		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 10th)	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 10th)	0h
	11	Topic	CAPM	
		Required preparation /homework	Reading: Sec. 8.2 The relationship between to risk and return (BMA 10th)	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 10th)	2h
		Required post-study	Reading: Sec. 10.1 Project analysis (BMA 10th)	1h
	13	Topic	Project analysis: Uncertainty	
		Required preparation /homework	Reading: Sec. 10.2-10.3 Project analysis (BMA 10th)	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 10th)	2h
		Required post-study	Review	3h
	15	Topic	Quiz	
		Required preparation /homework	Reading: Ch2-Ch10 of BMA 10th	3h
		Required post-study		0h
	16	Topic	Quiz	
		Required preparation /homework	Reading: Ch2-Ch10 of BMA 10th	3h
		Required post-study		0h
			Total	46h

Others	
Keyword	

International University of Japan

Graduate School of International Management (Master's Program)

2025 Spring Term

Course	Schedule code FIN3050101	Course title Risk Management	
Name of Instructor	Chuang, Hongwei		Credits 2
Instructor's contact information	Office#	Office Hours by appointment	E-mail
Class Schedule Day / Period	Mon.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, 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	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	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 Management in a Digital Age	1.5h		1h

	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

2025 Summer Term

Course	Schedule code ITC1070	Course title Ethics and CSR 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. 1(Tue)-4(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.
Assessment	The grade is assigned based on your contribution to the in-class discussions.

	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		
		Topic	Virtual and augmented realities v. “real” reality	
	1	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.	2h
		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	2h
		Required post-study		h
	4	Topic	(the same as above)	
		Required preparation		h

		/homework		
		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 Bernadino shooter's iPhone, but leadership didn't say that." Electronic Frontier Foundation. April 2.	2h
		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, forthcoming) “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)	2h
		Required post-study		h
	8	Topic	(the same as above)	
		Required preparation /homework		h

		Required post-study		h
			Total	6h
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 Sessions 7&8 1) Zuboff, https://library-iuj-ac-jp.www3.iuj.ac.jp/CARIN/CARINOPACLINK.HTM?AL=B00142960 2) Pate, https://ssrn.com/abstract=4990050 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/1tGflBbATEYqT5y948pgH6TROvVcmBGow/edit			
Keyword	ethics, CSR, privacy, personal data, national security, reality, virtual reality, AI, robot, humanity			

International University of Japan

Graduate School of International Management

2025 Spring Term

Course	Schedule code ITC1080	Course title Data-Driven Organization	
Name of Instructor	Zaw Zaw Aung		Credits 2
Instructor's contact Information	Office#	Office Hours 13:00- 15:00	E-mail:
Class Schedule Day / Time	TBC		

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. 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/MBA-GX/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

<table>
<tr><td></td><td>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.</td></tr>
<tr><td>Delivery Methods</td><td>This course includes lectures, case analysis and discussions, group presentation.</td></tr>
<tr><td>Assessment</td><td>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></td></tr>
</table>

	(Class participation includes - case assignment reading, book reading, discussion, take home exercise and attendance)
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 By: M.S. Krishnan W67C28-PDF-ENG IT (3) FC Barcelona: More Than a Club, More Than Data By: Javier Zamora, Isaac Sastre Boquet, Ana Maria Vilet IES861-PDF-ENG IT (4) 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 (5) GlaxoSmithKline: Sourcing Complex Professional Services By: Heidi K. Gardner; Silvia Hodges Silverstein 414003-PDF-ENG OB (6) Data Monetisation: A Story of Dashmote By: Shengyun Yang RSM088-PDF-ENG IT

Class Outlines	Class	Contents		
	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		h
		Required post-study	Reference Book 2, Lecture Slides	3h
	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				

International University of Japan

Graduate School of International Management (Master's Program)

2025 Spring 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 Monday - Friday 13:00-15:00	E-mail
Class Schedule Day / Period	Tue.4～5		

Course Description	Artificial intelligence (AI) is rapidly emerging as the most important digital core technology of our time. Recent advances, particularly in machine learning — its ability to take over various complex human tasks - have led to widespread use of AI applications in almost all industries. This game changing technology can help accomplish many business activities with greater accuracy and at a fraction of the time it would take humans to do the same. AI offers a way to trace the patterns in data that are undetectable by humans and helps businesses and the managers to do many tasks in profound ways. The course provides you an introduction to the key concepts and techniques of machine learning and AI, to comprehend how well they fit in with your business goals. 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.
Learning Objectives & Goals	- A contextual understanding of AI trend and ecosystem, helping the MBA candidates to make relevant predictions for its future trajectory. - The ability to identify and assess the AI opportunities in your organization and build a business case for its implementation. - A strong conceptual understanding of underlying AI technologies such as machine learning, deep learning, neural networks, and large language models. - A hand-on experience with AI projects creating chatbot, vision and automation models.
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	No
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 Data Analytics vs. Machine Learning The Role of AI	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. AI and Machine Learning Understanding the black box The Impact of AI: The Analogy Cases: TBD	- The inevitable: understanding the 12 technological forces that will shape our future. by Kelly, Kevin. Penguin, 2017.	3h	- Prediction Machines: The Simple Economics of Artificial Intelligence by Ajay Agrawal, Avi Goldfarb, and Joshua Gans. Harvard Business Review Press, 2018 Ch 7-11	3h
	3	Week 3. Driving AI in the Business Generative AI Large Language Models Cases: TBD	Lecture slides and reading supplements	3h	Prediction Machines: The Simple Economics of Artificial Intelligence by Prof. Ajay Agrawal https://www.youtube.com/watch?v=Q4o56nufXTw	3h
	4	Week 4. Natural Language Processing - Dialogflow	Lecture slides and reading supplements	3h	Home Lab: PizzaChatBot	3h

		Practical Session: PizzaChatBot				
	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 Recommender Systems Practical Session: Google BigQueryML	- 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)	3h	Home Lab: Google BigQueryML	8h
	7	Week 7. Building AI Projects, Collaboration with AI specialists and data scientist AI Canvas, AI Transformation Playbook, AI Pitfalls 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. The ethics of artificial intelligence The impact on society	Text Reading: - Prediction Machines: The Simple Economics of Artificial Intelligence by	3h	Group Project	0h

		Bias and Adversarial attack Cases: TBD	Ajay Agrawal, Avi Goldfarb, and Joshua Gans. Harvard Business Review Press, 2018 Ch 12-14, 19			
		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

2025 Spring (Special) Term

Course	Schedule code ITC2060	Course title World Landscape of Digital Industry	
Name of Instructor	Mihoko Sakurai		Credits 1
Instructor's contact information	Office#	Office Hours (upon request)	E-mail
Class Schedule Day / Period	June 25th (Wed) 3, 4 and 5 periods June 27th (Fri) 3, 4 and 5 periods June 30th (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 individual or 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 national 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	

	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%		

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 - Introduction of the course Listening to practical perspectives from the ground	
		Required preparation /homework	Students are expected to review the knowledge and skills acquired throughout the DXP program prior to this course.	3h
		Required post-study	Reflect the class discussion	1h
	2	Topic	Grounding for the group/individual work	

			- Preparation for the presentation Identifying the real challenges of DX in IUJ	
		Required preparation /homework	N/A	h
		Required post-study	Prepare for the solution proposition	3h
	3	Topic	Guest speaker from the national government (TBD) - Understanding the strategy, problem and solutions	
		Required preparation /homework	N/A	h
		Required post-study	Reflect the class discussion	1.5h
	4	Topic	Grounding for the group/individual work - Preparation for the presentation Applying your knowledge to the real challenges for DX in IUJ	
		Required preparation /homework	Prepare for the group work with reviewing your learning throughout the DXP course	1h
		Required post-study	Prepare for the solution proposition	3h
	5	Topic	Guest speaker from the local industry (TBD) - Understanding DX initiatives of a company in Niigata	
		Required preparation /homework	N/A	h
		Required post-study	Reflect the class discussion	1.5h
	6	Topic	Guest speaker from the local industry (TBD) - Understanding DX initiatives of a company in Niigata	
		Required preparation /homework	N/A	h
		Required post-study	Reflect the class discussion	1.5h

	7	Topic	Guest speaker from the industry (TBD) - Understanding the strategy, problem and solutions	
		Required preparation /homework	N/A	h
		Required post-study	Reflect the class discussion	1.5h
	8	Topic	Final presentation	
		Required preparation /homework	Prepare for the solution proposition	5h
		Required post-study	Reflect presentation feedback from the instructor	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 (Master's Program)

2025 Spring 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: Tue. May 27, 13:00-14:30 / 14:40 - 16:10 Day 2: Fri. May 30, 13:00-14:30 / 14:40 - 16:10 Day 3: Tue. June 3, 13:00-14:30 / 14:40 - 16:10 Day 4: Fri. June 6, 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: Navifating 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):SOOOUL: Navifating the Hype Cycle	0h	Reflection of class discussion and essential concepts	1.5h
	7	Guest lecture - Invite a guest lecture from industry: Salesforce Japan (tentative)	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	Preparation for individual or group presentation	5h	Polishing the presentation (if necessary)	1h

		opportunity in relation to the 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

2025 Spring 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, *monozukuri* (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	(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

<table>
<tr><td>can be acquired through this course for obtaining the degree concerned)</td><td>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

(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.</td></tr>
<tr><td>Delivery Methods</td><td>Lecture and in-class discussion, primarily through in-person classes, with some classes held on-line 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 submitting a written question and comment at the beginning of class about that week’s reading. 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, will be due on Saturday, May 24. Details about the term paper will be given in the first class.</td></tr>
<tr><td>Assessment</td><td>
<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></td><td>75</td><td></td></tr>
<tr><td>Any other methods</td><td></td><td></td><td></td><td></td><td></td></tr>
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<tr><td>Weight on Final Grade</td><td>50%</td><td>10%</td><td>10%</td><td>30%</td><td></td></tr>
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</td></tr>
<tr><td>Prerequisites</td><td></td></tr>
<tr><td>Method of Feedback for Exams/Papers</td><td>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.)</td></tr>
<tr><td>Required Textbook(s)</td><td>Required Textbook:
● Industrial Competitiveness and Design Evolution, (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. International Journal of Automotive Technology and Management, 1(1), 1-34.
• Imai, M. (1986). “Preface: The Kaizen Challenge” & “Chapter 1: Kaizen, the Concept.” In Imai, M., Kaizen: The Key to Japan’s Competitive Success. NY: Random House, pp. xxix-xxxiii & pp. 1-41. (ISBN: 007554332X)
• Liker, J. K. and Ross, K (2016). The Toyota Way to Service Excellence: Lean Transformation in Service Organizations, 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). Designing the Future: How Ford, Toyota, and other World-Class Organizations Use Lean Product Development to Drive Innovation and Transform Their Business, NY: McGraw-Hill, cover page & pp. vii-viii (Table of Contents) & pp. 39-136 (Chapters 1-3) (ISBN: 9781260128789)</td></tr>
<tr><td>Reference Books</td><td>Reference Textbooks:
• Heller, D. A. and Fujimoto, T. (2018). "Monozukuri Management: Driver of Sustained Competitiveness in the Japanese Auto Industry". In Nakano, T., ed., Japanese Management in Evolution: New Directions, Breaks, and Emerging Practices, NY: Routledge. (ISBN: 1138673366)
• Parker, G.G., Van Alstyne, M.W., and Choudary, S.P. (2016). Platform</td></tr>
</table>

	Revolution, NY: Norton. (ISBN: 0393249131) • Shapiro, C. and Varian, H. (1998). *Information Rules*, 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. *Strategic Management Journal*, 17(4), 271-291. • Dyer, J. H. (1997). Effective interim collaboration: how firms minimize transaction costs and maximize transaction value. *Strategic Management Journal*, 18(7), 535 556. • Helper, S. R., & Sako, M. (1995). Supplier relations in Japan and the United States: are they converging?. *Sloan Management Review*, 36(3), 77-85.
Other Materials	

Class Outlines	Class	Contents		
	1 4/5	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 4/5	Topic	(continuation of 1)	
		Required preparation /3homework	(continuation of 1)	1.5h
		Required post-study	(continuation of 1)	0.5h
	3 4/12	Topic	Japanese Manufacturing in the Era of Digitization: The Capability-Architecture-Performance Approach (FUJIMOTO, Takahiro)	
		Required preparation /homework	Read assigned text and come to class prepared to discuss it [READING: 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
	4 4/12	Topic	(continuation of 3)	
		Required preparation	(continuation of 3)	1.5h

		/homework		
		Required post-study	(continuation of 3)	0.5h
	5 4/19	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 4/19	Topic	(continuation of 5)	
		Required preparation /homework	(continuation of 5)	1.5h
		Required post-study	(continuation of 5)	0.5h
	7 4/26	Topic	Product Development of Japanese Manufacturing Firms: Products 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 preparation /homework
		Required post-study	Review class content and consider how it may be incorporated into your final report.	Required post-study
	8 4/26	Topic	(continuation of 7)	
		Required preparation /homework	(continuation of 7)	Required preparation /homework
		Required post-study	(continuation of 7)	Required post-study
	9 5/3	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 preparation /homework
		Required	Review class content and consider how it	Required post-study

		post-study	may be incorporated into your final report.	
	10 5/3	Topic	(continuation of 11)	
		Required preparation /homework	(continuation of 11)	1.5h
		Required post-study	(continuation of 11)	0.5h
	11 5/10	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]	Read assigned text and come to class prepared to discuss it
		Required post-study	Review class content and consider how it may be incorporated into your final report.	Required post-study
	12 5/10	Topic	(continuation of 9)	
		Required preparation /homework	(continuation of 13)	Required preparation/homework
		Required post-study	(continuation of 13)	Required post-study
	13 5/17	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 5/17	Topic	(continuation of 13)	
		Required preparation /homework	(continuation of 13)	1.5h
		Required post-study	(continuation of 13)	0.5h
	15 5/31	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 5/31	Topic	(continuation of 15)	
		Required preparation /homework	(continuation of 15)	2.0h
		Required post-study	(continuation of 13)	
	Total			32h
Others				
Keyword				

International University of Japan

Graduate School of International Management (Master's Program)

2025 Spring Term

Course	Schedule code JDP2050101	Course title Primer for Industrial Development Policy	
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	Development of industries has large impacts on the economic development of a country. Hence, the government of many countries have attempted to form a strategy/policy for stimulating industries/enterprises. The industrial development is a result of performances by enterprises in each industry. Hence, it is necessary to grasp all the aspects surrounding industries including operations by enterprises for extracting necessary support actions by the government. For this purpose, this course first discusses background theories, then sees the development experiences of several Japanese industries to understand elements to be considered for industrial development including policies implemented by the Japanese government. These parts are mainly discussed focusing on the catch-up model of manufacturing industry. In addition, recent discussions mainly by international organizations are also introduced to understand the global trend of industrial development and support. Students are expected to consider the development of a specific industry of own and another country using experiences in Japan and other countries through assignments and a group work.
Learning Objectives & Goals	This course contributes to the achievement of 4 objectives of 3 learning goals mentioned below. For the purpose of accomplishment of these objectives, this course covers various issues related to industrial development in Japan and other countries.
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 (for 2-year MBA, JGDP): Able to demonstrate ability to formulate/define issues. MP2 (for 2-year MBA, JGDP): Able to demonstrate ability to analyze and compute. MF1 (for 2-year MBA, JGDP): Able to demonstrate understanding of management knowledge. MJ1 (for 2-year MBA, for JGDP): Able to demonstrate understanding of Japanese industries and manufacturing strategy.
Delivery Methods	Classroom and online lectures and discussions (hybrid class). But students are required to participate at a classroom except for the special cases.
Assessment	Final grades will be based on individual Weekly Assignments (10% x 3 assignments), Group Presentation (20%), Final Report (35%) and Class participation including discussions (15%). 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	Feedback will be sent to students individually by mail.

students for exams/papers						
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books	All reading articles except for those for Week 5 and 6 are available on internet. Students are expected to download them by themselves. <Week 1> Cimoli, M., Giovanni D., Richard R. N., and Joseph Stiglitz (2006) "Institutions and policies shaping industrial development: an introductory note". Lem Working paper series No. 2006/02. https://www.econstor.eu/bitstream/10419/89484/1/51214043X.pdf <Week 2> Dahlman, C. (2007) "Technology, globalization, and international competitiveness: Challenges for developing countries". Industrial development for the 21st century: Sustainable development perspectives, 29-83. https://sustainabledevelopment.un.org/content/documents/full_report.pdf#page=37 <Week 3> Aykut, D. and Goldstein, A. (2007) "Developing Country Multinationals: South-South Investment Comes of Age". Industrial development for the 21st century: Sustainable development perspectives, 85-116. https://sustainabledevelopment.un.org/content/documents/full_report.pdf#page=37 <Week 4> Suehiro, A. (2019) "Responses to the middle-income trap in China, Malaysia, and Thailand". Emerging states at crossroads, 27-47. <Week 5> "Japanese semiconductor: Why the Countries in the Top Position in the Semiconductor Industry Changed Three Times?" This material will be uploaded at Google Classroom. <Week 6> "Japanese Chemical Industry: Why has Japan been so late?" This material will be uploaded at Google Classroom. <Week 8> Cirera, X., and Maloney, W. F. (2017). Part II (Chapter 6&7) "The innovation paradox: Developing-country capabilities and the unrealized promise of technological catch-up". World Bank Publications. https://openknowledge.worldbank.org/server/api/core/bitstreams/b0b06101-6fa4-5ea8-9b5b-1f4f2b170c1f/content					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Orientation and Introductory lecture What is industrial development policy? Theoretical background of industrial development	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Please consider the situations of student's own country, where you are in the course of industrial development shown in the class.	1h
	2	Same as above	Same as above	h	Same as above	h
	3	Technology development,	Please read article of the week and	2h	Please consider the conditions of own	3h

		human resource development and capital provision for industries	prepare Questions and Interesting points for the discussion.		country and the possible area that your government and industry can apply lessons. Individual weekly assignment	
	4	Same as above	Same as above	h	Same as above	h
	5	Trade and investment (role of MNC: multi-national corporations) for industries in other countries	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 industry can apply lessons. Individual weekly assignment	3h
	6	Same as above	Same as above	h	Same as above	h
	7	Middle-income country's trap of industrial development	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 industry can apply lessons. Individual weekly assignment.	3h
	8	Same as above	Same as above	h	Same as above	h
	9	Lessons from growth and decline of Japanese industry: Semiconductor (Why could three take-overs happen? Internal demand for products and internal supply of human talents, importance of capital investment, rise of Asian competitors)	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 industry can apply lessons. Preparation for Group Presentation	3h
	10	Same as above	Same as above	h	Same as above	h
	11	Lessons from	Please read article	2h	Please consider the	3h

		uncompetitive Japanese industry: Chemical industry (Why were they so late in their development internationally? European superiority in chemical industry, difference from automobile and semiconductor industries?)	of the week and prepare Questions and Interesting points for the discussion.		conditions of own country and the possible area that your government and industry can apply lessons. Preparation for Group Presentation	
	12	Same as above	Same as above	h	Same as above	h
	13	Group presentations – Analysis of a industry in a specific country What can be learned from the Japanese and others' experiences for the development of industries in a specific country?	Preparation for the Group presentation	5h	Preparation of Final report	3h
	14	Same as above	Same as above	h	Same as above	h
	15	View of international organization on productivity for catch-up Summary	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Preparation of Final Report	8h
	16	Same as above	Same as above	h	Same as above	h
		Total				46h
Others	This course starts on "March 31st" (it is the first week class for this course). Most probably visits to a manufacturer not far from IUJ will be arranged (not yet confirmed).					

International University of Japan

Graduate School of International Management

2025 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 12:00~13:00, Friday	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, *History of Innovative Entrepreneurs in Japan*, 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/10.1007/978-981-19-19-9454-8 https://creativecommons.org/licenses/by-nc-nd/4.D/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 *The Atomic Business: Industrial, Financial, and Economic Issues of the Development of Nuclear Power over the 20th Century*, 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., *Social Science Japan Journal,* 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**", *Discuss Japan*, August 30, 2021. 4. Takeo Kikkawa, "**The Crisis of Capitalism and the *Gappon-shugi* of Shibusawa Eiichi**", XVIIth World Economic History Congress (WEHC), Session 20083 *Shibusawa Eiichi's gappon capitalism (ethical capitalism) as a model for developing countries in future global perspective*, 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**", *Discuss Japan*, 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, *Designing Artifacts*, 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.

Class Outlines	Class	Contents		
	1	Topic	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	Topic	Ownership and Management	
		Required preparation /homework	Reading Document #1	3h
		Required post-study	Review of discussions in the class	1.5h
	3	Topic	Business leader: Yasuzaemon Matsunaga (1)	
		Required preparation /homework	Reading Document #2	3h
		Required post-study	Review of discussions in the class	1.5h
	4	Topic	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	Topic	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)

2025 Spring 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 Tuesday, 9:00-18:00 Wednesday, 9:00-18:00 Other date: By appointment	E-mail
Class Schedule Day / Period	Fri.4～5		

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 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 is elective course among JGDP and will contribute to the following 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, gust 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	Required post-study

			/homework			
	1	Prof. Yamaguchi Course Introduction Lecture - Agriculture History of Edo Era in Japan - How Japan developed their Agriculture technology in the early stage	Read course materials and understand the objectives of the course Review Japan history after Edo Era for better understanding of the lecture	1h	Review the lecture materials and understand the learning points from Japan history in agriculture after Edo Era	1h
	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 Commercializatio n of Agriculture products and linkage between Agriculture and Food Case Method: CASE: (IUJ Original) "ORASHO" – new wave of Agriculture Food and Commercializatio n - New Type approach to the	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

		market in Agriculture business, 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 commercializatio n 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	Read course materials and understand the learning points of the class	1h	Review the lecture topics and application to own country/region situation	1h

		logistics for new products				
	6	Prof. Yamaguchi 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?	Read the course materials and summarize own opinion	1h	Debrief the group discussion and learning points for the future agriculture plan in own country/region	1h
	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	Read course materials and understand the learning points of the class	1h	Review the lecture topics and application to own country/region situation	1h

		Business model and new wage in 20th Century by 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	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

		Minami Uonuma area (temporary 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					

International University of Japan

Graduate School of International Management

2025 Spring Term

Course	Schedule code MGT1300	Course title Corporate Social Responsibility	
Name of Instructor	Tsutomu Yokose		Credits 1
Instructor's contact information	Office#	Office Hours Upon request	E-mail
Class Schedule Day / Period	Monday/ 14:40-16:10. 16:20-17:50 (Apr 7, 14, 21, 28) Tuesday / 10:30-12:00, 13:00-14:30 (Apr 8, 15, 22, 29)		

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

<table>
<tr><td></td><td>with social responsibility role.

This course provide 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.</td></tr>
<tr><td>Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)</td><td>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</td></tr>
<tr><td>Delivery Methods</td><td>interactive lecture, case method study, group discussion and presentation</td></tr>
<tr><td>Assessment</td><td>
<table>
<tr><td></td><td colspan="6">Learning Objectives</td></tr>
<tr><td>Assessment methods</td><td>MS-1 (MBA) (ISEP)</td><td>MS-2 (MBA) (ISEP)</td><td>MS-3 (MBA) (ISEP)</td><td>MD-1 (MBA) MI-3 (ISEP)</td><td>MI-4 (ISEP)</td><td>MM-2 (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>
<tr><td>Group Presentation</td><td>20%</td><td>20%</td><td>20%</td><td></td><td>20%</td><td>20%</td></tr>
<tr><td>Case Memos (4 times)</td><td>30%</td><td>30%</td><td>30%</td><td>40%</td><td>30%</td><td>30%</td></tr>
<tr><td>Individual Final Report</td><td>30%</td><td>40%</td><td>40%</td><td>50%</td><td>40%</td><td>40%</td></tr>
</table>
</td></tr>
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	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 memos, final papers and other academic related reports, is not permitted.
Prerequisites	None
Method of Feedback 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
Required Textbook(s)	<HBS Articles> The Truth about CSR Harvard Business Review – January February 2015,
Reference Books	None
Other Materials	Cases; ● CSR and the Tobacco Industry Universite De Geneve 713-067-1 ● Royal Dutch/Shell in Nigeria(A) HBS 9-399-126 ● Apple: Privacy vs Safety? (A) HBS 9-316-069 ● "Enrich Not Exploit": Can New CSR Strategy Help Body Shop Regain Glory? ICMR 717-0073-8 ● Case for the final report will be assigned separately

Class Outlines	Class	Contents		
	1	Topic	◆ Definition of CSR ◆ Stakeholder analysis ◆ Industry level CSR	
		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: CSR and the Tobacco Industry (case memo submission)	
		Required preparation	Assigned questions (case memos and group discussion 1-3) 1. Who are the stake holders? and what are the key issues?	4.0h

		/homework	2. What CSR strategies or initiatives would your recommend to the board? 3. Should the tobacco industry be regulated? To what extent and in what ways? 4. What should the CEO propose to the board meeting?	
		Required post-study	Review own case memos depending upon lecture	1.0h
	3	Topic	◆ Influence of market and institutional failures to business ◆ Corporate citizenship ◆ Corporation's role in protecting human rights and the environment	
		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	Case: Royal Dutch/Shell in Nigeria(A) (case memo submission)	
		Required preparation /homework	Assigned questions (case memos 1-3, group discussion 4-5) 1. Why has Shell become the subject of criticism and controversy? 2. During its time in Nigeria, what, if anything, should Shell have done differently ? 3. What is your appraisal of Shell's stated business principle of noninvolvement in political matters? 4. (Group discussion) As Brian Andersen, what would you recommend to Shell's Committee of Managing Directors regarding the death sentence for Saro-Wiwa and his co-defendants? What, if anything, would you do personally about this matter? 5. (Group discussion) What advice would you give Shell's leadership going forward? What the about the liquefied nature gas projects?	4.0h
		Required post-study	Review own case memos depending upon lecture	1.0h
	5	Topic	◆ New CSR challenges in digital age ◆ Tensions between responsibilities to customers and responsibility to society ◆ Avoidance or prevention of harms ◆ Reconciliation of potential tensions among business leader's	

			responsibility in global context	
		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: Privacy vs Safety? (A) (case memo submission)	
		Required preparation /homework	Assigned questions s (case memos 1-3, group discussion 4-5) 1. If you were Cook, would you comply with the court order to help the FBI access the data on the iPhone used in the San Bernardino shooting? Why and why not? 2. What are Apple's responsibilities for public safety? 3. What are Apple's responsibilities for customer privacy? Does Cook have additional responsibilities to take into account in this situation? If so, what are they? 4. (Group discussion) Does your answer to providing access vary with the government agency or national government requesting the data? Why or Why not? 5. (Group discussion) Is there a way for Cook to resolve the apparent tensions among these various responsibilities?	4.0h
		Required post-study	Review own case memos depending upon lecture	1.0h
	7	Topic	CSR issues and challenges caused by M&A Leadership role in the newly settled CSR strategy after M&A Analyze CSR strategy from the new sustainable initiative views The way to regain leadership position and ethical business	
		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 memo 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?	8.0h

			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 tackled?	
		Required post-study	Review own case memos depending upon lecture Final Report preparation and submit	1.0h 6.0h
	9	Topic		
		Required preparation /homework		h
		Required post-study		h
	10	Topic		
		Required preparation /homework		h
		Required post-study		h
	11	Topic		
		Required preparation /homework		h
		Required post-study		h
	12	Topic		
		Required preparation /homework		h
		Required post-study		h
	13	Topic		
		Required		h

		preparation /homework		
		Required post-study		h
	14	Topic		
		Required preparation /homework		h
		Required post-study		h
	15	Topic		
		Required preparation /homework		h
		Required post-study		h
	16	Topic		
		Required preparation /homework		h
		Required post-study		h
			Total	37.0h
Others				
Keyword				

International University of Japan

Graduate School of International Management (Master's Program)

2025 Spring Term

Course	Schedule code MGT1330101	Course title Field Study	
Name of Instructor	Li, Wenkai		Credits 4
Instructor's contact information	Office#	Office Hours After class or by appointment	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The student will work in a company of an overseas region/country organized by JICA, as a volunteer.			
Learning Objectives & Goals	The student will contribute to the development of the overseas region/country by working as a volunteer. At the same time, the student will gain practical working experiences, and collect real world data during the field study.			
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	RK3:Identify instruments and the ways and means to help resolve international conflicts RS3:Demonstrate scholarly and critical analysis of international issues RS4:Demonstrate capability to interact and engage in policy debate on international affairs RA1:Apply multidisciplinary approach in policy analysis and evaluation RA3:Develop intellectually stimulating innovative ideas in policy making RA4:Equip with skills and knowledge necessary for successful careers in government and diplomacy, international businesses, non-governmental organizations, and international organizations [For MBA] MF1: Able to demonstrate understanding of Management Knowledge			
Delivery Methods	By email or video calls.			
Assessment	Through the progress report submitted by the student			
Prerequisites				
Method of feedback from instructor to students for exams/papers	By email or video calls.			
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	None			

International University of Japan

Graduate School of International Management (Master's Program)

2025 Spring Term

Course	Schedule code MGT1330102	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)
2025 Spring Term

Course	Schedule code MGT2010101	Course title Human Resource and Global Talent Management	
Name of Instructor	Hirose, Shinichi		Credits 2
Instructor's contact information	Office#	Office Hours By ad-hoc appointment (flexible). You can also ask questions etc., during the lunch break or after the class	E-mail
Class Schedule Day / Period	Fri.4～5		

Course Description	This course covers fundamental human resource management (HRM) and global talent management (GTM) concepts, especially in globally deployed organizations. It provides a practical understanding of significant issues and typical challenges. The contents of human resource management (HRM) lay the foundations for people management practices. Likewise, the materials included in global talent management (GTM) expose the class participants to international organizations' most contemporary people management challenges. Another focal point of this course is assessing and developing globally diversified people. We examine various methods for people evaluation and training. [CAUTIONARY NOTICES] ** Actual HRM practices are quite different from organization to organization. ** Also, due to the differences in regularity laws among countries, the detailed applicability of specific HRM practices differs from country to country. ** Therefore, this course provides fundamental topics that are highly similar worldwide. We do not have time to discuss country- or organization-specific issues outside this course's scope. ** Topics on GTM are primarily applicable worldwide compared with HRM topics.
Learning Objectives & Goals	Under the umbrella concept of human resource management, we learn the following four topics: - Job Grading and Compensation Structure - Succession Planning and Advancement Procedures - People and Organization Development (OD) - People Analytics Under the umbrella concept of global talent management, we learn the following three topics: - Global Mobility - Expatriate Management - Local Workforce Management

	Associated with the assessment and development of people, we consider the following aspects: - Assessment Techniques and Procedures - Ensuring Fairness [Career Relevance] This course is suitable for students who seek a more profound understanding of people and organization management in a global context. The knowledge and skills expected to be acquired in this course are also highly relevant to those pursuing general management and human resource careers. [Course Context and Rationalization] Global organizations today face competitive challenges regarding the speed of their people's deployment worldwide. As a result, organizations can no longer rely on their headquarters for global mobility management (hub-and-spoke structure). Still, they must operate under a "distributed network" so that regional operations can directly access other regions' resources without interacting with their headquarters. Another critical issue is assessing and developing a highly diverse group of people. Organization members should perceive any assessment as fair and provide management with valid and non-biased findings. Similarly, people development activities must appropriately and adequately impact diverse people with customized approaches.
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 2MBA and IMBA] MM1: Able to demonstrate the sensitivity to different perspectives and opinions of those from different international backgrounds 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 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 MF1: Able to demonstrate understanding of Management Knowledge [For DXP] MF7: Able to demonstrate understanding of Business Knowledge MT3: Able to implement digital transformation while taking into account organizational and environmental implications
Delivery Methods	Delivery Methods: 1. Case discussions 1.1. Group discussion 1.1.1. ALL students MUST join the breakout with individual preparation by reading and analyzing the case material(s) 1.2. Class-wide discussion, where each student is expected to speak up individually

	2. Lectures (includes critical concepts of the week, supplementary topics, and the case wrap-up)
Assessment	- Weekly Case Memos (submit 1 to 3 pages of analysis memo, with a minimum of 300 words of original writing), for Weeks 2, 3, 4, 5, 6, and 7 (six submissions): 18% - Class Participation (active involvement in discussions, in terms of quality and impact): 20% - Peer Evaluation (discussion group member survey, conducted during the final class): 20% - Week 7 Post-lecture Report (Week 7, submission due AFTER the class) 20% - Final Essay due before Week 8 session: 22%
Prerequisites	The Organizational Behavior course or equivalent upfront.
Method of feedback from instructor to students for exams/papers	- Pass/Fail for Case Memos - The criteria for others are based on the predefined Rubrics available on Google Classroom before the assignment. Case Memos, the WK7 Report, and the Final Essay should be submitted to the designated locations on Turnitin. Feedback for these outputs will also be given on Turnitin. - Participation and Peer Evaluation results are reported on Google Classroom.
Textbook(s)	Required: a)Title: ISE HUMAN RESOURCE MANAGEMENT : gaining a competitive advantage, b)Edition: 13, c)Author: Noe, R. A., Hollenbeck, et al., d)Publisher: MCGRAW-HILL EDUCATION, e)Year: 2022, f)ISBN: 1265064016 Reference Books / Journal Articles: a)Title: International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM), b)Edition: 6, c)Author: Tarique, I., Briscoe, D. R., & Schuler, R. S., d)Publisher: Routledge, e)Year: 2022, f)ISBN: 1138489509 a)Title: Global talent management, b)Edition: 2, c)Author: Scullion, H., & Collings, D. G., d)Publisher: Routledge, e)Year: 2018, f)ISBN: 0415871716 a)Title: Industrial/organizational psychology : understanding the workplace, b)Edition: 6, c)Author: Levy, P. E., d)Publisher: Worth Pub, e)Year: 2020, f)ISBN: 1319324735 a)Title: People Analytics For Dummies, b)Edition: , c)Author: Mike West, d)Publisher: John Wiley & Sons, e)Year: 2019, f)ISBN: 1119434769
Note on Textbooks and Reference Books	Case material change for Week 7 (People Analytics): Previous year: Hitachi This year: People Analytics at McKinsey [HBS, 14 pages, 418023-PDF-ENG]

Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	INTRODUCTION	- Read Primary Textbook: Browse Chapters 1 and 2 for Figures and Tables - Read and	4h		h

			Analyze Case: Global Talent Management at Novartis [HBS, 17 pages] * Case Memo submission is NOT required for Week 1, but make sure that you prepare for the class discussion based on the case by carefully reading the material. (Week 1 Case Questions) 1. Is there one universal way for a multinational company to encourage and empower its employees worldwide to exert maximum eff ort and be accountable for their results? Further, isthere one comprehensive way to motivate scientists, salespeople, and other professionals? Please develop and prepare your reasons for your answer. 2. Please evaluate the potential eff ectiveness (pros and cons) of Novartis's standardized system for			

			performance measurement around the world. Also: 1) Would you advise Novartis torequire the use of a "normal"/bell-shaped grading distribution around the world? 2) What would your strategy be for managing those who rank consistently at the bottom of Novartis'sperform ance distribution? Would you choose to act like GE and dismiss them after a certain probation period, or otherwise? 3. Please evaluate Novartis's strategy for dealing with talent management challenges in China. If you were put in charge of the China operation, what changes would you make to dealwith the turnover problem?			
	2	INTRODUCTI ON	(included above)	4h		h
	3	Job Analysis and Work Design	- Read Primary Textbook: Skim Ch. 4. Skip columns. - Read and Analyze Case: Jack Smith (A) (B) (C) [HBS, 9+3+4	2h		h

			pages] *Case Memo submission is required from this week. Detailed submission method instructions take place in Week 1. ** For case questions for Week 2 and ahead, please refer to the "Weekly Case Questions" to be uploaded to the Classroom portal.			
	4	Job Analysis and Work Design	(included above)	2h		h
	5	Foundations of Global Talent Management	- Read Secondary Textbook: “Global Talent Management (Scullion)” Ch.1 and 2; [Subtext (Briscoe et al.)***], and Ch. 8 and Ch. 10 of Main Textbook (optional) *** The PDF fi le for the part of the reading assignment will be made available on the Classroom portal in advance in the form of a protected PDF fi le. - Read and Analyze Case: A.P. Møller - Maersk Group: Evaluating Strategic Talent Management Initiatives [HBS, 20 pages] *Submit case	3h		h

			memo of the week on time.			
	6	Foundations of Global Talent Management	(included above)	3h		h
	7	HR Acquisition and Preparation	- Read Primary Textbook: Skim Chapters 5, 6, and 7. Skip Columns. - Read and Analyze Case: The War for Management Talent in China [HBS/Case Centre] - There are SIX (6) cases that you need to purchase for this session (five from HBS and one from Case Centre). Please make sure that you get all of them. The Case Centre piece is critical for discussion. *Submit case memo of the week on time.	3h		h
	8	HR Acquisition and Preparation	(included above)	3h		h
	9	Employee Assessment, Development, Retention, Compensation, and Incentives	- Read Primary Textbook: Skim Chapters 8, 9, 10, 11, and 12, then browse Ch. 13. Focusing on the Figures and Diagrams would be a good strategy to study voluminous text for this week. - Read and Analyze Case: Baker & McKenzie (A) [HBS, 27	4h		h

			pages, 9-408-008] * Submit the case memo of the week on time.			
	10	Employee Assessment, Development, Retention, Compensation, and Incentives	(included above)	4h		h
	11	People Analytics	[PREPARATIONS] - The pre-reading assignment from the book "People Analytics for Dummies." - The required reading range is: Ch.17 Ten Myths, and Ch.18 Pitfalls (pp.397-422) - This book is accessible through the MLIC Library service (both printed and eBook). - Read and Analyze Case: People Analytics at McKinsey [HBS, 14 pages, 418023-PDF-ENG] * Submit the case memo of the week on time.	3h		h
	12	People Analytics	- Submit the Learnings Report AFTER the Session	3h	Write up a Post-lecture Report and submit	3h
	13	Expatriate Management	- Read Secondary Textbook: Skim Ch. 9.*** *** The excerpt PDF for the book's assigned part(s) will be made available on the	3h		3h

			Classroom portal in the form of a protected PDF fi le. - Read and Analyze Case: Solvay Group: International Mobility and Managing Expatriates [HBS, 42 pages, 9-409-079] * Submit the case memo of the week on time.			
	14	Expatriate Management	(included above)	3h		h
	15	General Review and Wrap-up	- Skim Primary Textbook: Ch. 16. - Read and Analyze Case: WeaveTech: High Performance Change [HBS | 9-914-553 |12 pages] * Submit the Final Essay on time.	8h		h
	16	General Review and Wrap-up	(included above)	3h		h
		Total				61h
Others	- This syllabus is the first version.					

International University of Japan

Graduate School of International Management (Master's Program)

2025 Spring 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 After class or by appointment.	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 and Trends in Emerging Markets Case: Global Wine War	Case: Read and prepare the case analysis	2h	Review class PPT	0.2h
	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	Readings: Chinese business leaders book	3h	Review class PPT	1h

		Chinese Business 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)

2025 Spring 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 After class or by appointment.	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: Busness 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: 9, c)Author: Grant, R. M., d)Publisher: John Wiley & Sons, e)Year: 2016, 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: 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: Strategy needs creativity: An analytical framework alone won't reinvent your business <Week 4> (Session 7 & 8) Zhang-Zhang et al. An Eco-Systematic View of Cross-Sector Fintech: The Case of Alibaba and Tencent <Week 5> (Session 9 & 10) McKinsey: Strategy for a digital world <Week 6> (Session 11 & 12) MIT: Five Myths about Digital Transformation <Week 7> (Session 13 & 14) HBR: How Pixar Fosters Collective Creativity <Week 8> (Session 15 & 16) Teece, Raspin & Cox: Plotting Strategy in a Dynamic World

Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	S1&2: Introduction and history of Corporate	Readings: SCL Chapter 2 & above mentioned article & short case	2h	Review class note and PPT	1h

		Strategy Case: Edward Jones Case: Edward Jones in 2006: Confronting Success (Rev. 2012)	(distributed in Google Classroom)			
	2	S3&4: From Business strategy to corporate strategy Case: Coca-Cola in 2011: 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: Internal governance and strategy execution Case: Alibaba Group	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: The logics of Acquisition Case: TESLA MOTORS: Business Model Configuration	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: SME's Corporate Strategy Case: QooApp-Japanese character based Video game platform	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: Business Model Innovation	Readings: SCL Chaps 13, 14 & above mentioned	3.5h	Review class note and PPT Application to the	1h

		Guest Speaker	article Case: Read and prepare the case analysis		actual company	
	8	S15&16: Overview: Actual company presentation (Guest Speaker TBD)	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 Managememnt 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 Buisness 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. Havradr 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 (Master's Program)

2025 Spring Term

Course	Schedule code MGT2210101	Course title Strategies for Digital Disruption	
Name of Instructor	Wakayama, Toshihiro		Credits 2
Instructor's contact information	Office#	Office Hours By appointment	E-mail
Class Schedule Day / Period	Thu.4～5		

Course Description	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 related 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 & Goals	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.
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(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. MF1(MBA, JGDP, DXP): Able to demonstrate understanding of Management Knowledge. MF6(MBA): Able to demonstrate understanding of Data Analysis and Digital Technology. MD3(IMBA): Able to demonstrate ability to make a strategic decision under pressure.

	MT2(DXP): Able to employ suitable technology element to create a business or add competitive value to an organization MT3(DXP): Able to implement digital transformation while taking into account organizational and environmental implications.
Delivery Methods	Case-based, supplemented by mini lectures on core concepts such as blockchain.
Assessment	Final Exam (Case Analysis): 60% Class Participation: 40%
Prerequisites	None.
Method of feedback from instructor to students for exams/papers	Comments and further questions in class on the case analysis assignment. Detailed feedback, written or online session, upon request on the final exam.
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: The Blockchain and the New Architecture of Trust, b)Edition: , c)Author: , d)Publisher: MIT Press, e)Year: 2018, f)ISBN: a)Title: Competing in the Age of AI, b)Edition: , c)Author: , d)Publisher: HBR Press, e)Year: 2020, f)ISBN: a)Title: Blockchain Science, b)Edition: 3, c)Author: , d)Publisher: Inverted Forest, e)Year: 2019, f)ISBN:
Note on Textbooks and Reference Books	Readings -------- - Blockchain for managers, IESE, 2019, IES745-PDF-ENG [Must be purchased] - What is disruptive innovation? HBR, 2015 [Placed in the course folder "Supplemental Materials"] - Blockchain is changing how media and entertainment companies compete, MIT SMR, 2018 [Placed in the course folder “Required Materials”] 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, 2020, 718481-PDF-ENG ・ Maersk: Betting on Blockchain, HBS, 2018, 518089-PDF-ENG ・ Tailor Brands: AI-driven branding, HBS, 2018, 519017-PDF-ENG ・ Voice War: Hey Google vs. Alexa vs. Siri, HBS, 2020, 718519-PDF-ENG ・ AirBnB, Inc., McGraw Hill, 2023, MH0072-PDF-ENG ・ AccorHotels’ Digital Transformation: A Strategic Response to Hospitality Disrupter AirBnB, IMD, 2017, IMD885-PDF-ENG

Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Disrupter-	Read and analyze	6h		h

		disruptee battles in retail industry I	the case "Amazon: Merging digital and physical worlds for market growth". Read "What is disruptive innovation?" if you are unfamiliar with "disruptive innovation". Read the slide sets for this week and try to answer the questions posted there.			
	2	Continuation of Class 1.		h		h
	3	Disrupter-disruptee battles in retail industry II	Read and analyze the case "Walmart Inc. takes on Amazon.com". Read the slide sets for this week and try to answer the questions posted there.	6h		h
	4	Continuation of Class 3.		h		h
	5	Blockchain-enabled disruption I	Read "Blockchain for managers". Read "Blockchain is changing how media and entertainment companies compete. Read the slide sets for this week and try to answer the questions posted there.	6h		h
	6	Continuation of Class 5.		h		h
	7	Blockchain-enabled disruption II	Read the case "Maersk: Betting on blockchain". Read the slide sets for this week and	6h		h

			try to answer the questions posted there.			
	8	Continuation of Class 7.		h		h
	9	AI-powered disruptive strategies I	Read the case "Tailor brands: AI-driven branding". Read the slide sets for this week and try to answer the questions posted there.	6h		h
	10	Continuation of Class 9		h		h
	11	AI-powered disruptive strategies II	Read the case "Voice war: Hey Google vs. Alexa vs. Siri". Read the slide sets for this week and try to answer the questions posted there.	6h		h
	12	Continuation of Class 11		h		h
	13	Disruptive impacts of digital sharing economies I	Read the case "AirBnB, Inc.". Read the slide sets for this week and try to answer the questions posted there.	6h		h
	14	Continuation of Class 13.		h		h
	15	Disruptive impacts of digital sharing economies II	Read the case "AccorHotels' digital transformation: A strategic response to hospitality disrupter AirBnB". Read the slide sets for this week and try to answer the questions posted there.	6h		h
	16	Continuation of Class 15 and		h	Review of selected cases and	10h

		course wrap-up			submission of a case analysis report.	
		Total	58h			
Others						

International University of Japan

Graduate School of International Management

2025 Summer Term

Course	Schedule code MGT2240	Course title Global Strategy in the Digital Age	
Name of Instructor	Toshiro Wakayama		Credits 1
Instructor's contact information	Office#	Office Hours By appointment	E-mail
Class Schedule Day / Period	6/20 (Friday, 3&4 periods), 6/21 (Saturday, 3&4 periods), 6/23 (Monday, 4&5 periods) and 6/24 (Tuesday, 4&5 periods)		

Course Description	Today, competitions in many industries and in many parts of the world are becoming increasingly global due to the rapid rise of emerging economies, continuously integrated world economies, and more recently game-changing advances in digital technologies. Global strategy is about winning such competitions and it takes place on the "global chess board" where the scope of actual or intended business engagement is the entire globe. In such competitive circumstances, even a domestic competition would not complete its story unless interpreted in the context of global-scale competitive advantage. This course examines the forefront of such global competitions by focusing on industries where the impacts of digital technologies are most prominent. Analytically, the overarching framework deployed throughout the course is the conflicting/competing strategic objectives of global integration (driver for uniformity) and local adaptation (driver for variation). These competing strategic priorities, however, can coexist and can be even mutually reinforcing in actual competitive pursuits of global or globalizing firms. The three pillars of capabilities to cultivate throughout the course are: • To understand impacts of digital technologies on how firms compete globally. • To gain insights on how firms succeed in turning global presence into global competitive advantage, particularly through active deployment of digital technologies. • To appreciate what it takes to pursue both global integration and local adaptation to compete effectively in the digitally-powered business environment today.
Learning Objectives & Goals	
Contribution to the Diploma Policy (knowledge, skills	This course fulfills the following MEXT learning objectives: MBA, MF6: Able to demonstrate understanding of Data Analysis and Digital Technology

and attitude which can be acquired through this course for obtaining the degree concerned)	DXP, MT1: Able to understand the latest technology trend DXP, MT2: Able to employ suitable technology element to create a business or add competitive value to an organization DXP, MT3: Able to implement digital transformation while taking into account organizational and environmental implications
Delivery Methods	Case-based teaching.
Assessment	Final exam: 60% Class participation: 40%

	Learning Objectives				
Assessment methods	(1)	(2)	(3)	(4)	(5)
Class Participation					
Group Presentation					
Midterm Exam					
Final Exam					
Peer Review					
Final Report					
Any other methods					
Weight on Final Grade					

Prerequisites	"Strategic Management" at GSIM/IUJ or its equivalent.
Method of Feedback for Exams/Papers	Scores of individual case questions with explanation when needed or requested.
Required Textbook(s)	None.
Reference Books	
Other Materials	Case materials (Required) (1) Netflix: International Expansion, 2016, W16236 (2) The Video-streaming Wars in 2019: Can Disney Catch Netflix? 2020 (revised), 9-519-094 (3) Uber: Competing Globally, 2022 (revised), 9-720-404 (4) Uber vs. Didi: The Race for China's Ride-hailing Market, 2017 (revised), IN1306

Class Outlines	Class	Contents		
	1	Topic	Netflix and its digitally-powered, rapid globalization	
		Required preparation	Read and analyze the case "Netflix: International Expansion" Read the class note for this week and answer the case questions	6 h

		/homework	posted there.	
		Required post-study		h
	2	Topic	Netflix and its digitally-powered, rapid globalization	
		Required preparation /homework	Continuation of Class 1.	h
		Required post-study		h
	3	Topic	Disney's strategy for the digital age: Can Disney catch Netflix?	
		Required preparation /homework	Read and analyze the case "The Video-streaming wars in 2019: Can Disney Catch Netflix?". Read the class note for this week and answer the case questions posted there.	6 h
		Required post-study		h
	4	Topic	Disney's strategy for the digital age: Can Disney catch Netflix?	
		Required preparation /homework	Continuation of Class 3.	h
		Required post-study		h
	5	Topic	Uber exploits "digital network effects".	
		Required preparation /homework	Read and analyze the cases "Uber: Competing Globally". Read the class note for this week and answer the case questions posted there.	6 h
		Required post-study		h
	6	Topic	Uber exploits "digital network effects".	
		Required preparation /homework	Continuation of Class 5.	h
		Required post-study		h
	7	Topic	Uber vs. Didi.	
		Required preparation	Read and analyze the case "Uber vs. Didi: The Race for China's Ride-hailing Market".	6 h

		/homework	Read the class note for this week and answer the case questions posted there.	
		Required post-study		h
	8	Topic	Uber vs. Didi.	
		Required preparation /homework	Continuation of Class 7. Wrap-up.	h
		Required post-study	Review of selected cases and submission of a case analysis report	10 h
			Total	34 h
Others				
Keyword				

International University of Japan

Graduate School of International Management

Academic Year: 2024/2025

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	June 16 (Mon)- 13:00-14:30, 14:40-16:10 June 17 (Tue)- 13:00-14:30, 14:40-16:10 June 18 (Wed)- 10:30-12:00, 13:00-14:30, 14:40-16:10 June 19 (Thu) - 13:00-14:30, 14:40-16:10, 16:20-17:50		

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	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

<table>
<tr><td>for obtaining the degree concerned)</td><td>possibly conflicting opinions of those from different international backgrounds
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
ML-7 Able to demonstrate understanding of fundamental business knowledge</td></tr>
<tr><td>Delivery Methods</td><td>Assessment center approach, activities, interactive lecture, group discussion, class discussion, case method discussion, role playings,</td></tr>
<tr><td>Assessment</td><td>
<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 4)</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.</td></tr>
<tr><td>Prerequisites</td><td>Organizational Behavior course</td></tr>
<tr><td>Method of Feedback for Exams/Papers</td><td>One on one feedback upon request</td></tr>
<tr><td>Required Textbook(s)</td><td>None</td></tr>
<tr><td>Reference Books</td><td></td></tr>
</table>

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

Class Outlines	Class	Contents		
	1	Topic	Leadership role What are the leadership roles? “Leadership activities”	
		Required preparation /homework	Read course materials in advance and prepare for the discussion	1.0 h
		Required post-study	Review the class discussion	0.5 h
	2	Topic	Leadership Case Video: Shackleton Assigned questions 1. What are the key factors of Shaclton’s behavior in surviving such crisis? 2. How his behavior influenced people? 3. Compare Shaclton’s leadership and your leadership	
		Required preparation /homework	Read the course materials in advance for the discussion	1.0 h
		Required post-study	Review the class discussion	0.5 h
	3	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	3.0 h
		Required post-study	Review the course materials	0.5 h
	4	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	1.0 h
		Required post-study	Review the course materials	0.5 h
	5	Topic	The assessment of your leadership competencies - Part 1 In-Box simulation	
		Required preparation /homework	Read the company guide well for the simulation	2.0 h
		Required post-study	none	0 h
	6	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
	7	Topic	Group Discussion 2 Reviewing leadership behavior of team members and myself during the assessment center exercise at Day 3	
		Required preparation	Read the company guide in advance for the group discussion	1.0 h

		/homework		
		Required post-study	Read the course materials for the summary	1.0 h
	8	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.	
		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	1.0 h
	9	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	3.0 h
		Required post-study	Review course materials	1.0 h
	10	Topic	Summary and Wrap up Individual feedback from other class/group members	
		Required preparation /homework	Prepare feedback sheet and read course materials for the discussion	1.0 h
		Required post-study	Read the case for final report and prepare the final report, submit (Final Report preparation and submit)	4.0 h
			Total	40.0 h
Others				
Keyword				

International University of Japan

Graduate School of International Management (Master's Program)

2025 Spring Term

Course	Schedule code MGT2340101	Course title Business Presentation	
Name of Instructor	Ahmed, Mohammed Khurshid		Credits 2
Instructor's contact information	Office#	Office Hours By appointment	E-mail
Class Schedule Day / Period	Tue.4～5		

Course Description	Presentation is the killer skill we take into the real world."--The McKinsey Mind. "Presentation...[is] a core skill for the twenty-first century."--Chris Anderson, Head of TED. This course could also be seen as a course on "Power Presentation." Both GSIM and GSIR students can take this course. The ability to present persuasively has become a key to successful professional career in today's world, particularly careers involving management and leadership positions. This course will be offered in a F2F (Face-to-Face) classroom setting. It will help you develop a clear understanding of and skills for primarily face-to-face presenting; it will also provide opportunities for virtual presenting. In this course, you will learn about both content and delivery in presenting. You will learn about how to create a powerful core message, and how to develop your core message through clear logical structuring. You will also develop skills for story telling—a powerful way in presenting. You will learn how to emotionally engage your audience and then logically convince them, with the aim to effectively persuade them to take the action you want them to. Additionally, you will develop understanding of and skills for natural delivery. You will develop your ability to talk to your audience directly, simply, and confidently. You will also learn about effectively giving peer feedback on the presentations of your classmates, as well as, receiving feedback as a presenter yourself from your classmates and the instructor. Giving and receiving feedback on presentations greatly helps you develop yourself as an effective presenter. Fundamentally, this course is designed to increase your understanding and awareness of the importance of persuasive communication, to learn more about the concepts and theories associated with it and how to apply them in a simple, practical, logical, and thoughtful way. Fundamental to this is influence, or how you move people to your way of thinking with or without formal authority. The success of anything you set out to achieve in business or profession will depend largely on your ability to influence others to support, act, fund, buy, vote, etc.

	This is an intensive and fast-paced course. It has highly interactive and enjoyable classroom dynamics. Students will actively participate and make positive contributions to the class. The short-term benefit of this course will be your ability to formulate and deliver effective class presentations during your IUJ study. In the long run, you will develop communication skills vital for your professional development and advancement.
Learning Objectives & Goals	This is both a deeply conceptual and a highly practical course. It focuses on developing "presenter's mindset," "psychological presence," and "audience empathy," as well as, practical skills for effective presentations. It builds up your confidence as a presenter in front of an audience (face-to-face or virtual). At the conclusion of this course, students will: ○ be able to speak simply, logically and assertively; ○ be more confident, understand nervousness and be able to work to overcome it; ○ be able to structure and deliver a clear, logical, prepared presentation to an audience, based on value to the audience; ○ understand the concept of messaging, and know how to find, construct and deliver a strong and sticky message; ○ understand how, and be able, to constructively address emotion in an audience through verbal and nonverbal communication; ○ be able to deliver naturally in a conversational style; ○ be able to talk to the audience directly in virtual space; ○ be able to give and receive constructive feedback on classmates' presentations.
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] MM3: Able to acquire skills to communicate with people from diverse international backgrounds. ML2: Able to listen well and have empathy with other people. [For IDP_ID] DK5: Be able to articulate and communicate messages to policymakers that are major influences on the issues concerned. DS4: Demonstrate capacity to communicate main messages on development policies and reforms to all stakeholders, including policy makers, academia, and civil society, in an easy language to facilitate the process of economic reforms DA1: Enthusiastic and great initiative to think development issues in logical, critical, and creative ways [For IDP_Econ] ES4: With effective communication skills for formulating economic arguments, providing insight and advice to both government and private sector stakeholders on economic and public issues EA1: Enthusiastic and great initiative to think in logical, critical, and creative ways

Delivery Methods	Classes will be offered F2F (Face-to-Face) in a classroom setting. There will be sixteen 90-minute sessions. In addition, separate feedback and consultation sessions will be provided for the team presentations in group meetings outside the classroom setting. There will be interactive lectures, group discussions, and presentation activities. Google Classroom will be used to share course information and materials and participate in any written class discussions and communications. In addition, a suitable presentation tool, easily accessible, will be used for virtual presenting. Since this course is designed to develop both sound conceptual understanding and practical skills, presentation training occupies 50% of the classroom time. The training part is highly individualized. The course consists of lectures, group discussions, interactive exercises, and a series of individual & team presentations with immediate constructive feedback. In addition to text materials from various sources, the course will make use of a series of selected TED-talks for modelling and in-class discussions. Examples of expert presenters and presentation commentators from YouTube and other video sources will also be used. Links to expert websites, TED talks, YouTube videos, and some other online sources will be provided for follow-up self-study and development after the course. Each week, the sessions will usually begin with individual presentation activities, applying the learning and the giving and receiving of feedback. There is as much practice as possible in speaking in group environment, and receiving helpful feedback from peers and the instructor. These activities will be followed by interactive lectures and active discussions, leading to assigned presentation and discussion activities for the following week.
Assessment	Demonstrating persistent efforts and development in individual and team presentations, active class participation, and positive contributions to class dynamics & group work are crucial parts of the learning experience in this course. Regular and timely attendance would greatly contribute to all these achievements. The final grade will be based on: o Team presentations (mid-term and final): 50% o Individual presentations (both F2F and virtual): 30% o Engagement, as demonstrated by consistent and clear presence in the classroom, preparedness based on assigned readings, active involvement in and positive contributions to class activities and discussions, giving and receiving peer feedback comments, and doing positive group work for team presentations: 20%
Prerequisites	This course does not require any prior training or experience in oral presentations. However, students with prior training or experience will also find this course useful to further develop their conceptual understanding and practical skills. This course is offered to all the IUJ students. Students in any GSIM or GSIR program (including exchange programs) may enroll.

Method of feedback from instructor to students for exams/papers	Given the focus of this course on oral presentations, peer feedback and instructor's feedback in real time on individual presentations will be given. Feedback will be based on clear assessment criteria. Instructor will also provide video feedback. For the mid-term and the final team presentations, group meetings with the instructor outside the classroom setting will be held. The instructor will provide feedback based on clear grading criteria. After the course has ended, through individual meetings, the instructor will provide opportunities for detailed feedback on a student's performance in terms of their individual presentation activities, team presentations, and engagement. Recommendations for future development of presentation skills through self-learning will be provided.
Textbook(s)	Required: a)Title: Powertalk Training Resource Book, b)Edition: , c)Author: Robert Burnside, d)Publisher: , e)Year: , f)ISBN: a)Title: Talk Like TED, b)Edition: , c)Author: Carmine Gallo, d)Publisher: St. Martin's Press, e)Year: 2014, f)ISBN: Reference Books / Journal Articles: a)Title: Presentation Zen, b)Edition: 2nd , c)Author: Garr Reynolds, d)Publisher: New Riders, e)Year: 2012, f)ISBN: a)Title: Presenting to Win, b)Edition: , c)Author: Jerry Weissman, d)Publisher: Pearson Education, e)Year: 2009, f)ISBN: a)Title: Presence, b)Edition: , c)Author: Amy Cuddy, d)Publisher: Little, Brown, and Company, e)Year: 2015, f)ISBN: a)Title: Influence: The Psychology of Persuasion, b)Edition: , c)Author: Robert Cialdini, d)Publisher: Harper Business, e)Year: 2006, f)ISBN: a)Title: The 7 Triggers to Yes: The New Science Behind Influencing People's Decisions, b)Edition: , c)Author: Russell Granger, d)Publisher: McGraw-Hill, e)Year: 2008, f)ISBN: a)Title: To Sell is Human: The Surprising Truth About Moving Others, b)Edition: , c)Author: Daniel Pink, d)Publisher: RiverHead Books, e)Year: 2012, f)ISBN: a)Title: The Story Teller's Secret, b)Edition: , c)Author: Carmine Gallo, d)Publisher: St. Martin's Press, e)Year: 2016, f)ISBN: a)Title: Sell with a Story, b)Edition: , c)Author: Paul Smith, d)Publisher: AMACOM, e)Year: 2016, f)ISBN: a)Title: Brain Rules, b)Edition: , c)Author: John Medina, d)Publisher: Pear Press, e)Year: 2009, f)ISBN: a)Title: TED Talks: The Official TED Guide to Public Speaking, b)Edition: , c)Author: Chris Anderson, d)Publisher: Nicholos Brealey Publishing, e)Year: 2016, f)ISBN:
Note on Textbooks and Reference Books	Business cases: Presentation scenarios for the mid-term and the final team presentations will be based on the following cases. Detailed guidelines will be given in the class. 1. The Toronto-Dominion Bank: Customer Service Index (A) 2. Disneyland Resort Paris: Mickey Goes to Europe 3. Nora Sakari: A Proposed JV in Malaysia (Revised)

Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Communication, persuasion, presentation (class discussion)	No preparation needed for the opening sessions on the first day of classes.	h		h
	2	Audience & purpose; Core messaging; Message map; Making a pitch presentation		h	Follow-up review of videos shown in class, based on review guidelines.	0.5h
	3	Pitch presentation (individual in-class presentation)	Preparing & practicing for the first in-class presentation (including introducing another presenter)	1h		h
	4	Development of core message; giving and receiving feedback; elevator speech	For in-class discussions: Reading presentation guidelines and tips on "elevator speech," from the course Handbook; Reading a text chapter (Chapter 1, main text); Watching a TED Talk (Amy Cuddy) and preparing responses to assigned questions.	2h	Making a virtual self-introduction presentation (the first virtual presentation). (Share & Contribute Assignment)	0.5h
	5	Elevator speech presentation (individual in-class presentation)	Preparing & practicing for the second in-class presentation (including introducing another presenter)	2h	Watching one's "elevator speech" presentation video and doing self-assessment, based on review questions	1h
	6	Conversational	For in-class	3h		h

		tone & style; dealing with “stress” in a presentation	discussions: Reading presentation guidelines and tips on “verbal language," “elevator speech," from the course Handbook; Watching a TED Talk (Kelly McGonigal) and posting comments in Google Classroom, in response to assigned questions.			
	7	Elevator speech presentation (continued) (individual in-class presentation)	Preparing & practicing for the second in-class presentation (including introducing another presenter)	1h		h
	8	Group Presentations on the contents of the “case” allocated by groups; Deeper explorations of conversational style in presentations.	1) Read the allocated case individually. (2) Meet as a group to share and discus the contents of the case (based on assigned questions). (3) Prepare for an in-class group presentation on the contents of the case. (4) Read the assigned chapter (Chapter 3) from the main text and post comments in Google Classroom, to be used for in-class discussion. (5) Watch Steve Jobs’ presentation	5h		h

			video and present comments (2nd virtual presentation)			
	9	A "pitch" presentation by each group, based on the presentation scenario in the case allocated to the group.	Discuss as a group the presentation scenario of the case and prepare together for a "pitch" presentation, introducing the core message.	3h		h
	10	Leadership communication; presenter's mindset; assertiveness and empathy	(1) Watch Simon Senek's TED Talk and post a video response, based on assigned questions. This will be the third virtual presentation. (2) Watch Garr Reynolds' Presentation Zen video and prepare for in-class discussion and presentation. (3) Read selected pages from the course Handbook and come prepared for in-class discussion.	3h		h
	11	Mid-term team presentations, based on the cases, as allocated to the groups	Prepare as a group for the team presentation. Involves meeting as groups to discuss the presentation contents, allocating responsibilities, preparing scripts, practicing and rehearsing individually and as	4h	(1) Watch your "team presentation" video and do self-assessment, based on review questions. Be prepared to do a self-assessment report at a group meeting with the instructor. (2) Meet with the instructor as a	3h

			groups.		group for a 90-minute feedback session on each member's presentation performance.	
	12	Storytelling for engagement & influence	Read guidelines and tips from the course Handbook for in-class discussion. Compile 2-3 examples from life experiences for storytelling purposes. Watch & review three story-telling presentation videos from past classes.	2h		h
	13	Individual story-telling presentations.	Prepare an authentic story-telling presentation, following the guidelines and tips. Prepare script, practice, rehearse, until it looks perfect!	2h		h
	14	Storytelling at deeper levels	Read Chapter 2 (main text) and post comments in Google Classroom, based on assigned questions. Watch Karen Eber's TED Talk and post a video response. This will be the fourth virtual presentation.	3h		h
	15	Individual story-telling presentations (continued)	(1) Make an improved story-telling presentation, incorporating	3h		h

			feedback received in the class. (2) Read Chapter 7 (main text) for in-class discussion, based on assigned questions. (3) Make the capstone virtual presentation, based on assigned guidelines (involving some quick online research). This will be the fifth and the final virtual presentation.			
	16	Final team presentations	1) Meet with the instructor for a 2nd round of group meetings, focusing on consultation and scripts for the final team presentations. (2) Prepare as a group for the team presentation. Involves meeting as groups to discuss the presentation contents, allocating responsibilities, preparing scripts, practicing and rehearsing individually and as groups.	5h		h
		Total				44h
Others	A class size of 20 will be maintained for optimal learning and training experiences, involving individual and team presentations.					

International University of Japan

Graduate School of International Management (Master's Program)

2025 Spring Term

Course	Schedule code MGT2360101	Course title Leadership	
Name of Instructor	Yokose, Tsutomu		Credits 2
Instructor's contact information	Office#	Office Hours Tuesday, 9:00-18:00 Wednesday, 9:00-18:00 Other date: By appointment	E-mail
Class Schedule Day / Period	Wed.4～5		

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. Business leaders must understand how their leadership is effectively functioned in their decision making, especially in the critical situation. Furthermore, in order to achieve organizational goals, they must understand the difference between the management systems and their leadership power by empowering their people and applying organizational resources.
Learning Objectives & Goals	Upon completion of this course, student should be able to: ・ understand what leadership is, how to use leadership, and how to develop leadership capabilities in order to become a competent business leader ・ gain the essential leadership concept required to succeed in their future career and work environment as a business leader. ・ become effective business leaders who can implement and lead business goals in organization environments. This course provide 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) N/A for language courses	Following Learning Objectives are defined for the completion of each degree. <MBA> 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. ML1 Able to demonstrate understanding of leadership concepts and practices

	ML2 Able to listen well and have empathy with other people MD3 Able to demonstrate ability to make a strategic decision under pressure. <ISEP> MM3 Able to acquire skills to communicate with people from diverse international backgrounds. ML1 Able to demonstrate understanding of leadership concepts and practices ML2 Able to listen well and have empathy with other people
Delivery Methods	Interactive lecture, case method study and group discussion, group presentation, role playings
Assessment	20% Participation and Contribution to discussion 30% Case Memos (Week 2,3,6) Week 2: Steve Jobs and Bill Gates Week 3: Mount Everest-1996 Week 6: 3M Optical System 20% Group Presentation (Week 7) 30% Final reports
Prerequisites	None
Method of feedback from instructor to students for exams/papers	Case memo - instructor provides the analysis points of each case Upon request, instructor will provide the grade information
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: John P. Kotter on What Leaders Really Do (John P. Kotter), b)Edition: , c)Author: , d)Publisher: , e)Year: , f)ISBN: 978-0875848976
Note on Textbooks and Reference Books	Case Materials: Week 2 Steve Jobs and Bill Gates (HBS 9-407-028) (Case Memo) Week 3 Mount Everest – 1996 (HBS 9-303-061) (Case Memo) Week 4 Emotional Intelligence: A key to Corporate Success (VIT SGT Case Center 420-0068-5) (for guest speech) Week 5 Colonial Food Service Company (HBS 9-478-005) (Role playing) James Cranston (HBS 9-748-006) Eugene Kirby (A) (HBS 9-478-007) Week 6 3M Optical Systems (HBS 9-395-017) (Case Memo) Week 7 Dutch Telecom (Group Presentation) (ESMT-409-0100-1) Week 8 Nicholas Piramal (Role Playing) (HBS 9-408-001)

Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Leadership	Read course	1h	Review the lecture	1h

		Competency How a leader should explore their capability Discussion - Leader's role - Leader's behavior - Leadership capability	materials		and learning points	
	2	Video : Iron Ladies Liberia Group and class discussion items 1) How effectively Johnson Sirleaf showed her leadership in each situation? 2) What kind of leadership competencies are required to solve tough situation shown in the video?	None	0h	Review the lecture and learning points	1h
	3	Leadership Style	Read course materials	1h	Review the lecture and learning points	1h
	4	Case: Bill Gates and Steve Jobs (Submit Case memo) 1) Compare the leadership style and approached of Gates and Jobs. Similar? Different? 2) Who do you believe the better business leader?	Read the case and prepare the assignment questions, and submit case memo	4h	Review the case analysis and explanation	1h
	5	Leadership and Systems	Read course materials	1h	Review the lecture and learning points	1h

	6	Case: Mount Everest – 1996 (HBS 9-303-061) (Submit Case memo) 1) Why did this tragedy occur? What is the root cause of this disaster? 2) What is your evaluation of Scott Fischer and Rob Hall as leaders? Did they make some poor decisions? If so, why? 3) What are the lessons from this case for general managers in business enterprises?	Read the case and prepare the assignment questions and submit case memo	4h	Review the case analysis and explanation	1h
	7	Emotional Intelligence Reading material Emotional Intelligence: A key to Corporate Success (VIT SGT Case Center 420-0068-5)	Read course materials	2h	Review the lecture and learning points	1h
	8	Guest Speech (Executive at Global Company) - How global leader will lead the organization	Read course materials	1h	Review the lecture and learning points	1h
	9	People Development (During the class, role playing of leadership	Read course materials	1h	Review the lecture and learning points	1h

		situation)				
	10	Case: Colonial Food Service Company (HBS 9-478-005) James Cranston (HBS 9-748-006) Eugene Kirby (HBS 9-478-007) (no case memo) The assigned questions for role playing 1) What is your own assessment of Kirby's performance? 2) What is your evaluation of the interview? What is your evaluation of the appraisal process at Colonial Food? What changes, if any, could be made to improve its effectiveness?	Read the case and prepare the role playingss	3h	Review the case analysis and explanation	1h
	11	Empowerment Leadership	Read course materials	1h	Review the lecture and learning points	1h
	12	Case: 3M Optical Systems (HBS 9-395-017) (Submit Case Memo) 1) As Andy Wong, how would you handle the authorization for expenditure (AFE) for the re-launch of the privacy screen? 2) As Paul Guehler, would you approve the AFF if Wong set it up to you?	Read the case and prepare the assignment questions , and submit case memo	4h	Review the case analysis and explanation	1h

		3) How effective had Wong been as a front-line manager in 3M context? How effective had Guehler been as a 3M division president? 4) What is it about 3M that makes it perhaps the most consistently entrepreneurial large company in the world?				
	13	Change Management	Read course materials	1h	Review the lecture and learning points	1h
	14	Case: Do you really think we are so stupid? A letter to the CEO of Deutsche Telecom (A) (ESMT-409-0100-1) (Group Presentation) 1) What are the major challenges of Deutsche Telecom? What is the critical for its survival and future success? 2) Put your self in the shoes of the CEO of Deutsche Telecom. What emotions would you feel if you received such a letter? Would you react? If yes, how?	Read the case and prepare the group presentation	4h	Review the case analysis and explanation	1h
	15	Leadership Development	Read course materials	1h	Review the lecture and learning	1h

		Wrap Up			points	
	16	Case: Michael Fernandes at Nicholas Piramal (HBS 9-408-001) (no case memo) The assigned questions for role playing 1) What issues are at stake within the business development function? 2) What should Fernandes do? And how should he do it?	Read the case and prepare the role playing	1h	Review the case analysis and explanation	1h
	17	Final Report	Read the case and answer to the assigned questions, and submit the final report	6h	Review the all course contents	1h
		Total				53h
Others	up to 30 students					

International University of Japan

Graduate School of International Management

2025 Summer Term

Course	Schedule code MGT3020	Course title International Career Development (ICD)	
Name of Instructor	Yoshitaka Yamazaki/ Mohamed Ahmed		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	ICD sessions are scheduled on June 19, June 20, June 23 and June 30.		

Course Description	This course introduces concepts/ideas of international career development and their application to your own career. It covers the basic knowledge of career vision and that of learning skills and demands in international work settings. The uniqueness of this course is to focus on yourself and others in class. As such, you are strongly required not only to think about yourself but also to communicate with your classmates as well. Assuming that you pursue various managerial positions in organizations, you will have to manage your own career and develop others as a leader/manager. In the process of making your career vision and goals, you are required to evaluate yourself with regard to who you are and what you want to become. In this respect, the course provides you useful assessment tools and techniques that are important to know yourself. After completing the course, you are expected to have a live document of your career development plan and embark on your journey towards an established destination with confidence.
Learning Objectives & Goals	This course provides international career development knowledge to business program students. Particularly, it contributes to the achievement of AACSB Learning Goals for 1-year IMBA students. Upon completion of this course, students will be able to: (1) demonstrate understanding of international career development knowledge. (2) discuss career development issues properly in a group meeting and class. (3) listen well and have empathy with others (4) analyze own career development (5) demonstrate the sensitivity to different perspectives and opinions of those from different backgrounds.
Contribution to the Diploma Policy (knowledge, skills and attitude which	This course fulfills the following MEXT learning objectives: MM1 (IMBA): Demonstrate sensitivity to different perspectives and opinions of those from different backgrounds ML2 (IMBA): Listen well and have empathy with others

<table>
<tr><td>can be acquired through this course for obtaining the degree concerned)</td><td>MF1 (MBA): Demonstrate understanding of international career development knowledge</td></tr>
<tr><td>Delivery Methods</td><td>There will be short lectures, case studies, feedback sessions, and active workshops. Google Classroom will be mainly used for materials, assignment instructions, and communications, whereas Gmail delivery methods are also used if necessary. The recording function in Ppt. Slideshow will be used for asynchronous virtual presentations.</td></tr>
<tr><td>Assessment</td><td>In determining grades, specific assignments will be weighted as follows:
・ My career development plan—final paper (50%)
・ Presentations (30%)
・ Participation (20%)

<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></td><td>100%</td><td>100%</td><td></td><td>100%</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>62.5%</td><td></td><td></td><td>62.5%</td><td></td></tr><tr><td>Individual Presentations</td><td>37.5%</td><td></td><td></td><td>37.5%</td><td></td></tr><tr><td>Weight on Final Grade</td><td>40</td><td>10</td><td>5</td><td>40</td><td>5</td></tr></table></td></tr>
<tr><td>Prerequisites</td><td>None</td></tr>
<tr><td>Method of Feedback for Exams/Papers</td><td>The instructor will return graded papers with written feedback comments. Also, the instructor will give oral feedback to students on their presentations.</td></tr>
<tr><td>Required Textbook(s)</td><td>This course uses ICD course packet that includes articles and assessments. In addition, the course plans to use the following case: Martha Goldberg: Leadership Decisions at Mid-Career, (2005), No.9-406-017, Harvard Business School.</td></tr>
<tr><td>Reference Books</td><td>TBA</td></tr>
<tr><td>Other Materials</td><td>(1) Assignment documents: Nos. 1 to 3.
(2) Learning skills and demands' questionnaires. These questionnaires are provided in advance of this course. Participants are required to answer them by a fixed date.</td></tr>
</table>

Class Outlines	Class	Contents		
	1	Topic	Introduction and Career Vision	
		Required preparation	Read “Full Steam Ahead” (pp. ix-xii, & 1-27).	1 h
		Required post-study	Think about your “Big rocks in your life”, and write them down.	1 h
	2	Topic	Creating Positive Self-Image	
		Required preparation	Think about what your positive image is and what you want to become.	1 h
		Required post-study	Extract your career component from the Catch-A-Dream exercise, and write it down clearly.	1 h
	3	Topic	Significant Purposes and Goal Settings	
		Required preparation /homework	Read “Full Steam Ahead” (pp. 28-56). Prepare “Assignment No. 1”.	3 h
		Required post-study	Complete your significant purposes and career goals, and incorporate them into your career development plan	1 h
	4	Topic	Learning Skills and Demands in International Work Settings	
		Required preparation /homework	Read “Expatriate Adaptation: A Fit between Skills and Demands among Japanese Expatriates in USA” OR “Using a Competency Approach to Understand Host Country National Managers in Asia.”	3 h
		Required post-study	Explain your learning skills and demands, and incorporate your skills and demands into your career development plan.	1 h
	5	Topic	Career Anchors and Mid-life Career (move to topic 6, if possible)	
		Required preparation /homework	Prepare “Assignment No. 2.” Read “Career Anchor.” Read “Martha Goldberg: Leadership Decisions at Mid-Career”, and answer the case question.	3 h
		Required post-study	Incorporate your career anchor into the career development plan. Make a short self-introductory presentation (asynchronously in virtual space)	3 h
	6	Topic	Core Values and Future Picture	
		Required preparation /homework	Read “Full Steam Ahead” (pp. 57-84). Prepare “Assignment No. 3”	3 h
		Required post-study	Incorporate your values and vivid picture of your future into the career development plan.	1 h
	7	Topic	Career Development Plan	

		Required preparation /homework	Check progress of your career development plan, and figure out which portions should be improved in the career development plan. Start to write about Introduction and Conclusion of your career development plan.	3 h
		Required post-study	Incorporate Introduction and Conclusion into your career development plan. Improve descriptions in the career development plan.	1 h
	8	Topic	In-Class Presentations: Sharing Your Career Development	
		Required preparation	Prepare individual presentations with (optional) power point slides	7 h
		Required post-study	Integrate your presentation into your career development plan. Complete your career development plan. Prepare and make the last (wrap-up) presentation (asynchronously in virtual space)	15 h
	Total			48h
Others	Y. Yamazaki is responsible for teaching sessions 1-4. M. Ahmed is responsible for teaching sessions 5-8.			
Keyword	Career development; Career vision; Career goals; Expatriates' and host country nationals' skills and demands			

International University of Japan

Graduate School of International Management

2025 Spring (Special)

Course	Schedule code MGT3030	Course title Strategy Simulation	
Name of Instructor	Mark Roeske		Credits: 1
Instructor's contact information	Office# n/a	Office Hours: arrange by email or in person during class	E-mail
Class Schedule Day / Period	Pre-sessions: June 24 and 25 (2 & 3 periods) June 27 – July 2 (2 & 3 periods) and July 3 (2 period)		

Course Description	Strat Sim is an intensive one-week interactive course where you compete in an online simulation to achieve the best profitability, stock price and market share amongst other critical measurements. Students will be divided into teams of three to five based on class size. Each team will be assigned a fictional automotive company. Playing the role of board members, your job is to make strategic decisions for your company across a wide range of areas……marketing, operations, product development, finance, etc. Course Context: You will be utilizing StratSim as the backbone of the course but also utilizing tools, learnings and theory from other courses prior. Strategy frameworks AAA, 5-forces, CAGE, etc; SWOT analysis, financial modeling, organizational behavior, negotiation and teamwork, operations research, Research and Development needs, and marketing platforms.
Learning Objectives & Goals	This course is to give you some insight into what it is like using the skills studied in prior classes but now in a 'live' situation. The following understanding would hopefully be achieved: 1. How different disciplines are integrated into managerial, tactical and strategic decisions 2. Difficulty of making decisions with varying levels of information 3. Importance of trade-offs between competing needs – finance, vs. time, vs. operational issues, vs. product development and product lifecycles 4. Key roles that personal and leadership skills play in running a company – teamwork
Contribution to the Diploma Policy (knowledge, skills	This course fulfills the following MEXT learning objectives: MM1：Able to demonstrate the sensitivity to different perspectives and opinions of

and attitude which can be acquired through this course for obtaining the degree concerned)	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. 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 MF2：Able to demonstrate understanding of Finance Knowledge MF3：Able to demonstrate understanding of OM Knowledge MF4：Able to demonstrate understanding of Marketing Knowledge MF6：Able to demonstrate understanding of Data Analysis 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	How will we operate during the class and team sessions? You will spend most of your time with your team During the course of each day, you and your team will encounter decision moments – totaling 10 – see daily calendar Each decision moment corresponds to a full year's worth of strategy For each moment, your team I asked to analyze and decide on many attributes of running a real business – just like execs/managers/board members would normally do Your decisions will be made by entering data into the online program which you are to download Based on the combined decisions of all competing firms, the simulation program calculates the results, e.g. market share, sales, profits etc. **1.** Once these results are tabulated – you will then use them to prepare your next set of decisions **2.** Each day typically has 2/3 decisions depending on the speed of the class decision making, 10:30am, 1pm. There will be after hours homework to be completed – mainly to create presentations and documents. **3.** Teams will be asked to make two presentations, Wednesday and Friday to present your strategies, your results, and future strategy/plans. These are to mimic shareholder meetings – other teams being your shareholders. **4.** On Thursday the winning team will be announced. It will be based on growth

<table>
<tr><td></td><td>in both profitability and market cap. Whether you win or not has no bearing on the grade you receive.
As a helpful aide, you will receive a link from Interpretive and are encouraged to log on, read the case study and familiarize yourself with the screens. In addition, you will be given time to prepare and familiarize yourself with StratSim where it's functions and simulations will be demonstrated during the pre-sessions on the June 24 and 25. You will go through practice sessions as a warm up prior to the official competition/game start on Friday June 27. There will be no other instructor led sessions after this 'demo' period is finished on the 24/25th.</td></tr>
<tr><td>Assessment</td><td>This is a pass/fail course. Students are assessed based on peer-evaluations from team members as well as attendance at the introductory sessions and the team meetings. Introductory sessions are mandatory, as is participation with teams during the week. Students are not allowed to take part in team discussions from home or via internet since teamwork and group dynamics are a crucial element of the learning process. Instructor will be visiting each group regularly to assess teamwork and progress. Again, all students are required to participate in their groups 100% of the time, zoom during main group sessions is not allowed. Dominant vs. timid personalities should be balanced in each group, allowing all members to participate. However, if some students are found absent and not participating a fail grade will be applied.
<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></td></tr>
<tr><td>Class Participation</td><td>30</td><td>30</td><td>30</td><td>30</td><td></td></tr>
<tr><td>Group Presentation</td><td>30</td><td>30</td><td>30</td><td>30</td><td></td></tr>
<tr><td>Midterm Exam</td><td>15</td><td>15</td><td>15</td><td>15</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>P/NP</td><td>P/NP</td><td>P/NP</td><td>P/NP</td><td></td></tr>
<tr><td>Final Report</td><td>25</td><td>25</td><td>25</td><td>25</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>25</td><td>25</td><td>25</td><td>25</td><td>Total 100</td></tr>
</table></td></tr>
<tr><td>Prerequisites</td><td>Theoretical knowledge of Marketing, Finance, Accounting, Strategy, Org Behavior and Ops Mgmt, or equivalent</td></tr>
<tr><td>Method of Feedback for Exams/Papers</td><td>Given the speed and group nature of the course – the instructor will be making brief assessments on the quality of the work being completed throughout the class. There will be daily written assignments given as well as a mid-week presentation and final project presentation by each group.</td></tr>
<tr><td>Required Textbook(s)</td><td>Required:
1. StratSim simulation program
2. StratSim Manual</td></tr>
</table>

	Both to be downloaded from the homepage of the Interpretive.com, (www.interpretive.com). You will receive an email/s from Interpretive with further info on how to pay and download the materials.
Reference Books	n/a
Other Materials	n/a

Pre-Session:

Required Preparation/Homework before June 24: Time Required estimated to be one hour

- Log into StratSim and familiarize yourself with the screens

Required Preparation/Homework for June 25: Time required est. three hours

- Read case study and complete the case quiz
- Continue working on Decisions 1 & 2
- Complete the following written assignments in your group:
  - Strategy Assignment (1)
  - Strategy Assignment (2)
  - Market Attractiveness/Business Position Assignment
  - SWOT Analysis
- After the game is reset on Thursday (graduation) night – Please complete Decision 1 before Friday (27th)morning 10:30am start of class – submit your decisions online in the program (StratSim)

Class Outlines	Class	Contents		
	1	Topic	*Friday, June 27, 10:30-12Noon, Kickoff of regular competition/game. First decision should be already submitted prior to 10:30am, this morning session will be to complete Decision #2*	
		Required preparation /homework	*See above preparation days:* *- Log into StratSim and familiarize yourself with the screens* *- Read Case and complete the case quiz* *- Continue working on Decisions 1 & 2* *- Complete the following written assignments in your group:* *o Strategy Assignment (1)* *o Strategy Assignment (2)* *o Market Attractiveness/Business Position Assignment* *o SWOT Analysis* *- After the game is reset on Thursday (26th) at 5pm……* *please complete Decision 1…..before Friday 10:30 am start*	4h

			of class – submit your decisions online in the program. Decision #2 will be discussed within the teams during class	
		Required post-study		
	2	Topic	*Friday, June 27, 1-2:30pm Decision #3*	
		Required preparation /homework	*Decision 3 will be a group decision during class*	2.5h
		Required post-study		
	3	Topic	*Saturday, June 28, 10:30-12noon Decision #4*	
		Required preparation /homework	*Decision 4 will be a group decision during class*	2.5h
		Required post-study		
	4	Topic	*Saturday, June 28, 1-2:30pm, Decision #5*	
		Required preparation /homework	*Decision 5 will be group decision during class*	2.5h
		Required post-study		
	5	Topic	*Tuesday, July 1, 10:30am-12noon, Presentations/Q&A,* decision #6	
		Required preparation /homework	*1. Complete Analysis on team/company position – complete your analysis on powerpoint presentation on Tuesday morning* *2. Complete Shareholder letter as a group –* *3. Update SWOT document –* *4. Update Strategy documents 1 & 2 –* *Email completed documents before class start on Tuesday* *Complete Decision #6*	3.5h
		Required post-study		
	6	Topic	*Tuesday, July 1, 1-2:30pm, Decision #7*	
		Required preparation /homework	*Decision 7 will be a group decision during class*	2.5h

		Required post-study		
	7	Topic	*Wednesday, July 2, 10:30-12noon, Decision #8*	
		Required preparation /homework	*Decision 8 will be a group decision during class*	
		Required post study		
	8	Topic	*Wednesday, July 2, 1-2:30pm Decision #9 & #10*	
		Required preparation /homework	*Decision #9 and #10 will be a group decision during class*	2.5h
		Required post-study		
	9	Topic	*Thurs, July 3, 10:30am – 12noon, Presentations, Q&A, wrap-up, class photo, complete class survey*	
		Required preparation /homework	*1. Complete Analysis on team/company position – complete your analysis on powerpoint for presentation on Wednesday morning* *2. Complete Shareholder letter as a group –* *3. Update SWOT document –* *4. Update Strategy documents 1 & 2 –* *Email completed documents before class start Friday awards ceremony and group photo. In addition, we will discuss career relative to strategy, Review Strategy concepts from prior courses and how it related to this course/game.*	2.5h
			Total	22.5h
Others				
Keyword				

International University of Japan

Graduate School of International Management (Master's Program)

2025 Spring Term

Course	Schedule code MKG2040101	Course title Customer Relationship Management	
Name of Instructor	Sheehan, Benjamin		Credits 2
Instructor's contact information	Office#	Office Hours Student consultation is available anytime, however, please email me to arrange an appointment where possible.	E-mail
Class Schedule Day / Period	Fri.4～5		

Course Description	The strategic management of customer relationships is a critical activity for all enterprises. Over the last two decades, organizations have learned that building relationships and sustaining them is usually more important than activities focused on customer acquisition. This course customer relationship management, which involves an enterprise-wide customer-centric approach to maximizing customer value. It is aimed at creating long-lasting and profitable relationships with individual customers - in both B2B and B2C contexts. Developments in technology have allowed organizations to look at their customers as individuals and to gather, store and analyze customer-based information. An outcome is an increase in the use of direct marketing techniques such as those for designing and managing consumer databases and customer service centers. Topics 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 software and CRM technologies.
Learning Objectives & Goals	Students will understand the key principles of relationship marketing and how a Customer Relationship Management program should be formulated and implemented. The course will emphasize developing the knowledge and skills needed for strategic customer management. Organizations are now discovering that the cost of gaining new customers requires a substantial investment. However, not all customers are profitable, and therefore organizations need to assess which ones are, and discover how to keep them. Consolidation and testing of lessons and principles learned will be achieved through the assessment items.
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 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

	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 skills in simulated negotiations.
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 Implementation of CRM		h		2h
	14	Executing CRM Why CRM Projects Fail		h		2h
	15	Course Summary		h		2h
	16	Group		8h		h

		Presentations				
		Total				44h
Others	Note1: Order of class outline subject to change. Note2: A 10% per day late penalty applies for assessment items. Extensions on deadlines are available upon request, depending upon a student's individual circumstances. Note3: 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.					

International University of Japan

Graduate School of International Management (Master's Program)

2025 Spring Term

Course	Schedule code MKG3010101	Course title Digital Marketing and Customer Journey	
Name of Instructor	Comai, Alessandro		Credits 2
Instructor's contact information	Office#	Office Hours Wen-Fri 10.00-18.00	E-mail
Class Schedule Day / Period	Wed.2～3		

Course Description	Digital marketing is attracting attention from a wide range of stakeholders because of its ability to target customers precisely and show the results of its activities. It is a cost-effective marketing tool to inform, persuade and engage customers, mostly through digital media. However, companies need to understand that digital marketing is not limited to social media. The digital marketing manager needs to develop a wide range of skills and abilities related to managing activities, understanding market developments and tools, delivering results, using different media, interacting with stakeholders and providing learning.
Learning Objectives & Goals	The aim of this course is to provide you with a framework for developing and launching digital marketing campaigns. 1. Be able to describe the target customer journey and the touchpoints used by the target segment. 2. Understand which offline and online media are important to achieve specific objectives. 3. Create effective campaigns that can be automated and measured at every step.
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 covers the basic concepts of digital marketing. Tools, techniques and processes will be presented during the course and students will have the opportunity to apply them to their digital marketing plan. This will allow students to have a holistic view of how digital marketing works and how it can be used in an organisation. [MBA] MF4: Able to demonstrate understanding of Marketing Knowledge 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 [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
Delivery Methods	The course uses interactive sessions supported by discussion, class exercises and

	presentations. Most lessons are divided into two parts: 1. Lectures: basic concepts, theories and frameworks are presented to introduce and familiarize students with the topics. 2. Workshop: Students apply the concepts discussed in the first part to their own project. This session involves group work. The group work will be based on the collaborative platform Miro.com					
Assessment						
Prerequisites	None					
Method of feedback from instructor to students for exams/papers	Presentation feedback					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books	No textbook is required.					
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Introduction to Digital Marketing	Read the material provider by the instructor	0.5h	Access the MIRO platform and review the digital marketing plan	2h
	2	Activities		h	Group meeting: Define the company or organization to be analyzed. Review its website, social media sites and other online advertisements	2h
	3	Segmentation	Read the material provider by the instructor	0.5h		h
	4	Activities		h	Group meeting: Define a segment that the organization you selected in class 2 is likely to target.	3h
	5	Customer Journey and Touchpoints	Read the material provider by the instructor	0.5h		h
	6	Activities: assessing the	Read Piaggio Group Case and	h	Group meeting: describe the	2h

		"Digital Maturity"	answer the questions.		Customer Journey based on the selected segment (class 4) and possible touchpoints	
	7	Objectives, Campaigns and Workflows	Read the materials provided by the professor	0.5h		h
	8	Activities: defining objectives and campaigns		h	Group meeting: describe what are the 3 objectives you want to achieve in the 3 campaigns.	3h
	9	Tools 1: Owned and Earned media		0.5h		h
	10	Activities: Selecting media		h	Group meeting: Identify and select the best owned and earned media to be used in the workflow of each campaign.	4h
	11	Tools 2: Paid media and Measurements		0.5h		h
	12	Activities: selecting media and the conversion rates (CVR)		h	Group meeting: Identify and select the best payed media to be used in the workflow of each campaign. Identify the CVR in the workflow.	4h
	13	Budget, Calendar and Omnichannel strategy		0.5h		h
	14	Activities: defining budget and calendar		h	Group meeting: Review campaigns and add them into the calendar and prepare the digital marketing plan presentation	6h
	15	Group Presentation:	Preparation for Group	1h	Review presentation with	1h

		Digital Marketing Plan	Presentation		feedback provided by the professor	
	16	Group Presentation: Digital Marketing Plan	Review presentation with feedback provided by the professor	1h	Review presentation with feedback provided by the professor. Write and prepare Digital Marketing Report.	10h
		Total				42.5h
Others	Class is limited up-to 25 students Student are required to subscribe (Free) the platform MIRO (www.miro.com).					

International University of Japan
Graduate School of International Management (Master's Program)
2025 Spring 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 After class or by appointment	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	[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

course for obtaining the degree concerned) N/A for language courses	MF6:Able to demonstrate understanding of Data Analysis and Digital Technology [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	1h		h

			instructions			
	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: Zalando: A Digital Foundation for Fashion Supply Chain Success, Product #: IM1259-PDF-ENG https://hbsp.harvard.edu/product/IM1259-PDF-ENG	Read the Zalando case, and conduct Zalando group discussions.	5h		h
	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		16h		h

		trip is optional. 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¥2024-2025¥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)

2025 Spring Term

Course	Schedule code SEM6010102	Course title Advanced Seminar Ⅰ	
Name of Instructor	Li, Wenkai		Credits 2
Instructor's contact information	Office#	Office Hours After class or by appointment	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)

2025 Spring 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 Fall and 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	3h	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	3h	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	3h	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	3h	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	3h	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	3h	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	3h	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	3h	Modification of the research contents and plan	2h
	16	Same as above	Same as above	h	Same as above	h
		Total				40h
Others						

International University of Japan

Graduate School of International Management (Master's Program)

2025 Spring Term

Course	Schedule code SEM6010104	Course title Advanced Seminar Ⅰ	
Name of Instructor	Hirose, Shinichi		Credits 2
Instructor's contact information	Office#	Office Hours By ad-hoc appointment (flexible). You can also ask questions etc., during the lunch break or after the class	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course provides supervision and support for graduating students to complete their research papers or theses. The topics covered in this course will be organizational behavior and service management in general. A series of activities conducted under this course aims to help students complete their research papers or theses with professionally acceptable quality.			
Learning Objectives & Goals	Individual and intensive guidance towards your completion of the Research Report or 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	This course is a part of the final preparation to fulfill the graduation and degree requirements. The Research Report or Thesis is an eventual integration of what you learned.			
Delivery Methods	One-on-one supervision.			
Assessment	100% based on the quality of efforts towards completing papers or theses.			
Prerequisites	Completion of the Seminars in previous terms.			
Method of feedback from instructor to students for exams/papers	The guidance will be given on every occasion through individual guidance sessions.			
Textbook(s)	Required: Reference Books / Journal Articles:			
Note on Textbooks and Reference Books				
Class Outline	Class	Topic	Required preparation	Required post-study

			/homework			
	1	Confirmation of work plan	Prepare agenda	3h		h
	2	Confirmation of work plan	Prepare agenda	3h		h
	3	Customized support and supervision	Proceed with reseach work	3h		h
	4	Customized support and supervision	Proceed with reseach work	3h		h
	5	Customized support and supervision	Proceed with reseach work	3h		h
	6	Customized support and supervision	Proceed with reseach work	3h		h
	7	Pre-submission Review	Proceed with reseach work	3h		h
	8	Pre-submission Review	Proceed with reseach work	3h		h
	9	Semi-final supervision for submission	Semi-finalization of submission draft	3h		h
	10	Semi-final supervision for submission	Semi-finalization of submission draft	3h		h
	11	Semi-final supervision for submission	Semi-finalization of submission draft	3h		h
	12	Semi-final supervision for submission	Semi-finalization of submission draft	3h		h
	13	Semi-final supervision for submission	Semi-finalization of submission draft	3h		h
	14	Semi-final supervision for submission	Semi-finalization of submission draft	3h		h
	15	Confirmation of the output and general review	Finalization of outputs	6h		h
	16	Confirmation of the output and general review	Finalization of outputs	6h		h
		Total				54h
Others	n/a					

International University of Japan

Graduate School of International Management (Master's Program)

2025 Spring Term

Course	Schedule code SEM6010107	Course title Advanced Seminar I	
Name of Instructor	Yokose, Tsutomu		Credits 2
Instructor's contact information	Office#	Office Hours Tuesday, 9:00-18:00 Wednesday, 9:00-18:00 Other date: By appointment	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 students for exams/papers	In one on one meeting, instructor will feedback the progress and quality of research, which is suitable for MBA degree.					
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	2h	Implement action plans depending	1h

			materials as the current research work		upon feedback from instructor and other 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)

2025 Spring Term

Course	Schedule code SEM6010108	Course title Advanced Seminar Ⅰ	
Name of Instructor	Chow, Yuen Leng		Credits 2
Instructor's contact information	Office#	Office Hours By appointment	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)

2025 Spring Term

Course	Schedule code SEM6010109	Course title Advanced Seminar I	
Name of Instructor	Lee, Hyunkoo		Credits 2
Instructor's contact information	Office#	Office Hours Wed 3:00-4:00 PM	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	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)

2025 Spring Term

Course	Schedule code SEM6010110	Course title Advanced Seminar Ⅰ	
Name of Instructor	Sheehan, Benjamin		Credits 2
Instructor's contact information	Office#	Office Hours Student consultation is available anytime, however, please email me to arrange an appointment where possible.	E-mail
Class Schedule Day / Period	unfixed		

Course Description	IUJ students are required to produce a piece of independent research as part of their course requirements. This seminar series provides access to 1-on-1 supervision and training - to help you along your research journey. The seminar series is designed to provide personalized guidance - based on your existing skills and research topic. In broad terms, the seminars will examine key concepts and methods for marketing research - helping you to apply methodological and analytical tools to the topic of your choice. Throughout the supervision process, you will learn basic techniques of research in marketing, including problem definition, research design, questionnaire construction, experimental design, sampling strategies, data collection, data analysis, and result presentation. During our personalized sessions, we will also discuss how marketing research can help managers make business decisions and how we can transform research findings into actionable business insights. Students are expected to define the research problem, develop a research plan, collect and analyze data on their own (with assistance), and present findings and theoretical and practical implications of their work.
Learning Objectives & Goals	The goal of the seminar series is to provide supervision and guidance to students as they learn: 1. The fundamentals sufficient to define a quantitative marketing research problem. 2. The types of variables used in quantitative marketing models 3. How to develop testable hypotheses 3. How to find and use quantitative measurement instruments to collect data 4. How to design a sound, rigorous survey or experiment 5. How to collect and analyze data using SPSS or PSPP 6. How to write-up research results in APA format, inline with discipline norms 7. How to communicate theoretical and practical research contributions and the limitations of their work
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 meetings - either face-to-face or via Zoom. Please note: Student research is to be driven by the student. I will be available to provide as much guidance and supervision as is needed e.g., we can meet more than once per week, but students should take the initiative to seek additional help as required.					
Assessment	The goal is to produce a piece of research of publishable quality - although publication is not necessary. 100% of students grade is awarded based on progress towards this goal.					
Prerequisites	Nil. However, it is strongly recommended that students take or plan to take Consumer Behavior and Marketing Research courses (in their first year if 2 year students). The Consumer Behavior course will provide you with an overview of marketing theory - from which you can develop your research ideas. The Marketing Research course will provide you will the fundamental skills required to complete a Master's level research project.					
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 meetings, personal consultations etc. • Formal: in writing, such as comments on drafts of your manuscript and research plan. • Direct: to individual students, either in written form or via consultation. • Indirect: on occasion, all students will meet together - to learn as a group and from each-other. Note: The research project is the students project. The student should manage the project and ask for help as needed. Help will be given whenever it is asked for. But it is not for the supervisor to chase the student.					
Textbook(s)	Required: a)Title: SPSS Statistics: A Practical Guide, b)Edition: , c)Author: Allen, Bennett & Heritage, d)Publisher: , e)Year: 2018, f)ISBN: a)Title: Marketing Scales Handbook, b)Edition: , c)Author: Bruner, d)Publisher: , e)Year: 2022, f)ISBN: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Individual Consultation	Please note: Each consultation is	h		2h

			tailored to the specific student. The contents of each seminar will vary depending on each student's individual progress toward completing the 7 objectives listed above.			
	2	Individual Consultation		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)

2025 Spring 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 After class or by appointment.	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)

2025 Spring 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 Monday - Friday 13:00-15:00	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)

2025 Spring 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)

2025 Spring 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 Monday - Friday 13:00-15:00	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)

2025 Spring Term

Course	Schedule code SEM7020101	Course title Research Seminar II	
Name of Instructor	Aung, Zaw Zaw		Credits 1
Instructor's contact information	Office#	Office Hours Monday - Friday 13:00-15:00	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)

2025 Spring Term

Course	Schedule code SEM7020102	Course title Research Seminar II	
Name of Instructor	Chow, Yuen Leng		Credits 1
Instructor's contact information	Office#	Office Hours By appointment	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)

2025 Spring 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.					
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	3h	Modification of the research contents and plan	2h
	2	Same as above	Same as above	h	Same as above	h
	3	Progress of	Preparation for	3h	Modification of the	2h

		research and discussion	progress report		research contents and plan	
	4	Same as above	Same as above	h	Same as above	h
	5	Progress of research and discussion	Preparation for progress report	3h	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	3h	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	3h	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	3h	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	3h	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	3h	Modification of the research contents and plan	2h
	16	Same as above	Same as above	h	Same as above	h
		Total				40h
Others						

International University of Japan

Graduate School of International Management (Master's Program)

2025 Spring Term

Course	Schedule code SEM7020108	Course title Research Seminar II	
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	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)

2025 Spring Term

Course	Schedule code SEM7020111	Course title Research Seminar II	
Name of Instructor	Yokose, Tsutomu		Credits 1
Instructor's contact information	Office#	Office Hours Tuesday, 9:00-18:00 Wednesday, 9:00-18:00 Other date: By appointment	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 form 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	Prepare	3.0h	Reflect the	2.0h

		incremental and additional data to prove hypothesis II	documents for one on one discussion		discussion points into research paper with the revision of 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	2.0h

					the logics and upgrade the logic of the research 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)

2025 Spring Term

Course	Schedule code SEM7020112	Course title Research Seminar II	
Name of Instructor	Hirose, Shinichi		Credits 1
Instructor's contact information	Office#	Office Hours By ad-hoc appointment (flexible). You can also ask questions etc., during the lunch break or after the class	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is part of a year-long graduation paper (Research Report or Thesis) development project. It is designed to teach the foundations of data analysis and academic writing. This seminar helps the middle stage of research activities.					
Learning Objectives & Goals	Ideally, during this period, a student finishes data collection and analysis.					
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	Graduation Paper is a major component required for diploma awarding. This course helps develop the Paper.					
Delivery Methods	One-on-one teaching and discussion.					
Assessment	Self-driven research progress: 60% Appropriate learning needs communication with the instructor: 40%					
Prerequisites	Successful completion of Research Seminar I.					
Method of feedback from instructor to students for exams/papers	Feedback will be concerning the progress of the research activities.					
Textbook(s)	Required: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Confirmation of work plan	Research actvity and schedule	3h		h

			planning for this term			
	2	Confirmation of work plan	Research actvity and schedule planning for this term	3h		h
	3	Customized support and supervision	Proceed with research work	3h		h
	4	Customized support and supervision	Proceed with research work	3h		h
	5	Customized support and supervision	Proceed with research work	3h		h
	6	Customized support and supervision	Proceed with research work	3h		h
	7	Customized support and supervision	Proceed with research work	3h		h
	8	Customized support and supervision	Proceed with research work	3h		h
	9	Customized support and supervision	Proceed with research work	3h		h
	10	Customized support and supervision	Proceed with research work	3h		h
	11	Customized support and supervision	Proceed with research work	3h		h
	12	Customized support and supervision	Proceed with research work	3h		h
	13	Customized support and supervision	Proceed with research work	3h		h
	14	Customized support and supervision	Proceed with research work	3h		h
	15	Term-end progress review and next term planning	Next term activity plan, including contingency	6h		h
	16	Term-end progress review and next term	Next term activity plan, including contingency	6h		h

		planning				
		Total	54h			
Others	One-on-one meetings will be scheduled flexibly. This course does not have weekly regular classes like regular courses.					

International University of Japan

Graduate School of International Management (Master's Program)

2025 Spring Term

Course	Schedule code SEM7020113	Course title Research Seminar II	
Name of Instructor	Sheehan, Benjamin		Credits 1
Instructor's contact information	Office#	Office Hours Student consultation is available anytime, however, please email me to arrange an appointment where possible.	E-mail
Class Schedule Day / Period	unfixed		

Course Description	IUJ students are required to produce a piece of independent research as part of their course requirements. This seminar series provides access to 1-on-1 supervision and training - to help you along your research journey. The seminar series is designed to provide personalized guidance - based on your existing skills and research topic. In broad terms, the seminars will examine key concepts and methods for marketing research - helping you to apply methodological and analytical tools to the topic of your choice. Throughout the supervision process, you will learn basic techniques of research in marketing, including problem definition, research design, questionnaire construction, experimental design, sampling strategies, data collection, data analysis, and result presentation. During our personalized sessions, we will also discuss how marketing research can help managers make business decisions and how we can transform research findings into actionable business insights. Students are expected to define the research problem, develop a research plan, collect and analyze data on their own (with assistance), and present findings and theoretical and practical implications of their work.
Learning Objectives & Goals	The goal of the seminar series is to provide supervision and guidance to students as they learn: 1. The fundamentals sufficient to define a quantitative marketing research problem. 2. The types of variables used in quantitative marketing models 3. How to develop testable hypotheses 3. How to find and use quantitative measurement instruments to collect data 4. How to design a sound, rigorous survey or experiment 5. How to collect and analyze data using SPSS or PSPP 6. How to write-up research results in APA format, inline with discipline norms 7. How to communicate theoretical and practical research contributions and the limitations of their work
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 meetings - either face-to-face or via Zoom. Please note: Student research is to be driven by the student. I will be available to provide as much guidance and supervision as is needed e.g., we can meet more than once per week, but students should take the initiative to seek additional help as required.					
Assessment	The goal is to produce a piece of research of publishable quality - although publication is not necessary. 100% of students grade is awarded based on progress towards this goal.					
Prerequisites	Nil. However, it is strongly recommended that students take or plan to take Consumer Behavior and Marketing Research courses (in their first year if 2 year students). The Consumer Behavior course will provide you with an overview of marketing theory - from which you can develop your research ideas. The Marketing Research course will provide you will the fundamental skills required to complete a Master's level research project.					
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 meetings, personal consultations etc. • Formal: in writing, such as comments on drafts of your manuscript and research plan. • Direct: to individual students, either in written form or via consultation. • Indirect: on occasion, all students will meet together - to learn as a group and from each-other. Note: The research project is the students project. The student should manage the project and ask for help as needed. Help will be given whenever it is asked for. But it is not for the supervisor to chase the student.					
Textbook(s)	Required: a)Title: SPSS Statistics: A Practical Guide, b)Edition: , c)Author: Allen, Bennett & Heritage, d)Publisher: , e)Year: 2018, f)ISBN: a)Title: Marketing Scales Handbook, b)Edition: , c)Author: Bruner, d)Publisher: , e)Year: 2022, f)ISBN: Reference Books / Journal Articles:					
Note on Textbooks and Reference Books						
Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Individual Consultation	Please note: Each consultation is	h		2h

			tailored to the specific student. The contents of each seminar will vary depending on each student's individual progress toward completing the 7 objectives listed above.			
	2	Individual Consultation		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)

2025 Spring 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）

2025 年 5 月 1 日現在

国際大学

International University of Japan

Graduate School of International Management

2025 Fall Term

Course	Schedule code ACT1010	Course title Financial Accounting	
Name of Instructor	Lee, Hyunkoo		Credits 2 credits
Instructor's Contact Information	Office#	Office Hours Tue 3:00-4:00 PM or by appointment	E-mail
Class Schedule Day / Period	Wednesday session: Wed 10:30AM- noon and 1:00-2:30PM Thursday session: Thu 10:30AM- noon and 1:00-2:30PM		

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, reporting, and interpretation of financial accounting information, the main focus will be the interpretation of accounting data. By the time you complete this course, you will feel more comfortable with dealing with financial reports. This course tries to lay a foundation for being a leader as a corporate executive, an entrepreneur, and a public officer. We 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. On the other hand, this course does not train you as a professional accountant or help you pass a professional examination such as CPA, ACCA, 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. In order to acquire the basic accounting skills, working on hand-on exercises is a very effective approach. Memorizing formulae and accounting rules might improve your test score but that won't help you advance your learning.
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, student discussion and problem-solving activities will follow. Before you come to a class, please complete pre-class quizzes. To excel in this course, you have to be more active and lead you study for yourself. For each class session, **you are expected to review the required topic, assignment, and pre-class quizzes in advance**. We meet in the class to review key ideas and check your progress. The class will be held face-to-face in a classroom. But quizzes and office hour may use online tools.
Prerequisites	None
Required Textbook(s)	The course uses the following book as the main reference. Multiple copies will be reserved in the library. [1] Libby, Libby, and Hodge [2022]: Financial Accounting, 11th ed, (International Student Edition, paperback, 978-1-26508392-2; McGraw-Hill Education.) **[RESEVED]** The hard-cover or e-book version is <u>not</u> recommended. It is okay to get a 10th or 9th version as the content is largely the same.
Reference Books / Database	[2] Berman and Knight [2013]. Financial Intelligence: A Manager's Guide to Knowing What the Numbers Really Mean. (Harvard Business Review Press, 978-1-42214411-4) **[RESEVED]**

<table>
<tr><td></td><td>[3] 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.</td></tr>
<tr><td>Other Materials</td><td>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.</td></tr>
<tr><td>Assessment</td><td>
<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>
</td></tr>
<tr><td>Method of Feedback for Exams/Papers</td><td>The instructor will return graded papers or allow students to inspect their paper.</td></tr>
<tr><td>Group Assignments</td><td>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.</td></tr>
<tr><td>Tutorial</td><td>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.</td></tr>
<tr><td>Fairness and Integrity</td><td>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.</td></tr>
</table>

	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. 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.
AI Policy	This policy augments, not replace, the points addressed in the University-wide Guidelines and the Policies stipulated in the Students' Handbook. 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 language checks 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 and quizzes. • Do not input confidential or sensitive data into AI tools without approval. • Do not copy content from AI without saying it helped you. Always credit AI like you would any other source. 4. 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 or revise grammar." 5. 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. 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. 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. • No personal information inputs (of yourself and any other persons). • No inputs of proprietary information, such as the School and University's internal information and other organizations' internal information. • No input of copyrighted materials. 8. 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. 9. Seeking Help If you are unsure how to use AI responsibly, ask me 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	45, GSIM 1st year students only.
Others	No audit or withdrawal is allowed.
Keyword	Accounting, Assets, Liabilities, Equity, Stock, Financial Statements, Audit

Class Outlines	Class	Contents		
	1	Topic	Overview of Financial Statements	
		Required preparation	Read [1]: Chapter1. Financial Statements and Business Decisions	2h
		Required post-study	Review vocabularies	2h
	2	Topic	Accounting Equation and Business Transactions	
		Required preparation	Read [1]: Chapter 2. Investing and Financing Decisions and the Accounting System	2h
		Required post-study	Review vocabularies and transaction examples	2h
	3	Topic	Accounting Equation and Business Transactions: Revenue and Expense	
		Required preparation	Read [1]: Chapter 2. Investing and Financing Decisions and the Accounting System	2h
		Required post-study	Review vocabularies and transaction examples	2h
	4	Topic	Financial Statements and Business Style	
		Required preparation	Review the lecture material	2h
		Required post-study	Review the analysis examples	2h
	5	Topic	Financial Statements and Business Style	
		Required preparation	Review the lecture material	2h
		Required post-study	Review the analysis examples	2h
	6	Topic	Bookkeeping	
		Required preparation	Read [1]: Chapter 3. Operating Decisions and Accounting System	3h
		Required post-study	Review class examples	3h
	7	Topic	Bookkeeping: Adjustment and Accounting Cycle	
		Required preparation	Read [1]: Chapter 4. Adjustment, Financial Statements, and the Closing Process	2h
		Required post-study	Review class examples	2h
	8	Topic	Comprehensive example	
		Required preparation	Solve the comprehensive example	2h
		Required post-study	Review the comprehensive example	2h
	9	Topic	Cash Flow Statement	
		Required preparation	Read [1]: Chapter 12. Statement of Cash Flows	
		Required post-study	Review exercise problems Prepare the case report	2h 4h
	10	Topic	Cash Flow Statement (Continued) Accounting for Sales and Bad Debts	
		Required preparation	Read [1]: Chapter 6. Reporting and Interpreting Sales Revenue and Receivables, and Cash	

		Required post-study	Review exercise problems	2h
	11	Topic	Accounting for Sales and Bad Debts (Continued) Case due: TBA	
		Required preparation	Read [1]: Chapter 6. Reporting and Interpreting Sales Revenue and Receivables, and Cash	2h
		Required post-study	Review exercise problems	2h
	12	Topic	Inventories Focus: Periodic vs Perpetual Method	
		Required preparation	Read [1]: Chapter 7. Reporting and Interpreting Cost of Goods Sold and Inventory	2h
		Required post-study	Review exercise problems	2h
	13	Topic	Inventories (Continued…) Focus: LIFO vs FIFO, LCM vs Current Cost	
		Required preparation	Read [1]: Chapter 7. Reporting and Interpreting Cost of Goods Sold and Inventory	2h
		Required post-study	Review exercise problems	2h
	14	Topic	Fixed Assets Focus: Impact of depreciation on profit & cash flow	
		Required preparation	Read [1]: Chapter 8. Reporting and Interpreting Properties, Plants, and Equipment	2h
		Required post-study	Review exercise problems	2h
	15	Topic	Liabilities and Corporate Bonds	
		Required preparation	Read [1]: Chapter 9. Reporting and Interpreting Liabilities Read [1]: Chapter 10. Reporting and Interpreting Bond Securities	2h
		Required post-study	Review exercise problems	2h
	16	Topic	Stockholders' Equity Focus: Preferred stock, treasury stock, stock split	
		Required preparation	Read [1]: Chapter 11. Reporting and Interpreting Stockholders' Equity	2h
		Required post-study	Review exercise problems Prepare the final report	2h 6h
	Total			76h

International University of Japan

Graduate School of International Management (Master's Program)

2025 Fall Term

Course	Schedule code FIN2040301	Course title Portfolio Management	
Name of Instructor	Chow, Yuen Leng		Credits 2
Instructor's contact information	Office#	Office Hours By appointment	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 20 pax.					

International University of Japan

Graduate School of International Management (Master's Program)

2025 Fall 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 By appointment	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.

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 20 pax.					

International University of Japan

Graduate School of International Management

2025 Fall 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 After class or by appointment	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.

<table>
<tr><td>Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)</td><td>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.</td></tr>
<tr><td>Delivery Methods</td><td>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.</td></tr>
<tr><td>Assessment</td><td><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”.</td></tr>
<tr><td>Prerequisites</td><td>Basic knowledge of MS Excel and general knowledge of mathematics.</td></tr>
<tr><td>Method of Feedback for Exams/Papers</td><td>By email or face-to-face appointment with course instructor. TAs will also provide assistances.</td></tr>
<tr><td>Required Textbook(s)</td><td>Required Textbook:
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</td></tr>
<tr><td>Reference Books</td><td></td></tr>
<tr><td>Other Materials</td><td>Watch movie “Money Ball” (it was nominated to the Oscars prize in 2011)</td></tr>
</table>

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\2025-2026\Fall\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

2025 Fall 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	Thursday 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 five 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

<table>
<tr><td></td><td>for providing solutions to social issues sustainably</td></tr>
<tr><td>Delivery Methods</td><td>The classes include lecture, case discussions, and group case presentation.</td></tr>
<tr><td>Assessment</td><td>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.</td></tr>
<tr><td>Prerequisites</td><td>None</td></tr>
<tr><td>Method of Feedback for Exams/Papers</td><td>Google Classroom</td></tr>
<tr><td>Required Textbook(s)</td><td>Required Textbook:</td></tr>
</table>

	1. *Designed for Digital: How to Architect Your Business for Sustained Success* By Jeanne W. Ross, Cynthia M. Beath and Martin Mocker (2019) 2. *Platform Strategy: How to Unlock the Power of Communities and Networks to Grow Your Business* By Laure Claire Reillier, Benoit Reillier (2017)
Reference Books	Reference Books: 1. *The Digital Transformation Playbook: Rethink Your Business for the Digital Age* by David Rogers. Columbia University Press, 2016. 2. *Industry X.0: Realizing Digital Value in Industrial Sectors* by Eric Schaeffer. Kogan Page Ltd., 2017. 3. *Machine, platform, crowd: Harnessing our digital future*. By McAfee, Andrew, and Erik Brynjolfsson. WW Norton & Company, 2017. 4. *The inevitable: understanding the 12 technological forces that will shape our future*. by Kelly, Kevin. Penguin, 2017. 5. *Prediction Machines: The Simple Economics of Artificial Intelligence* by Ajay Agrawal, Avi Goldfarb, and Joshua Gans. Harvard Business Review Press, 2018.
Other Materials	Case Materials: More case materials are to be decided prior to the class.

Class Outlines	Class	Contents		
	1	Topic	Introduction & Course Logistics Digital Business Overview	
		Required preparation /homework	Reading(s): - Ina M. Sebastian, Martin Mocker, 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.	3h
		Required post-study	Review lecture slides and course materials	1h
	2	Topic	The Domains of Digital Transformation Digital Business Design	
		Required preparation /homework	Reading(s): Reference Book 1 [Chapter 1: Page 1-18]	1h
		Required	Review lecture slides and course materials	1h

		post-study		
	3	Topic	Understanding Digital Business Models Core vs. Crowd The Long Tail	
		Required preparation /homework	Reading(s): - *The Long Tail* by Chris Anderson, Wired Magazine https://www.wired.com/2004/10/tail/ 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: Go-JEK in Indonesia: Seizing Digital Opportunites at the Bottom of the Pyramid by Andrea Pazi Raharso and Sia Siew Kien (HPSP No. NTU131)	3h
		Required post-study	Review lecture slides and course materials	1h
	4	Topic	Model Behavior	
		Required preparation /homework	Reading(s): - *Model Behavior: 20 Business Model Innovations for Sustainability by* Lindsay Clinton Ryan Whisnant (February 2014)	2h
		Required post-study	Review lecture slides and course materials	1h
	5	Topic	Customer Centricity: Building Shared Customer Insights Understanding Customer Value and Value Network	
		Required preparation /homework	Readings: - Text 1: Chapter 2 Building Shared Customer Insights [page 21 – 28] - Text 2: Chapter 3 What is Platform Business (p21-30) Text 2: Chapter 4 Economic Characteristics of platforms (p31-40) 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 lecture slides and course materials	1h
	6	Topic	The Role of Advanced Analytics Hyper-personalization	
		Required preparation /homework	Readings: - Text 2: Chapter 5 Platform as Business Model (p41-56) - Text 2: Chapter 6 Platform-powered ecosystems (p57 – 72)	3h
		Required post-study	Review lecture slides and course materials	1h
	7	Topic	Operational Excellence Building an Operational Backbone	
		Required preparation /homework	Readings: - Read Reference Book 5 (or) Watch video below Video: - *Prediction Machines: The Simple Economics of Artificial Intelligence* by Prof. Ajay Agrawal https://www.youtube.com/watch?v=Q4o56nufXTw Case: Rewiring the Enterprise for Digital Innovation: The Case of DBS Bank by Sia S. K., Christina S., Peter W. and Yvonne C. (HBSP No. NUT071)	2h
		Required post-study	Review lecture slides and course materials	1h
	8	Topic	Transforming Operations through Robotics, Process Automation and other disruptive technologies.	
		Required preparation /homework	Readings: - Text 1: Chapter 3 [page 39 – 56]	2h
		Required post-study	Review lecture slides and course materials	1h
	9	Topic	Digital Platform as Business Model - Product vs Platform - Value Creation	
		Required preparation /homework	Case: Creativity in Design: Experimenting and Innovating at TEAMLAB Japan	2h

			by Ali Farhoomand (HBSP No. CSVS/112C) ACRC The University of Hongkong The Case Research Center	
		Required post-study	Review lecture slides and course materials	1h
	10	Topic	Week 5. Digital Platform as Business Model - Business Model Innovation - Platform Business Model Canvas	
		Required preparation /homework	Readings: - Documents shared via Google Classroom	1h
		Required post-study	Review lecture slides and course materials	1h
	11	Topic	Platform Execution - Life Stages of Platform - Platform Pricing and Competing against Platforms	
		Required preparation /homework	Readings: - Text 2: Chapter 7 – 10 (page 73 – 121) - Text 2: Chapter 11 (page 137 – 152), Chapter 14 (page 193 – 204) Case: - Airbnb, Inc By: Frank T. Rothaermel Feb 4, 2023 Product #: MH0072-PDF-ENG	3h
		Required post-study	Review lecture slides and course materials	1h
	12	Topic	Company Analysis: Group Presentation	
		Required preparation /homework	Group Discussion, Preparation for Presentation	3h
		Required post-study	Incorporating Comments and Feedback on Presentation	1h
	13	Topic	Company Analysis: Group Presentation	
		Required preparation /homework	Group Discussion, Preparation for Presentation	3h
		Required post-study	Incorporating Comments and Feedback on Presentation	1h
	14	Topic	Platform Ecosystem	

			- Building an Accountability Framework - Building an External Developer Platform	
		Required preparation /homework	Readings: Text 1: Chapter 5 – 6 (page 77 – 100) 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 lecture slides and course materials	1h
	15	Topic	Company Analysis: Group Presentation	
		Required preparation /homework	Group Discussion, Preparation for Presentation	3h
		Required post-study	Incorporating Comments and Feedback on Presentation	1h
	16	Topic	Course Wrap up Trends in Digital Business and Platform Business	
		Required preparation /homework	Review all course materials	1h
		Required post-study	Individual Report	3h
			Total	56h
Others	Last 3 weeks will have student group "company analysis" presentation.			
Keyword	Digital Business, Digital Platform			

International University of Japan

Graduate School of International Management (Master's Program)

2025 Fall 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 by appointment	E-mail
Class Schedule Day / Period	Wed.4～5		

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 (20%) + one group project (40%) + 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)

2025 Fall 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 by appointment	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 & hands-on exercise (20%) + one group project (40%) + 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	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				61h
Others						

International University of Japan

Graduate School of International Management (Master's Program)

2025 Fall 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 Tuesday, 9:00-18:00 Wednesday, 9:00-18:00 Other date: By appointment	E-mail
Class Schedule Day / Period	Mon.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 (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned) N/A for language courses	Following Learning Objectives are defined for the completion of degree <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 (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 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 Outline	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	2h	Debrief the class discussion	1h

			Human Capital system has advantage or not, 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	2h	Debrief the class discussion	1h

			the Sudden Brake? Read the article and prepare "Why 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	3h	Debrief the class discussion	1h

			to English, but is also about creating an organizational 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 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?"	2h	Debrief the class and group discussion	1h
	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	Preparation for group discussion	1h	Debrief the class and group discussion	1h

		TOP management view 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

2025 Fall Term

Course	Schedule code MGT 1120	Course title Strategic Management	
Name of Instructor	Gaku Funabashi		Credits 2
Instructor's contact information	Office#	Office Hours Please contact by mail	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

<table>
<tr><td>(knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)</td><td>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.</td></tr>
<tr><td>Delivery Methods</td><td>The classes include interactive lectures, discussions based on students' memos, and presentations by student groups.</td></tr>
<tr><td>Assessment</td><td>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;
Weekly assignment 10 points x 3 times
Group presentation 20 points
Term Paper 35 points
Class participation + discussion 15 points

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.</td></tr>
<tr><td>Prerequisites</td><td>None</td></tr>
<tr><td>Method of Feedback for Exams/Papers</td><td>Feedback will be sent by mail from an instructor</td></tr>
</table>

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		
	1	Topic	Orientation/Overview of evolvement in strategic management	
		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
2025 Fall Term

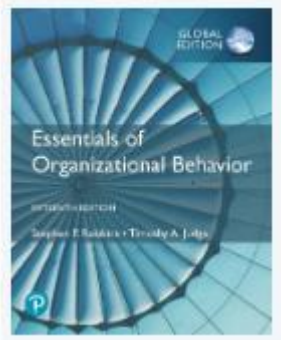
Course	Schedule code MGT1310	Course title Business Core	
Name of Instructor	Prof. Comai, Prof. Hirose (Alphabetical order)		Credits 2
Instructor's contact information	Office#	Office Hours By appointment	E-mail
Class Schedule Day / Period	**Wednesday 10:30-12:00, 13:00:14:30**		

Course Description	This course equips students with knowledge of fundamental marketing and organizational behavior.
Learning Objectives & Goals	After taking this course, participants can understand basic business questions and join the discussion in a business environment. Moreover, this course will serve as a stepping stone for participants to study more advanced courses in business school.
Contribution to the Diploma Policy (knowledge, skills, and attitude which can be acquired through this course for obtaining the degree concerned)	This core course is exclusively for digital transformation (DXP) and ISEP participants and fulfills the following MEXT learning objectives: • MF7 (DXP): Able to demonstrate understanding of fundamental business knowledge
Delivery Methods	See the contents below.
Prerequisites	None
Assessment	Participants will be graded based on the following weights: Marketing (50%) + Organizational Behavior (50%)
Method of Feedback for Exams/Papers	See the “contents” below.
Required Textbook(s)	Organizational Behavior [No need to purchase, but obtain copies for required reading parts] “Essentials of organizational behavior” – See “Others” section for details.
Reference Books	
Other Materials	

Class Outlines	Class	Contents		
	1	Topic	Marketing I: Principles of Marketing (Prof. Comai)	
		Required preparation /Homework	➢ Read chapter 1 and 2 of the student book, "Marketing Plan in Practice: A Step-by-Step Guide to Success."	1h
		Required post-study		
	2	Topic	Case discussion	
		Required preparation /homework	➢ Read the case “Pink Lady: Marketing apple fruits” and answer the questions. ➢ Submit your answers to the case study via the Google Form before class begins. The link will be available in Google Classroom.	2h
		Required post-study		
	3	Topic	Marketing II: Global Marketing (Prof. Comai)	
		Required preparation /Homework	➢ Read chapter 5 of the student book, "Marketing Plan in Practice: A Step-by-Step Guide to Success."	1 h
		Required post-study		
	4	Topic	Case discussion	
		Required preparation /Homework	➢ Read the case “Ogasaka Ski: the challenge to be an international brand” and answer the questions. ➢ Submit your answers to the case study via the Google Form before class begins. The link will be available in Google Classroom.	2 h
		Required post-study		
	5	Topic	Marketing III: Market Orientation & Intelligence (Prof. Comai)	
		Required preparation /Homework	➢ Read chapter 3 and 4 of the student book, "Marketing Plan in Practice: A Step-by-Step Guide to Success."	1h
		Required post-study		
	6	Topic	Case discussion	
		Required preparation /Homework	➢ Read the case “SOK Corporation” and answer the questions. ➢ Submit your answers to the case study via the Google Form before class begins. The link will be	2h

			available in Google Classroom.	
		Required post-study		
	7	Topic	Marketing IV: Digital Marketing (Prof. Comai)	
		Required preparation /Homework	➢ Read the student's notes "Introduction to Digital Marketing."	1h
		Required post-study		
	8	Topic	Presentation. Cognitive Biases in e-commerce	
		Required preparation /Homework	➢ Read the instructions on evaluating how e-commerce sites apply cognitive bias principles. Then, evaluate a site and give a short presentation on the topic.	3h
		Required post-study		
	9	Topic	Introduction and Overview of Organizational Behavior (Prof. Hirose)	
		Required preparation /Homework	Read Textbook: Chapter 1: Welcome to the World of OB	3h
		Required post-study		
	10	Topic	Introduction and Overview of Organizational Behavior (Prof. Hirose)	
		Required preparation /Homework	Case: GE's Two-Decade Transformation: Jack Welch's Leadership [HBS Case: 24 pages | 399150-PDF-ENG] – Check the "Case Reading Tips" on the Google Classroom Portal (to be created before the course starts)	3h
		Required post-study		
	11	Topic	Micro-level Organizational Behavior (Prof. Hirose)	
		Required preparation /Homework	Skim Textbook: Chapters 7: Basic Motivation, 8: Applied Motivation, and 9: Communication	3h
		Required post-study		
	12	Topic	Micro-level Organizational Behavior (Prof. Hirose)	
		Required preparation /Homework	Case: Intel in China [HBS Case: 8 pages | 99C007-PDF-ENG] – Check the "Case Reading Tips" on the Google Classroom Portal (to be created before the course starts)	5.5h
		Required post-study		

	13	Topic	Macro-level Organizational Behavior (Prof. Hirose)	
		Required preparation /Homework	➢ Skim Textbook: Chapters 12: Characteristics of Leaders, and 13: Power and Politics in Organizations There will be a movie section viewing time for the movie "INVICTUS" (no preparation needed for this)	3h
		Required post-study		
	14	Topic	Macro-level Organizational Behavior (Prof. Hirose)	
		Required preparation /Homework	➢ Case: Trouble at Tessei [HBS Case: 16 pages | 615044-PDF-ENG] – Check the "Case Reading Tips" on the Google Classroom Portal (to be created before the course starts)	3h
		Required post-study		
	15	Topic	Organizational Transformation and Change Management (Prof. Hirose)	
		Required preparation /Homework	Read Textbook: Chapters 16: Creating and Maintaining Organizational Culture, 17: Organizational Change	3h
		Required post-study		1h
	16	Topic	Organizational Transformation and Change Management (Prof. Hirose)	
		Required preparation /Homework	➢ Case: Old Mutual Limited: Leading Culture Change [Ivey: 11 pages | W20212-PDF-ENG] – Check the "Case Reading Tips" on the Google Classroom Portal (to be created before the course starts) ➢ **YOU NEED TO SUBMIT THE OB FINAL ESSAY BEFORE THE DAY OF THIS CLASS.** DETAILS WILL BE ANNOUNCED ON THE GOOGLE CLASSROOM PORTAL	5h
		Required post-study		
			Total	**42.5 h**

Others	[[Organizational Behavior Info (Week 4 to 8)]] [TEXTBOOK] ➢ Students visiting the IUJ MLIC Library should make copies of the required parts of the textbook from the MLIC reserve. ○ The following version is used. Do not use older versions. ▪ Robbins, S. P., & Judge, T. (2022). *Essentials of Organizational Behavior* (15th Global ed.). Boston: Pearson Education. (5 copies in reserve)  336.4 R657 2022
Keyword	Digital Marketing, Financial Management, Marketing Management, Organizational Behavior

International University of Japan

Graduate School of International Management (Master's Program)

2025 Fall Term

Course	Schedule code MGT2020301	Course title Service Management	
Name of Instructor	Hirose, Shinichi		Credits 2
Instructor's contact information	Office#	Office Hours By ad-hoc appointment (flexible). You can also ask questions etc., during the lunch break or after the class	E-mail
Class Schedule Day / Period	Fri.4～5		

Course Description	In today's economy, the majority of GDP is created from the service sector—more than 70% in developed countries and above 50% in developing countries. So we cannot ignore the importance of service business management anymore. This course provides an essential and practical understanding of service businesses. The concepts and frameworks of service management also apply to public services. We learn how to manage modern service organizations and the people delivering services effectively.
Learning Objectives & Goals	Characteristics of human-centric service operations compared to manufacturing practices. You will also learn how service operations should be conceptualized, designed, implemented, and monitored. Also, you will learn the practical techniques for managing, motivating, and empowering the front-line employees (FLEs) who deliver services to your clients. This course is relevant to those who will engage in various service operations for business and public services. Also, many manufacturers in the contemporary environment are aggressively seeking opportunities to expand their business scope into the service domain. Such movements are dubbed "servitization." Therefore, this course will also add significant value for those who will work for manufacturers. This course specializes in providing a keen understanding of service activities. The topics include strategic service model design, service marketing, service operations, customer-centricity, and organization management/leadership 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, MP2, MP3, MP4, MF1, MF7, MD1, MT3
Delivery Methods	Lecture on each week's topic, then group and class discussion on the issues of the case material. For questions that cannot be handled within the class hour, the instructor can talk

	before and after the class or flexibly arrange appointments. Course delivery consists of a) your text/subtext reading, b) your weekly case analysis (individual homework), c)group case discussion within the classes, d)class-wide case discussion, and e) supplementary lectures related to the topics of each week. You will belong to a group discussion and presentation work team. The instructor will determine the team's formation during Weeks 1-2 with consideration of diversity, and the team members will be fixed throughout the course. The size of the team members will be four to six, depending on the class size. With your teammates, you will discuss the issues of the case every week. * Every week, we will have a breakout time for each group to discuss among members. * Also, each team is asked to make a group presentation in Weeks 4 and 6. This course builds on the understanding of Organizational Behavior concepts. 1-year program students who did not have the opportunity to take the OB before this class may have difficulty fully grasping the implications of the content presented in this course. However, the instructor will support these students by inputting key underlying OB concepts through weekly supplementary lectures.
Assessment	- Case Memo Preparation and Submission: Submit a 1-page (or up to 3 pages if you want), more than 300 words of analysis memo by 23:59 JST, one day before the class. It is individual work, and do not discuss to develop your memo: 10% *The submission of this type of individually prepared report is due in Weeks 2, 3, 5, and 7 (four times). The instructor will explain the report format and submission method in Week 1 and on the Classroom platform. * You submit your case memo to Turnitin (registration instructions will be given beforehand) * Key questions will be uploaded to the Classroom site for these cases (Weeks 1, 2, 3, 5, and 7). You can use these keys as compasses to consider the issues in each case and prepare the memo. * Key questions will not be offered for cases in Weeks 4 and 8, so such anchors will not constrain your thoughts. - Impactful Class Participation (active involvement in discussions, in terms of speak-up quality/impact rather than mere frequency): 25% - Peer Evaluation (discussion group member survey, conducted during and soon after the week eight session): 15% - Week 4 Group Presentation: 15% - Week 6 Group Presentation: 10% - Week 8 Final Essay (case analysis and essay, individual work): 25% - There is no minimum or maximum number of pages for your Report/Essay. However, considering the importance of this output, which is meant to be your wrap-up for this course, most likely, you will need to develop three to five pages of the document. Submission guidance and instructions will be given on the Classroom site around Week 5.
Prerequisites	None. However, this is an advanced course based on the Organizational Behavior course. 2nd-year students in a 2-year course and 1-year Program students are eligible [STRONGLY ADVISED] 1st-year students in the 2-year Programs are advised to

	enroll in this class in their 2nd year. [GSIR Students] The instructor encourages GSIR students to contact the instructor before taking this course.
Method of feedback from instructor to students for exams/papers	Case Memos: Pass/Fail Significant Assignments, such as Group Presentation and Final Essay: Feedback comments and score points
Textbook(s)	Required: a)Title: Service Management: an integrated approach (http://www.amazon.co.jp/gp/search/?field-isbn=9780273732037), b)Edition: 3rd, c)Author: Looy, B. v., Dierdonck, R. v., & Gemmel, P., d)Publisher: Financial Times Prentice Hall, e)Year: 2013, f)ISBN: 9780273732037 Reference Books / Journal Articles: a)Title: Services Marketing: People, Technology, Strategy, b)Edition: 9th, c)Author: Jochen Wirts and Christpher Lovelock, d)Publisher: World Scientific, e)Year: 2022, f)ISBN: 9781944659806 a)Title: Management Lessons from Mayo Clinic: Inside One of the World's Most Admired Service Organizations, b)Edition: 1st, c)Author: Leonard L. Berry and Kent D. Seltman, d)Publisher: McGraw-Hill, e)Year: 2008, f)ISBN: 9780071590730
Note on Textbooks and Reference Books	The case materials are currently under review and will be determined by September. Also, "The Mayo Clinic" book was newly added as a subtext (I requested MLIC Library to purchase it).

Class Outline

Class	Topic	Required preparation /homework		Required post-study	
1	[WK1] INTRODUCTION—THE NATURE OF SERVICES	[Textbook] pp.3-20.Carefully take a look at Tables 1.1, 1.2, and 1.3,Figures 1.1, 1.2, 1.3 and 1.4.	3h		h
2	[WK1] INTRODUCTION—THE NATURE OF SERVICES	[Case] (TBD) * CASE MEMO SUBMISSION IS NOT REQUIRED FOR THIS WEEK 1.	3h		h
3	[WK2] TYPE OF SERVICES AND IMPLICATION TO CLIENTS	[Textbook] pp.23-30.Carefully take a look at Figure 1.4.	3h		h
4	[WK2] TYPE OF SERVICES AND IMPLICATION TO CLIENTS	[Case] (TBD) * Submit your individual Case Memo to Turnitin [Mayo Subtext]	3h		h

			Short reading assignment for class discussion. No reports are required.			
	5	[WK3] VALUE CO-CREATION PROCESS AND SERVICE SUCCESS CYCLE	Carefully take a look at Figures 2.2 and 2.3. Also,study pp.37-51, pp. 280-300. Carefully take a look at Figure 12.6.	3h		h
	6	[WK3] VALUE CO-CREATION PROCESS AND SERVICE SUCCESS CYCLE	[Case] (TBD) * Submit your individual Case Memo to Turnitin [Mayo Subtext] Short reading assignment for class discussion. No reports are required.	3h		h
	7	[WK4] FRONT LINE EMPLOYEE (FLE) ROLE STRESS,ROLE CONFLICT, STRESS HANDLING AND MITIGATION - SERVICE CONCEPT AND PERCEPTION GAP (Group Presentation)	THIS WEEK WITH YOUR DISCUSSION GROUP MEMBERS AND DEVELOP A GROUP PRESENTATIO N TO BE DELIVERED IN THE CLASS. Make sure that all members take charge of a part of the presentation and talk about the section in charge. It is not desirable that one person represents the group, and the rest of the members stay silent. The time given to	3h		h

			your group presentation will be most likely around 20 to 30 minutes, but it depends on the total class size. Also, please make sure to upload your presentation file to the designated shared folder after the class. * Feedback to your group presentation and slide materials will be returned from the instructor at the time when the course grade is released from OAA after the Fall Term.			
	8	[WK4] FRONT LINE EMPLOYEE (FLE) ROLE STRESS,ROLE CONFLICT, STRESS HANDLING AND MITIGATION - SERVICE CONCEPT AND PERCEPTION GAP (Group Presentation)	[Case] (TBD) * Group Presentations and Q&A will continue from module 7, and wrap-up discussion will take place.	3h		h
	9	[WK5] FLE EMPOWERMENT, TEAM COLLABORATI	[Textbook] pp.246-275.Carefully take a look at Tables	3h		h

		ON,TRUST, AND ORGANIZATIONAL SUPPORT	11.1, 11.2, 11.3,11.4,11.5, Figures 11.1, 11.3, 11.5			
	10	[WK5] FLE EMPOWERMENT,TEAM COLLABORATION,TRUST, AND ORGANIZATIONAL SUPPORT	[Case] (TBD) * Submit your individual Case Memo to Turnitin [Mayo Subtext] Short reading assignment for class discussion. No reports are required.	3h		h
	11	[WK6] Service Data Analysis (Group Presentation)	[Group Assignment] A large dataset will be given. Each group is asked to dig into the data and present some findings. - The temporary "Tableau" software license will be provided. The group can use whatever analytical tools available other than Tableau. - Each group is requested to submit relevant analysis files to the instructor	3h		h
	12	[WK6] Service Data Analysis (Group Presentation)	(session continues)	3h		3h
	13	[WK7] SERVICE PERFORMANCE MEASUREMENT AND SELF-DRIVEN CONTINUOUS IMPROVEMEN	[Textbook] pp.306-334,pp.363-383. Carefully take a look at Figures 13.3,13.4, 15.3, 15.5, and Exhibits 13.1 (pp.316-317)	3h		h

		TS	and 13.2 (p.318-319).			
	14	[WK7] SERVICE PERFORMANCE MEASUREMENT AND SELF-DRIVEN CONTINUOUS IMPROVEMENTS	[Case] (TBD) * Submit your individualCase Memo to Turnitin [Mayo Subtext] Short reading assignment for class discussion. No reports are required.	3h		h
	15	[WK8] HOLISTIC SERVICE REVITALIZATION AND BUSINESS TURNAROUND	[Reading Assignment] Book chapter about service marketing management. (Book parts to be read announced and made available in advance.)	3h		h
	16	[WK8] HOLISTIC SERVICE REVITALIZATION AND BUSINESS TURNAROUND	[Case] (TBD) [Final Essay] Due until 10:00 p.m. of the previous day when this class takes place. * Your Essay must be strictly the output of your individual work. Please refrain from group discussion or co-working for Essay development. Also, never heavily utilize generative AI. * Upload your essay to Turnitin * More detailed instruction will be given in advance. * Individual feedback will be returned to you from the instructor at the same time	6h		h

			when you receive the course score.			
		Total	54h			
Others						

International University of Japan

Graduate School of International Management

2025 Fall 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., *user stories*, *user cases*, *system requirements, domain modeling, use case modeling, design principles and user interface etc.*- based on the textbook. The architecture includes the design of interaction between a company 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. 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

<table>
<tr><td></td><td>5. To get knowledge for relating the concept of resilience and system design</td></tr>
<tr><td>Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)</td><td>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</td></tr>
<tr><td>Delivery Methods</td><td>The classes include lecture, case discussions and group exercises.</td></tr>
<tr><td>Assessment</td><td>
<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>20%</td><td>50%</td><td></td><td>50%</td></tr>
<tr><td>Group exercise/ Presentation</td><td></td><td>50%</td><td>50%</td><td>100%</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>30%</td><td></td><td></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>
</td></tr>
<tr><td>Prerequisites</td><td>N/A</td></tr>
<tr><td>Method of Feedback for Exams/Papers</td><td>Feedback comments will be provided through a four series of group exercises, mid-term and final presentations.</td></tr>
<tr><td>Required Textbook(s)</td><td>Necessary exercises will be provided during the class</td></tr>
<tr><td>Reference Books</td><td>

Tilley, S. (2020). Systems Analysis and Design (12th Edition). Cengage Learning.
Meadows, D. H. (2008). Thinking in systems: A primer. Chelsea green publishing.
Brown, J., World Cafe Community, & Isaacs, D. (2005). The world cafe: Shaping our futures through conversations that matter. Berrett-Koehler Publishers.
Stroh, D. P. (2015). Systems Thinking for Social Change: A Practical Guide to Solving Complex Problems, Avoiding Unintended Consequences, and Achieving

</td></tr>
</table>

	Lasting Results. 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. Readings: ● Chapter 3. Why Systems Work So Well: Resilience, Self-Organization, and Hierarchy from “*Thinking in systems: A primer*” ● Brown, T. (2008). Design thinking. Harvard business	2h

			review, 86(6), 84. ● Fiksel, J. (2003). Designing Resilient, Sustainable Systems. Environmental Science & Technology, 37 (23), 5330-5339.	
	2	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	N/A	0h
		Required post-study	Read a chapter from referenced books to reflect what you experienced in the 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 "*The world cafe*".	1h
	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	Introductory lecture + Group exercise 1 - Create *user stories* and *user cases* (use Event table) - Define *system requirements*	
		Required preparation /homework	Prepare for the group exercise: exercise materials will be provided based on the text book "*Systems Analysis and Design*".	1h
		Required post-study	Reflect the group exercise and feedback from an instructor. Prepare for the next group exercise.	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 2 - *Domain modeling* - *Use case modeling*	
		Required preparation /homework	Prepare for the group exercise: exercise materials will be provided based on the text book "*Systems Analysis and Design*".	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	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.	4h
		Required post-study	Reflect feedback from an instructor.	1h
	9	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
	10	Topic	Case discussion 4: Nicigas (continued)	

			- Explore Nicigas's DX strategy - Discuss Nicigas's future vision and how information systems will impact that vision	
		Required preparation /homework	Readings: (the material will be provided) ● NICIGAS 3.0: DX energy platform for a sustainable future	0h
		Required post-study	Reflect the class discussion and essential concepts learned in the class.	1h
	11	Topic	Guest lecture (Narita International Airport)【Topic: System Requirements】 - Explore how an enterprise system within an organization is designed ana managed - Discuss system requirements of the enterprise system given in the lecture and its definition process	
		Required preparation /homework	N/A	0h
		Required post-study	Reflect the class discussion and essential concepts learned in the class.	1h
	12	Topic	Introductory lecture + Group exercise 3 - Define *design principles* - Design *user interface*	
		Required preparation /homework	Prepare for the group exercise: exercise materials will be provided based on the text book "*Systems Analysis and Design*".	1h
		Required post-study	Reflect the group exercise and feedback from an instructor. Prepare for the next group exercise.	1h
	13	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.	3h

			● 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.	
		Required post-study	Reflect the class discussion and essential concepts learned in the class.	1h
	14	Topic	Introductory lecture + Group exercise 4 - Draw *system architecture*	
		Required preparation /homework	Prepare for the group exercise: exercise materials will be provided based on the text book "*Systems Analysis and Design*".	1h
		Required post-study	Reflect the group exercise and feedback from an instructor. Prepare for the next group exercise.	1h
	15	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	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 and its impact to the DX strategy of the selected organization.	2h
	16	Topic	Final group presentation and wrap up	
		Required preparation /homework	Prepare presentation of what you have done through group exercise 1 to 4.	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 and its impact to the DX strategy of the selected organization.	2h
			Total	42h
Others	N/A			
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)

2025 Fall 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 After class or by appointment.	E-mail
Class Schedule Day / Period	Fri.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 tailing 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	Readings: Book	1.5h	Review class PPT	1h

		of entrepreneurship and innovation - Opportunity Recognition and Idea Generation - Techniques for Identifying Opportunities - Brainstorming Session - Creativity in Entrepreneurship	Chapter 2 & 3 & Book Zhang-Zhang & Kikkawa (2023)		Weekly 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 pf 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	Readings: Book Chapter 6, 7 & 9	2h	Review class PPT Weekly Assignment 5	2h

		technology commercializatio n				
	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/incub ator Centre		8h		h
		Total				45h
Others						

International University of Japan

Graduate School of International Management

2025 Fall 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 14:40~17:50		

Course Description	Delivering value to customers in a highly competitive environment is a challenging task for many organizations. Many managers consider it trivial, but anecdotal evidence shows that many companies fail. Managers must accurately analyze markets and customers to understand customer preferences and avoid making decisions based on their own intuition or assumptions. Marketing management is a key role. It provides the knowledge to launch any new business plan or to reassure the current one. It is a discipline that requires attention to details such as trends, competitors, customer segments, and their current and future needs. This is essential for developing new products and maintaining a competitive position in the marketplace. Marketing is applied not only to consumer-oriented companies, but also to business-to-business models, government agencies, and nonprofit organizations.
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

<table>
<tr><td>Delivery Methods</td><td>The course uses interactive sessions supported by class discussion, short case studies, group hands-on activities, and presentations. The course is divided into two parts:

1. Lecture: Concepts, frameworks, and examples introduce students to the weekly topic (Please review the reading material provided by the instructor to make this class more interactive and interesting. For example, you can share your own experiences in your industry or country).

2. Workshop: Students apply the concepts discussed in class by presenting some case studies and working on their group project. Students will be divided into groups - usually 5 members per group - and will use the collaborative platform Miro.com to create the marketing plan. Each group will select a product or service to market in Japan. The product/service can be either Japanese or from another country, and can be an existing or a new product/service.</td></tr>
<tr><td>Assessment</td><td>
<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 participation</td><td>10%</td></tr>
<tr><td>Weekly personal assignment</td><td>15%</td></tr>
<tr><td>Weekly group work*</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>
(*) Weekly Assessment. Each group must complete the weekly assignment using the weekly template provided on Miro.com before the start of class.

Note: The course relies heavily based on group work. Each student is strongly encouraged to take an active part by discussing and adding his/her own contribution to the class and the group.</td></tr>
<tr><td>Prerequisites</td><td>None</td></tr>
</table>

Method of Feedback for Exams/Papers	• **Feedback** on group work will be provided directly on the Miro.com platform (comments or notes). This will happen throughout the course. • Groups will be **peer reviewed**. There will be 3 peer reviews: Mid-term (week 4), after presentation (week 8), after submission of the final report (week 10). NOTE: Special assistance or additional support will be provided to students or groups who may have some difficulty in completing the assignments. Students are encouraged to report difficulties experienced by group members, especially if a student is not attending group meetings or is not committed to the group.
Required Textbook(s)	There is **no required textbook**. However, in order to prepare for each class, students are required to read the student book "**Marketing Plan in Practice: A Step-by-Step Guide to Success**" in advance. This reading material is provided by the instructor and describes some basic marketing management concepts. This will help students prepare for class and group work, enabling them to maximize their learning from each class and discussion.
Reference Books	Kotler, P. and K. L. Keller (2015) Marketing Management, 15th Ed. Global Edition, Pearson.
Other Materials	The instructor provides the following material 1. **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. 2. **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.	0.5h
	2	Topic	**Case discussion about marketing in a SME**	
		Required preparation /homework	• Read case study “Genbei a Japanese company manufacturing beach sandals” + watch Youtube video “Genbei - A story of a Beach Sandal Company” (2:58 min). • Submit the answers to the case using the Google form (link will be available in Google Classroom) before the start of class.	2.0h
		Required post-study	Group meeting: define product and brand for the group project. Analyze the actual company (brief history, mission, vision and state corporate objective).	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 content introduced in class and apply the concepts to the next group meeting.		0.5 h
4	Topic	**Case discussion about marketing intelligence application**		
	Required preparation /homework	• Select 1 (only one) case between *Metso Automation*, *Perlos* and *Nokian Tires* and read it. • Submit the answers to the case using the Google form (link will be available in Google Classroom) before the start of class.		1.0 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.		3.0 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 content introduced in class and apply the concepts to the next group meeting.		0.5 h
6	Topic	**Case discussion about segmentation and preferences application**		
	Required preparation /homework	• Read Case: *Pink Lady Apples*. • Submit the answers to the case using the Google form (link will be available in Google Classroom) before the start of class.		2.0 h
	Required post-study	Group meeting: define customer characteristics (segment) and describe how the segment take decision during the entire buying process (customer behavior)		3.0 h
7	Topic	**Customer preferences and perceptual map**		
	Required preparation /homework	Read chapter 6 and 7 of the student book, "Marketing Plan in Practice: A Step-by-Step Guide to Success."		1.5 h
	Required post-study	Review the content introduced in class and apply the concepts to the next group meeting.		0.5 h
8	Topic	**Market estimation**		
	Required preparation /homework	Read chapter 6 of the student book, "Marketing Plan in Practice: A Step-by-Step Guide to Success."		1.0 h
	Required post-study	Group meeting: define product/service attributes using a perceptual map.		3.0 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 content introduced in class and apply the concepts to the next group meeting.		0.5 h
10	Topic	**Case discussion and application of marketing mix**		
	Required preparation /homework	• Read Case: *Supreme: the billion-dollar streetwear brand*. • Submit the answers to the case using the Google form (link will be available in Google Classroom) before the start of class.		2.0 h
	Required post-study	Group meeting: describe the final product/service offered and define price policy.		3.0 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 content introduced in class and apply the concepts to the next group meeting.		0.5 h
12	Topic	**Case discussion and application of marketing mix**		
	Required preparation /homework	• Read Case: *Ogasaka Ski: Japanese ski and snow board manufacturing firm* + watch Youtube video (5:31 min). • Submit the answers to the case using the Google form (link will be available in Google Classroom) before the start of class.		2.0 h
	Required post-study	Group meeting: define promotional plan and channels.		3.0 h
13	Topic	**Implementation of the Marketing Plan**		
	Required preparation /homework	Read chapter 12 of the student book, "Marketing Plan in Practice: A Step-by-Step Guide to Success."		1.0 h
	Required post-study	Review the content introduced in class and apply the concepts to the next group meeting.		0.5 h
14	Topic	**Review of the marketing plan and the managerial financial statement.**		
	Required preparation /homework	Review of project group.		3.0 h
	Required post-study	Group meeting: prepare the marketing plan presentation.		6.0 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.	1.0 h
		Required post-study	Review presentation with feedback provided by the instructor	1.0 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.	1.0 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.	10.0 h
	Total			63.5 h
Others	Students must subscribe to the Miro.com platform. The subscription is free but limited to 3 boards (projects). For enrolled students, Miro.com offers a free full subscription valid for 2 years. It is not necessary to use the full subscription for Marketing Management as you will only use one board. However, if you use Miro for other activities, it is recommended to extend the 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 and Product; Marketing Plan.			

International University of Japan

Graduate School of International Management (Master's Program)

2025 Fall Term

Course	Schedule code MKG2010301	Course title Marketing Intelligence	
Name of Instructor	Comai, Alessandro		Credits 2
Instructor's contact information	Office#	Office Hours Wen-Fri 10.00-18.00	E-mail
Class Schedule Day / Period	Tue.2～3		

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	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					
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	World-Class Competitive Intelligence Function	Case study reading: Metso Automation case study. Reading: Comai, A and J. E. Prescott (2005). “Establishing a World-Class Competitive Intelligence Function.” Emecom, Barcelona.	1h	Group work - Define Project topic	3h
	3	Case Metso	Presentation	1h		h
	4	Defining needs	Cormac, R. (2007). “American Airlines’ Rise in Maintenance and Engineering Operations”. Competitive Intelligence Magazine	0.5h		h
	5	Primary and secondary Information sources	Yousuke Nakajima, Toshiyuki Yasui and Naohiko Kohtake (2013)	0.5h	Group work	2h

			"Strategic Framework of Open Source Intelligence for Competitive Analysis"			
	6	Open and Web based Sources	Reading: "Open Source Intelligence Techniques: Resources for Searching and Analyzing Online Information" Available at: https://inteltechniques.com/menu.html List of sources will be provided by the instructor.	0h		h
	7	Collection: Elicitation	Reference: Nolan, J. (1999). "Confidential: Business Secrets - Getting Theirs, Keeping Yours" Yardley-Chambers (2nd Edition).	0h		h
	8	Workshop	Discussion about several techniques (Video clips)	1h	Group work	2h
	9	Analysis 1: Competitors	Reading: Cantrell, R. (1999). "The Six Angles of Competition." Competitive Intelligence Review , Vol. 10, n. 3, pp. 51-57.	1h		h
	10	Workshop	The Six Angles of Competition.	h	Group work	2h
	11	Analysis 2: Early Warning	Reading: Comai, A. and J. Tena (2006). "Mapping and Anticipating the competitive landscape." Emecom. BarcelonaReferenc	h		h

			e: Day, G. and P. Schoemaker (2005). "Scanning the Periphery." Harvard Business Review, November 2005, 135 – 148			
	12	Workshop	Read Visa International case study. Early warning excercise.	1h	Group work	2h
	13	Distribution and deliverable, Portals and IT tools		h		h
	14	Ethics, Security and counterintelligen ce		h	Group work and Poster preparation	4h
	15	Presentation	This session is devoted to the Group presentation	h		h
	16	Presentation	This session is devoted to the Group presentation	h		h
		Total				21.5h
Others	upto 25					

International University of Japan

Graduate School of International Management

2025 Fall Term

Course	Schedule code TBD	Course title Energy Transition (Tentative)	
Name of Instructor	Ayako Kameda		Credits 1
Instructor's contact information	Office#	Office Hours	E-mail
Class Schedule Day / Period	12/5 (sessions 1 and 2) 12/6 (sessions 3 and 4) 12/12 (sessions 5 and 6) 12/13 (sessions 7 and 8)		

Course Description	This course explores the dynamic and rapidly evolving landscape of global Green Transformation (GX), with a focus on the practical, technological, and policy-driven aspects of decarbonization and Energy Transition. Students will engage with cutting-edge global trends in climate innovation, sustainable investment, and regulatory frameworks shaping the transition to a low-carbon economy. We will critically examine the gap between the ideal scenarios laid out in global climate goals and the realistic outcomes based on current trajectories. Through a blend of lectures, case studies, and discussions, students will analyze the complex interplay between technology, politics, and economic systems in shaping decarbonization strategies. A significant component of the course will be experiential: students will work in teams to tackle real-world decarbonization challenges drawn from public and private sector case studies and will be asked to role-play in a realistic scenario to solve real world energy transition problems. They will present their findings and recommendations, gaining practical experience in collaborative problem-solving and strategic communication through group presentations throughout the course. This course prepares students to be thoughtful, solution-oriented leaders in the global energy transition movement, equipped with both a deep understanding of systemic challenges and a toolkit of innovative responses.
Learning Objectives & Goals	**Learning Objectives** By the end of this course, students will be able to: 1. Differentiate between idealized climate goals and the realistic constraints and trade-offs that shape practical outcomes. 2. Assess the effectiveness and limitations of current GX strategies across different countries and industries. 3. Collaborate in teams to address real-world decarbonization challenges, applying

	interdisciplinary tools and perspectives. 4. Develop and present actionable solutions and strategic recommendations to complex GX problems. 5. Reflect critically on the societal, political, and economic dimensions of Energy Transition efforts, especially in the context of long-term climate resilience. **Course Goals** • To equip students with a solid understanding of current global trends and innovations in decarbonization. • To bridge the gap between climate change theory and the practical challenges of implementation. • To develop students' ability to critically analyze and evaluate policy, technology, and investment strategies in the context of Green Transformation. Create and develop short term and long term strategies and recommendation for policy and private sector changes. • To foster collaborative problem-solving and strategic thinking through hands-on, real-world project work. • To cultivate effective communication and presentation skills relevant to climate and sustainability challenges.
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 bio-diversity □ Able to demonstrate understanding of energy transition For IMBA □ Able to clearly identify the central problem/issue to demonstrate understanding of socially responsible leadership concepts and practices □ Able to demonstrate ability to gather and interpret data □ Able to demonstrate ability to make a strategic decision under pressure.
Delivery Methods	Lecture, Case Studies, Group Discussion, and Group Presentations
Assessment	-Active class participation (attendance, class preparation, and class discussion): 50% -Class presentation: 35 % -Closed note paper exam: 15%
Prerequisites	
Method of Feedback for Exams/Papers	Feedback to the final presentation will be given after the last session.
Required Textbook(s)	N/A
Reference Books	
Other Materials	

Class Outlines	Class	Contents		
	1	Topic	Climate goals and ideal Future; Innovation and Energy Transition Solutions available today and by 2050 to create the best possible outcome. Real Life Case Study, Lecture and Group Discussion. Total 90 min.	
		Required preparation /homework	N/A	3h
		Required post-study		3h
	2	Topic	What happens if we are faced with +4 Deg world in 2050? What are the impact to society in all aspects? Lecture and Group Discussion on macro trends. What are the barriers to achieve 1.5 Deg 2050? What are the ongoing efforts – real life examples. Group Discussion and highlight key themes and focus areas. Groups to present, followed by plenary discussion. 90 min.	
		Required preparation /homework		3h
		Required post-study	Write a reflection memo, what would your home-country/town look like in 2050, and what are the key factors and levers to make a difference?	3h
	3	Topic	Lecture, followed by Plenary Discussion. Discuss various blockers that impact Energy Transition. Group discussion on levers and areas that impact delivery of energy transition. Explore impact of policy, innovation, investment, technology, philanthropy, advocacy, industry solutions, etc. Divide/form groups for next rounds of group work. Get feedback from other teams in the plenary session and presentation. Total 90 min.	
		Required preparation /homework		3h
		Required post-study		3h
	4	Topic	Scene setting, followed by group work. Role Modeling/ Scenario Case Study kicks off. Total 90 min.	
			Note, session 4 includes a closed note paper exam.	3h
		Required post-study		3h
		Required post-study	Each Group prepares a presentation. Ensure each person has a speaking part.	5h

	5	Topic	Group presentations, feedback sessions. Followed by each group updating their presentations.	
		Required preparation /homework		3h
		Required post-study		1h
	6	Topic	Scene Setting, Group discussion, Group presentation.	
		Required preparation /homework		3h
		Required post-study	Prepare feedback and learnings, and submit the note.	1h
	7	Topic	Scene Setting. Group Discussion, Group to prepare presentation/pitch to the Government. They have 80 minutes to prepare the pitch.	
		Required preparation /homework		
		Required post-study		3 h
	8	Topic	Final Presentation Day to the Government. Group presentations, discussions, followed by the vote on the Best Pitch.	
		Required preparation /homework		h
		Required post-study	Each Advisory Firm to submit their pitch.	1 h
			Total	42 h
Others				
Keyword				

International University of Japan

Graduate School of International Management (Master's Program)

2025 Fall Term

Course	Schedule code SEM6020301	Course title Advanced Seminar II	
Name of Instructor	Aung, Zaw Zaw		Credits 2
Instructor's contact information	Office#	Office Hours Monday - Friday 13:00-15:00	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)

2025 Fall 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 By appointment	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)

2025 Fall Term

Course	Schedule code SEM6020303	Course title Advanced Seminar II	
Name of Instructor	Chuang, Hongwei		Credits 2
Instructor's contact information	Office#	Office Hours by appointment	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				17h
Others						

International University of Japan

Graduate School of International Management (Master's Program)

2025 Fall Term

Course	Schedule code SEM6020304	Course title Advanced Seminar II	
Name of Instructor	Comai, Alessandro		Credits 2
Instructor's contact information	Office#	Office Hours Wen-Fri 10.00-18.00	E-mail
Class Schedule Day / Period	unfixed		

Course Description	Social science analysis is an essential skill for decision-makers who want to contribute to society as a whole. In order to better understand societal behavior, scientists must apply theories and/or models through qualitative and quantitative studies. This course will guide students in launching their own research projects by teaching them proven methodologies and processes.			
Learning Objectives & Goals	Define the problem by formulating research questions and identifying potential 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	Required post-study

			/homework			
	1	Review of current work	Prepare your topic	1h	Apply feedback/suggestions	h
	2	Literature review (Selection process)	Prepare your topic	h	Review the topic discussed in class, application of techniques and development of a draft research report	3h
	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	3h
	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	3h
	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	3h
	9	Review of current work	Prepare for class discussion	1h	Apply feedback/suggestions	h
	10	Methodology (sample collection research questions)	Prepare for class discussion	h	Review the topic discussed in class, application of techniques and development of a	3h

					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	3h
	13	Review of current work	Prepare for class discussion	1h	Apply feedback/suggestions	h
	14	Analysis of data	Prepare for class discussion	h	Review the topic discussed in class, application of techniques and development of a draft research report	3h
	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	3h
	17	Review of current work	Prepare for class discussion	1h	Apply feedback/suggestions	h
	18	Discussion and Implication	Prepare for class discussion	h	Review the topic discussed in class, application of techniques and development of a draft research report	3h
	19	Review of current work	Prepare for class discussion	1h	Apply feedback/suggestions	h
	20	Poster preparation (structure and contents)	Prepare for class discussion	h	Review the topic discussed in class, application of techniques and	3h

					development of a draft research report	
		Total	40h			
Others						

International University of Japan

Graduate School of International Management (Master's Program)

2025 Fall 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 and 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	Sama as above		h		h

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

International University of Japan

Graduate School of International Management (Master's Program)

2025 Fall Term

Course	Schedule code SEM6020306	Course title Advanced Seminar II	
Name of Instructor	Hirose, Shinichi		Credits 2
Instructor's contact information	Office#	Office Hours By ad-hoc appointment (flexible). You can also ask questions etc., during the lunch break or after the class	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is part of a year-long graduation paper (Research Report or Thesis) development project. It is designed to teach the foundations of data analysis and academic writing. This seminar helps the middle stage of research activities.			
Learning Objectives & Goals	Ideally, during this period, a student finishes data collection and analysis.			
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	Graduation Paper is a major required component of diploma awarding. This course helps develop the Paper.			
Delivery Methods	One-on-one teaching and discussion.			
Assessment	Self-driven research progress: 60% Appropriate learning needs communication with the instructor: 40%			
Prerequisites	Successful completion of Advanced Seminar I.			
Method of feedback from instructor to students for exams/papers	Feedback will be concerning the progress of the research activities.			
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	One-on-one meetings will be scheduled flexibly. This course does not have weekly			

	regular classes like regular courses.

International University of Japan

Graduate School of International Management (Master's Program)

2025 Fall Term

Course	Schedule code SEM6020308	Course title Advanced Seminar II	
Name of Instructor	Lee, Hyunkoo		Credits 2
Instructor's contact information	Office#	Office Hours Wed 3:00-4:00 PM	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	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)

2025 Fall Term

Course	Schedule code SEM6020310	Course title Advanced Seminar II	
Name of Instructor	Yokose, Tsutomu		Credits 2
Instructor's contact information	Office#	Office Hours Tuesday, 9:00-18:00 Wednesday, 9:00-18:00 Other date: By appointment	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 form 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	Prepare	3.0h	Reflect the	2.0h

		incremental and additional data to prove hypothesis II	documents for one on one discussion		discussion points into research paper with the revision of 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	2.0h

					the logics and upgrade the logic of the research 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)

2025 Fall 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 After class or by appointment.	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	Operationalizatio n		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)

2025 Fall Term

Course	Schedule code SEM6020312	Course title Advanced Seminar II	
Name of Instructor	Sheehan, Benjamin		Credits 2
Instructor's contact information	Office#	Office Hours Student consultation is available anytime, however, please email me to arrange an appointment where possible.	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.					

International University of Japan

Graduate School of International Management (Master's Program)

2025 Fall Term

Course	Schedule code SEM6020314	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 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 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)

2025 Fall 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 and 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	Same as above		h		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		h		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		h		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		h		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		h		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		h		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		h		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		h		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）

2025 年 5 月 1 日現在

国際大学

International University of Japan

Graduate School of International Management (Master's Program)

2026 Winter Term

Course	Schedule code ACT3020401	Course title Financial Statement and Business Analysis	
Name of Instructor	Lee, Hyunkoo		Credits 2
Instructor's contact information	Office#	Office Hours Wed 3:00-4:00 PM	E-mail
Class Schedule Day / Period	Wed.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 would like 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 information from financial statements, analyze it, and build a scenario. (2) discuss relevant issues competently 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 you have a reasonable understanding of financial accounting, corporate finance, and strategy. It would be helpful to review the accounting topics mentioned in this course while you take this course.
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: 4, c)Author: Lundholm and Sloan , d)Publisher: Createspace Independent Pub, e)Year: 2017, f)ISBN: 978-1548118921 a)Title: SchweserNotes for the CFA exam 2018 level II book 3: Equity, b)Edition: 1, c)Author: , d)Publisher: Kaplan, e)Year: 2017, f)ISBN: 978-1475459807 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/Industry/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 (Master's Program)

2026 Winter 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 By appointment	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, assignments, 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 Schramade,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 (Master's Program)

2026 Winter 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 By appointment	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: FinTech: The New DNA of Financial Services, b)Edition: , c)Author: , d)Publisher: DejG Press, e)Year: 2018, f)ISBN: 9781547417087 Reference Books / Journal Articles:
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 assigned	1.5h
		Total				48h

Others	Maximum 25 pax

International University of Japan

Graduate School of International Management (Master's Program)

2026 Winter Term

Course	Schedule code ITC2010401	Course title Data Management and Modelling	
Name of Instructor	Aung, Zaw Zaw		Credits 2
Instructor's contact information	Office#	Office Hours Monday - Friday 13:00-15:00	E-mail
Class Schedule Day / Period	Mon.4～5		

Course Description	This course introduces students to the subject of Data Management and Data Modeling, the methods and computational procedures that are helpful in solving management problems in Finance, P.O.M., Accounting, M.I.S., Marketing, Operations Management, etc. Emphasis is placed on models and their solutions. It discusses how the quantitative models can be used as tools for decision makings in various business situations. It gives students a good foundation in basic problem solving as a preparation for upper-level quantitative courses such as Big Data Analytics. The course will make full use of computer tools (Excel, Add ins, and Macros)
Learning Objectives & Goals	Students shall learn how to apply mathematical models in various business situation in support of managerial decision making in an enterprise, using some of the most commonly used modeling approaches and principles. Upon completion, the student should be able to: • Describe the business problems in mathematical models • Analyze /develop some common models analytically • Explain the modeling process for different business problems. • Interpret model results in the context of the business situation and explain in plain language • Compare and contrast different decision structuring techniques • Evaluate models applying good modeling and validation techniques
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	MBA/IMBA Functional Business Knowledge MF6: Able to demonstrate understanding of Data Analysis and Digital Technology Strategic Decision Making MD2: Able to demonstrate ability to gather and interpret data DXP Technology and Digital Transformation MT1 - Able to understand the latest technology trend
Delivery Methods	The classes include lecture, pre-class assignments, take home exercises, quizzes and practical sessions at PC Lab.

Assessment	Class Participation: 20% Homework and Quiz: 40% Final Exam: 40% (Final Exam will be in Week 11) (Class Participation includes attendance, question and discussions, helping classmates, etc.) 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 Excel and Statistics is required.
Method of feedback from instructor to students for exams/papers	Homework and Final Exam score will be released through Google Classroom. Quizzes earn points will be released immediately after the quiz.
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: Data Smart: Using Data Science to Transform Information into Insight, b)Edition: 2, c)Author: JORDAN GOLDMEIER, d)Publisher: John Wiley & Sons., e)Year: 2023, f)ISBN: 978-1119931386 a)Title: Spreadsheet modeling and decision analysis : a practical introduction to business analytics, b)Edition: 8, c)Author: Cliff T. Ragsdale,Ragsdale, Cliff T.,, d)Publisher: Cengage Learning, e)Year: 2018, f)ISBN: 978-1305947412 a)Title: Business intelligence, analytics, and data science : a managerial perspective, b)Edition: , c)Author: Ramesh Sharda, Dursun Delen, Efraim Turban ; with contributions, d)Publisher: Pearson, e)Year: 2018, f)ISBN: 978-0134633282
Note on Textbooks and Reference Books	More Reference materials will be shared via Course Material folder.

Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Week 1. Introduction to Management Science - Managing data with Excel tool, What-if Analysis, - Extracting,	Reading: Ref 1: Chapter 1	3h	homework exercise	2h

		Manipulation and Summarizing Data(Excel formula, lookup table and Pivot Table) - Business Scenarios Analysis and Decision Analysis				
	2	Week 2. Large scale Data Processing with Power Query and Excel Data Model (Data Cleaning, Transforming and Visualizing with Power Pivot)	Preparation for in-classroom quiz	3h	homework exercise	2h
	3	Week 3. Optimization Linear Programming Modeling	Reading: Ref 2: Chapter 14	4h	homework exercise	2h
	4	Week 4. Optimization and Sensitivity Analysis	Reading: Ref 1: Chapter 4 ref 2: Chapter 4	4h	homework exercise	2h
	5	Week 5. Discrete Modeling (Yes/No type Decision making) ILP and Binary Variables	Reading: Ref 2: Chapter 6	4h	homework exercise	2h
	6	Week 6. Risk Modeling (Monte Carlo Simulation)	Reading: Ref 2: Chapter 14	3h	homework exercise	3h
	7	Week 7. Time Series Forecasting	Reading: Ref 1: Chapter 8 Ref 2: Chapter 11	4h	homework exercise	2h
	8	Week 8. Data Mining Tools and Methods Good Modeling and Validation	Reading: Ref 2: Chapter 4	4h		h

		Techniques Course Wrap up				
		Total	44h			
Others						

International University of Japan

Graduate School of International Management (Master's Program)

2026 Winter 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 Monday - Friday 13:00-15:00	E-mail
Class Schedule Day / Period	Thu.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 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	Business Problems and Data Science Solutions	Text: Data Science for Business, Ch 2	3h	Assignment 1	3h
	3	Big Data Software and Systems Big Data Integration and Processing	Text: Data Strategy Case Reading: - GROW - Using Artificial Intelligence to Screen Human Intelligence 418020-PDF-ENG	3h	Assignment 2	3h
	4	Predictive Modeling: - From Correlation to Supervised Segmentation - Visualizing Segmentation	Text: Data Science for Business, Ch 3	3h		3h
	5	Fitting a model to data Introduction to Predictive Modeling (Working on RStudio) - Correlations - logistic regression	Text: Data Science for Business, Ch 4 and 6	3h	Assignment 3	3h
	6	Supervised Segmentation (Working on RStudio) - hierarchical clustering, - k-means clustering - k-nearest neighbors	Text: Data Science for Business: Chapter 6	3h		3h

	7	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
	8	Text Mining, Sentiment Analysis, Sentiment Scoring (Working on RStudio)	Text: Data Science for Business, Ch 10	3h		3h
		Total				46h
Others						

International University of Japan
Graduate School of International Management (Master's Program)
2026 Winter 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	Fri.4～5		

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. Group exercises contain reading assignment. A whole course is divided into two parts, social and technical parts of smart city, providing some concepts and practical cases of Japanese Smart City initiatives. Concepts include sustainability, green information systems, decentralized identification and digital twin. Students will plan for smart city services in Minamiuonuma City through group exercises. We will use a tool called "Miro" for identifying cause and result relationships (causal diagram) in real living environments and designing new digital services in Minamiuonuma City based on that causal diagram. Ideas will be presented in the last session of this course and feedback will be given by an instructor and other practitioners.
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 causal diagram 4.To plan new digital services in Minamiuonuma City 5.To discuss how smart city can solve societal challenge using Japanese cases
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 30% 30% 50% Group exercise/ Presentation 40% 30% 100% 50% Midterm report 30% 40% Final Report 50% Any other methods - Case discussion 50% Weight on Final Grade 10% 10% 20% 40% 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:
Note on Textbooks and Reference Books	Reference documents and papers (additional materials will be assigned if necessary): ・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. <Case materials (will be provided)> ・Fujisawa Sustainable Smart Town 3: Panasonic's ten years challenge in nurturing a sustainable town

	・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) ・Woven City: Reimagining Mobility at TOYOTA (IMD 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 - An overview of Japanese Smart City initiatives – Digital Garden City Initiatives	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	Group formation and Discussion - Discuss what every day’s problem in Minamiuonuma City - Share your ideas and thoughts based on your experience living in Minamiuonuma	N/A	0h	Install “Miro”(https://miro.com/ja/templates/causal-loop-diagram/) to your own device for a group exercise next week.	0.5h
	3	Case discussion 1: Sidewalk Labs	Readings: (the material should be	1.5h	Reflect the class discussion and	1h

		-Explore Google's start-up "Sidewalk Labs" Smart City strategy in Tronto, Canada -Discuss why this initiative became a famous failure of Smart City	purchased) ・HBS case: Sidewalk Labs: Privacy in a City Built from the Internet Up		essential concepts learned in the class.	
	4	Lecture + Group exercise 1 -Explore a social aspect of Smart City: objective -Discuss what an ultimate goal of Smart City -Use "Miro" and create a causal diagram	Readings: (the material is available at online library otherwise will be provided) ・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. ・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	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	Readings: (the material will be provided) ・Fujisawa Sustainable Smart	1.5h	Reflect the class discussion and essential concepts learned in the class.	1h

		Panasonic's 10-year history of town management -Discuss smart city services provided in the town and its business model	Town 3: Panasonic's ten years challenge in nurturing a sustainable town			
	6	Lecture + Group exercise 2 -Explore a social aspect of Smart City: approach -Discuss smart city services, its business model and business value -Use "Miro" and create a causal diagram	Readings: (the material is available at online library otherwise will be provided) ・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.	2h	Reflect the group exercise and feedback from an instructor. Prepare for the next group exercise.	1h
	7	Case discussion 3: Aizuwakamatsu City - Explore private and public sector collaboration in city development and data management - Discuss data-driven ecosystem with various stakeholders and incentive design	Readings: (the material will be provided) ・Aizuwakamatsu Smart City: A data-driven smart city with citizen participation	1.5h	Reflect the class discussion and essential concepts learned in the class.	1h

	8	Guest lecture (TBD) -Explore smart city business in practice - Discuss how to build a social/economical /environmental sustainable city using digital technology	N/A	0h	Reflect the class discussion and essential concepts learned in the previous class	1h
	9	Mid-term class discussion-1 -Explore existing digital solutions/services which tackle with societal challenges identified in the previous group exercise	Prepare mid-term assignment (individual report)	1h	Reflect the class discussion and prepare for the next group exercise.	1h
	10	Mid-term class discussion-2 - Discuss “incentive design” in smart city service development and management: how can we involve various stakeholders with different interests to a smart city initiative?	Prepare mid-term assignment (individual report)	1h	Reflect the class discussion	1h
	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”	1.5h	Reflect the class discussion and essential concepts learned in the class.	1h

	12	Lecture + Group exercise 3 -Explore a technical aspect of Smart City: data and privacy -Discuss decentralized identification and data governance -Add digital technologies to the created causal diagram with "Miro"	Readings: (the material is available at online library otherwise will be provided) ・ 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.	1.5h	Reflect the group exercise and feedback from an instructor. Prepare for the next group exercise.	1h
	13	Case discussion 5: Woven City - Explore a concept of "digital twin" - Discuss how smart city initiatives enhance DX of people's everyday life	Readings: (the material should be purchased) ・IMD case: Woven City: Reimagining Mobility at TOYOTA	1.5h	Reflect the class discussion and essential concepts learned in the class.	1h
	14	Introductory lecture + Group exercise 4 -Explore a technical aspect of Smart City: Cyber Physical System (CPS) -Discuss co-creation platform, a role of AI and digital twin -Add digital technologies to the created causal diagram with "Miro"	Readings: (the material is available at online library otherwise will be provided) ・Dietz, M., & Pernul, G. (2020). Digital Twin: Empowering Enterprises Towards a System-of-Systems Approach. Business & Information Systems Engineering, 62(2), 179-184.	2h	Reflect the group exercise and feedback from an instructor. Prepare for the final presentation.	1h

			・van der Aalst Wil, M. P., Hinz, O., & Weinhardt, C. (2021). Resilient Digital Twins. Business & Information Systems Engineering, 63(6), 615-619.			
	15	Final group presentation -Present your idea of new digital services in Minamiuonuma City -Include the following aspects in your presentation 1) goals/objectives, 2) value/lifestyle, 3) business model, 4) incentives to participate, 5) technology, 6) evaluation indicators	Prepare final group presentation based on what you have done through group exercise 1 to 4.	2h	Prepare for the final report (group report) -Reflect feedback from an instructor and practitioners	4h
	16	Final group presentation and wrap up	Prepare final group presentation based on what you have done through group exercise 1 to 4.	2h	Prepare for the final report (group report) -Reflect feedback from an instructor and practitioners	4h
		Total				42.5h
Others	Class capacity:40					

International University of Japan
Graduate School of International Management
2026 Winter 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 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

<table>
<tr><td>degree concerned)</td><td>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
For ISEP
MI3:Able to demonstrate ability to connect different ideas for creating new solutions toward factors of social issues</td></tr>
<tr><td>Delivery Methods</td><td>The classes include lecture and case discussions.</td></tr>
<tr><td>Assessment</td><td>
<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>
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</td></tr>
<tr><td>Prerequisites</td><td>N/A</td></tr>
<tr><td>Method of Feedback for Exams/Papers</td><td>Feedback comments on a mid-term assignment through Google classroom</td></tr>
<tr><td>Required Textbook(s)</td><td>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)</td></tr>
<tr><td>Reference Books</td><td>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</td></tr>
</table>

	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. Chanias, 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: Nestre: developing a digital nutrition platform for Japan

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 "*The Technology Fallacy"* 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 "*Lead and Disrupt: How to Solve the Innovator's Dilemma.*"	1h

		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 "*Orchestrating Transformation"*	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 "*Orchestrating Transformation"* Vial, G. (2019). Understanding digital transformation: A review and a research agenda. The Journal of Strategic Information Systems, 28(2), 118-144.	2h
		Required post-study	Reflect the essential concepts for DX	1h

	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 CyberAgent, 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 "*The Technology Fallacy"*	1.5h
		Required post-study	Reflect the talk of a guest speaker and connect to what leaned 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	Prepare mid-term assignment	3h

		preparation /homework		
		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)
2026 Winter Term

Course	Schedule code JDP2020401	Course title Small to Medium-sized Firms 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		

Course Description	The objective of this course is to introduce how small to medium-sized firms (or often called SMEs: small and medium enterprises) have developed 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. Dividing the history of modern economic development in Japan into five eras, namely eras of pre-World War II, reconstruction from the war, rapid economic growth, moderate economic growth and slow economic growth, lectures and discussions of this course focus on the following three points. First, SME development is the result of operations by each firm, thus, we see actual cases of typical SMEs established in each era. Second, we discuss policies supporting SMEs in Japan. In general, SMEs face various challenges, because their management basis is weak compared to that of large enterprises. Support policy for solving SME problems by the government is important. The policy in this course includes cross-sectoral SME policy as well as policies for specific industries and regions targeting SMEs under the name of industrial policy or regional economic policy. Third, based on the understanding of SMEs and policies in Japan, we discuss the internal and external environment surrounding SMEs in low- and middle-income countries. The third point is extended further as a group work with presentation. In addition, visit to actual SMEs in Niigata prefecture will be organized (most probably during the weekend).
Learning Objectives & Goals	This course contributes to the achievement of 5 objectives of 2 learning goals mentioned mentioned in Contribution to the Diploma Policy. 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 courses	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 MJ4 (for JGDP): Able to demonstrate understanding of Japanese society and

	business environments					
Delivery Methods	Classroom and online lectures and discussions (hybrid class). But students are required to participate at a classroom except for the special cases.					
Assessment	Final grades will be based on individual Weekly Assignments (15% x 2 assignments), Group Presentation (15%), Final Report (40%) and Class participation including discussions (15%). 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	Reference Books / Journal Articles: Reading journals are not necessarily related to Japan but selected for better understanding of SME development in students' own countries. <Week 1> Ayyagari, M., Beck, T., & Demirguc-Kunt, A. (2007) "Small and medium enterprises across the globe" Small business economics, 29(4) <Week 2> Hudson,M., Smart,A. & Bourne,M. (2001) "Theory and practice in SME performance measurement systems" International journal of operations & production management <Week 3> Nichter, S., & Goldmark, L. (2009) "Small firm growth in developing countries" World development, 37(9), 1453-1464. <Week 4> 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) <Week 5> 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) <Week 6> Karlan, D., & Zinman, J. (2010) "Expanding credit access: Using randomized supply decisions to estimate the impacts" The Review of Financial Studies, 23(1) <Week 8> 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 and policies in Meiji era Discussion on reading journal Group discussion	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	0.5h

		with diagnosis tool			experience.	
	2	Same as above	Same as above	h	same as above	h
	3	Business environment and policies in Taisho ~ Showa (pre-WWII) era Discussion on reading journal Group discussion with diagnosis tool	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.	0.5h
	4	Same as above	Same as above	h	Same as above	h
	5	Business environment and policies in reconstruction ~ high economic growth era Please read article of the week and prepare Questions and Interesting points for the discussion.	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. Weekly assignment Preparation for Group Presentation	6h
	6	Same as above	Same as above	h	Same as above	h
	7	Business environment and policies in high economic growth era (cont.)	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	2h
	8	Same as above	Same as above	h	Same as above	h
	9	Business environment and policies in moderate economic growth	Please read article of the week and prepare Questions and Interesting points for the	2h	Please consider the economic conditions of own country and the possible area that	6h

		era	discussion.		your government and SMEs can apply lessons from Japanese experience. Weekly assignment Preparation for Group Presentation	
	10	Same as above	Same as above	h	Same as above	h
	11	Business environment and policies in slow economic growth era	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.	0.5h
	12	Same as above	Same as above	h	Same as above	h
	13	Group presentations on environment, challenges and possible policy measures in countries other than Japan	Preparation for the Group presentation	5h	Please consider the economic conditions of own country and the possible area that your government and SMEs can apply lessons from other countries.	0.5h
	14	Same as above	Same as above	h	Same as above	h
	15	Discussion on the SMEs visited Summary of the course	Please read article of the week and prepare Questions and Interesting points for the discussion.	2h	Final report	7h
	16	Same as above	Same as above	h	Same as above	h
		Total				42h
Others						

International University of Japan
Graduate School of International Management (Master's Program)
2026 Winter 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 Wed 3:00-4:00 PM	E-mail
Class Schedule Day / Period	Tue.4～5		

Course Description	This course will introduce Japanese-style management. It was established amid social chaos after World War II and has evolved into a unique management system that is distinct from a typical textbook model. This new system eventually led Japanese companies to rapid growth and worldwide success. 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 a country where it is adopted. Japanese management system is also deeply rooted in its national culture and history. The creation of Japanese management system was an adaptation process of business theory to its unique environments. 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 Japanese style management's historical background and economic rationality behind it. Japanese management system is also intertwined with a unique corporate governance system which emphasizes the welfare of employees and long-term relationships. This system is contrasted with Anglo-Saxon corporate governance system which focuses on the sovereignty of shareholders. This course will examine the impact of Japanese corporate governance system on various management practices in Japanese companies. Japanese management style is still evolving as Japan's business environments are changing. 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. All students should be able to participate in discussion. To excel in this course, you have to be more active and lead you study for yourself. For each class session, you are expected to be prepared to discuss the required topic or assignment. We meet in the class to review key ideas and check your progress.
Assessment	The grade will be based on the following guideline: 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: Schaede, d)Publisher: Stanford Business Book, e)Year: , f)ISBN: 978-503612259 a)Title: The Japanese Economy, b)Edition: 2nd, c)Author: Ito and Hoshi, d)Publisher: MIT Press, e)Year: , 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 coporate governace 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	Challenges in Japanese Style Management	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
2026 Winter Term

Course	Schedule code MGT1010401 MGT1010402	Course title Organizational Behavior	
Name of Instructor	Hirose, Shinichi		Credits 2
Instructor's contact information	Office#	Office Hours By appointment (flexible)	E-mail/Google Chat
Class Schedule Day / Period	(Class A) Every Tuesday: 10:30-12:00 & 13:00-14:30 JST / Periods 2 & 3 (Class B) Every Wednesday: 10:30-12:00 & 13:00-14:30 JST / Periods 2 & 3		

Course Description	This course contributes to achieving specific learning objectives defined in the Curriculum Map by IUJ, as mentioned below. In addition, this course provides essential understanding and skills in organizational behavior (OB) to accomplish the school's objective. We learn how to manage today's organizations effectively and the "people" working inside. Organizations we deal with are profit-seeking corporations, public agencies, and all other forms of other. They consider their activities like work, not a hobby or mere socializing. What knowledge and skills are required to manage an organization of a few or thousands of people? First, we must explain the behaviors of various individuals and groups—considered complex interaction processes among individuals—in an orderly way. Next, we need to be able to analyze and predict individual and group behaviors. We will only be capable of managing or leading the entire organization after overcoming these challenges. The terms "management" or "leadership" should be used with great care since they evoke diverse and heterogeneous implications among people. As we proceed with the classes, we will gradually clarify what we mean by managing and leading organizations in modern society. Upon completing this course, you will have a comprehensive understanding of the nature of working people's minds, the various phenomena that occur under group work, and the mechanism of organizational structure. Also, you will be better prepared to lead your organization, either small or large, under solid OB theories and concepts foundations. Cases are designed to be gradually exposed to various simulated experiences that serve as anchors of your future career's managerial behaviors. A good understanding of organizational behavior is essential for ANY roles you assume upon graduation, as long as you work with others. With OB knowledge, you will be more capable of handling "people-related" issues in organizations.

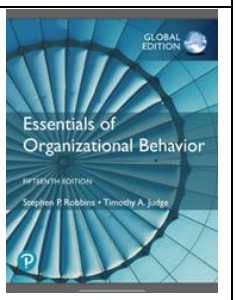
Learning Objectives & Goals	Upon successful completion of this course, the class participants will achieve the goals of mastering the following: (L3-1) Ability to demonstrate an understanding of leadership concepts and practices — **COMMON TO MBA, IMBA, AND JGDP** (a) Engagement in active listening and conduct of 2-way or multilateral conversation (b) Making constructive suggestions to deepen the group discussion (c) Exercising necessary leadership or followership behavior in the group discussion when needed (L4-1) Demonstrable ability to formulate and define issues — **2YR MBA ONLY** (a) The capability of identifying the most critical issues under a given situation without being distracted by less critical factors (b) The ability to clarify the causes of critical issues by conducting analytical fact-gathering and finding implications from such sources. Also, it is required to be capable of making reasonable guesses when there are insufficient facts (c) The skills to unveil the hidden interrelationships among issues and to develop holistically integrated solutions and suggestions for the situation
Contribution to the Diploma Policy (knowledge, skills, and attitude which can be acquired through this course for obtaining the degree concerned)	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 the ability to formulate/define issues MP2: Able to demonstrate the ability to analyze and compute MP3: Able to demonstrate the ability to interpret concepts and data MP4: Able to demonstrate the 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 MI4: Able to demonstrate the ability to establish systems with business knowledge for providing solutions to social issues sustainably

Delivery Methods	**1. Case discussions** ➢ **Group discussions** in the classroom at the beginning of the class ➢ Each student **MUST** join the class after reading and analyzing the Case individually ➢ Group discussions will take place in the classroom with pre-assigned group members ➢ **Class-wide debate**, where each student is supposed to speak up individually **2. Weekly CBT (computer-based testing)** **3. Web-based teamwork simulation exercise and group report** during Week 2 to Week 5 period **4. Supplementary lectures** (Includes critical concepts of the week, special hot topics, and the Case wrap-up) **5. CBT Final Exam**
Assessment	**[ASSESSMENT WEIGHTS]** a) Weekly Case Memos[1]: 12% [WK 2, 3, 4, 6, 7, 8. See details below] b) CBT Weekly Quiz[2]: 12% [WK 2, 3, 5, 6, 7, 8. See details below] c) Impact of your in-class speak-up and active participation: 20% d) Week 5 Group Presentation and the Simulation Exercise scores[3]: 25% [See details below] e) Group Peer Review: 13% [Methods to ensure fairness to be explained on the Google Classroom when ready] f) Final Exam[4]: 18% [Details and date/time to be shared on the Google Classroom when ready] [1] For SIX weeks of sessions, 1-2 pages (minimum one full page, maximum two pages) of Case Memo is due by 09:00 a.m. on Tuesday for Tuesday Class participants and 09:00 a.m. on Wednesday for Wednesday Class participants. The template file will be provided electronically on the Google Classroom portal. Case memos are not graded (A, B, C…), and you will receive a Pass or Fail. The expected contents of the Case Memos are straightforward and basic. While you read the case material for the next class, you freely write down your thoughts and opinions based on the Case Questions provided for each Case by the instructor. There is no required fixed writing style for Memos. You will receive a Pass unless your submission has a problem with plagiarism or too little originality. You upload your Case Memo to the Classroom Assignment section in the Google Classroom portal. [2] Weekly Quiz is a lightweight job if you carefully learn the textbook contents. It will typically take ten to twenty-five minutes. All assignments are given BEFORE the class, and the quizzes have a countdown time limit.

[3] Each group (group assignment made by the instructor from the Week 2 session) will make **presentations** based on the group dynamics and leadership experiences encountered during the **Everest V3** simulation. After finishing all the instructor sessions, feedback and grading for group presentations will be returned to each group. The score weight of simulation scores is very small, while the presentation scores will be significant.

[4] Web-based Final Exam will be conducted in the PC room. You do not need to bring your device. The exam duration will be between 90 and 180 minutes. It will be conducted during the Final Exam period.

	Learning Objectives	
Assessment methods	L3-1	L4-1
Case Memos and Quiz	24%	
Speak-up Impact	15%	5%
Group Simulation and Presentation	20%	5%
Group Peer Review	8%	5%
Final Exam	10%	8%
Weight on Final Grade	77%	23%

Prerequisites	None.
Method of Feedback for Exams/Papers	Case Memo: Pass/Fail. Messages are sent in Case of a Fail Group Presentation: Commentary messages will be sent to each group by the end of Week 8 Final Essay: Commentary messages and rubric points forwarded to all participants individually before the grade release
Required Textbook(s)	Required Textbook: [Available for both printed, Kindle, and MyLab eBook (good for 24 mo.) formats] Robbins, S. P., & Judge, T. (2021). *Essentials of Organizational Behavior* (15th Global ed.). Boston: Pearson Education. (Refer to p.11 for details)  (Caution 1) Please make sure that you use the "Global Edition." A "US Only Edition" is incompatible with our text reading assignments and should not be used.

(Caution 2) There are books titled "Organizational Behavior" (without "Essentials of") written by the same authors. This book is different from the one we will use. Please be careful to make the proper selection.

ALL PARTICIPANTS WITH FORMAL REGISTRATION TO THIS CLASS SHOULD PURCHASE THE TEXTBOOK, especially the MyLab Access Code (bulk-purchased by OAA, no need to buy individually). IT IS BECAUSE COPYING ALL THE REQUIRED READING PARTS FROM THE LIBRARY OR OTHER PUBLIC SOURCES EXCEEDS THE LEVEL OF "FAIR USE" ALLOWED BY THE COPYRIGHT LAWS OF JAPAN. BE COMPLIANT WITH THE LAWS BY ACQUIRING THE TEXTBOOK COPY ONLY FOR YOURSELF.

[HOW TO PURCHASE YOUR COPY]

(OPTION 1) OAA WILL OFFER A PAPER-BASED TEXTBOOK ORDERING SERVICE ON YOUR BEHALF BEFORE THE CLASS STARTS

(OPTION 2) YOU CAN ORDER YOUR TEXTBOOK, EITHER PRINTED OR EBOOK, BY YOURSELF

- IF YOU CHOOSE THIS OPTION, PLEASE TAKE ACTION SOON. BOOK DELIVERY MAY TAKE SEVERAL WEEKS.

(OPTION 3) IF YOU FEEL YOU DO NOT NEED THE TEXTBOOK AFTER GRADUATION, eLab COMES WITH AN eBook THAT IS GOOD FOR 24 MONTHS ONLY

SUPPOSE THE ARRIVAL OF YOUR TEXTBOOK DELAYS MEET THE START OF THE OB SESSIONS. IN THAT CASE, THERE IS A TEMPORARY SUPPORT AVAILABLE. YOU CAN EITHER MAKE PARTIAL COPIES FROM THE MLIC RESERVE OR ASK THE LIBRARIAN TO LET YOU ACCESS THE ELECTRONIC TEXTBOOK RESOURCE.

[[SPECIAL ATTENTION]]

- THE 15th GLOBAL EDITION MADE HUGE CONTENT REVISIONS.
- THEREFORE, ***YOU CANNOT USE PREVIOUS VERSIONS AS SUBSTITUTES***.
- MAKE SURE YOU GET THE 15th GLOBAL EDITION.

[TIPS: HOW TO "SKIM" THE TEXTBOOK]

- READING THE TEXTBOOK WORD-BY-WORD TAKES MUCH TIME
- PLEASE PAY ATTENTION TO THE FOLLOWING PARTS:

1. TITLES OF EACH SECTION

	2. BOLD-TYPED WORDS 3. FIGURES AND TABLES
Reference Books	➢ Levy, P. E. (2020). Industrial/organizational psychology: understanding the workplace (6th ed.). New York: Worth Publishers/Macmillan Learning. [MLIC: (reference number: 366.94-L668-2020), General Stacks Area] ➢ Wren, D. A., & Bedeian, A. G. (2020). The evolution of management thought (8th ed.). Hoboken, NJ: Wiley. [MLIC: (reference number: 335.2-W945-2020), General Stacks Area]
Other Materials	

Class Outlines	Week	Contents		
	1	Topic	INTRODUCTION	
		Required preparation /homework	➢ Skim Chapter 1 of the textbook and take a quiz assigned ➢ Case: **GE's Two-Decade Transformation: Jack Welch's Leadership [HBS Case: 24 pages | 399150-PDF-ENG]** ➢ CASE MEMO SUBMISSION IS *NOT* REQUIRED FOR WEEK 1. ➢ THERE IS NO NEED TO READ THE ENTIRE TEXT THOROUGHLY. READING GUIDES AND CASE QUESTIONS WILL BE MADE AVAILABLE ON THE GOOGLE CLASSROOM. Ensure you study the Case appropriately to discuss it in the group discussion. **Don't skim the cases. Please read them carefully.**	6h
		Required post-study		0h
	2	Topic	MOTIVATION	
		Required preparation /homework	➢ Skim textbook Chapters 3, 4, 5, 2, and take quizzes assigned. Submit a Case Memo. ➢ Case: **Mini cases (TBD) – free of charge** (PDF on Google Classroom) ➢ Submit Case Memo ➢ The finalized group formation will be announced before these sessions and become effective from this week.	6h

		Required post-study		0h
	3	Topic	COMMUNICATION AND NETWORK	
		Required preparation /homework	➢ Skim textbook Chapters 9, 10, and 11, and take the assigned quizzes. Submit a Case Memo. ➢ Case: **Intel in China [HBS Case: 8 pages | 99C007-PDF-ENG]** ➢ The instructions for the Everest simulation will be given in class this week. Also, relevant file materials will be uploaded to the Google Classroom portal. Your group can start working on the simulation exercise from this week. ✧ You have no problem tackling the simulation exercise without any specific OB knowledge. ✧ However, before starting the simulation and developing the group presentation, it is highly recommended that **<u>you study the topic contents of Week 5 in advance</u>**. You can also leverage what you learned until the Week 4 session, which would also be beneficial to developing a high-quality presentation. ➢ The Mid-term Course Feedback Survey by OAA will be sent to you.	6h
		Required post-study		0h
	4	Topic	GROUP DYNAMICS	
		Required preparation /homework	➢ Textbook: Chapters 6, 7, 8, and take the assigned quizzes. Submit a Case Memo. ➢ Case: **Shield: Product Development in a Distributed Team [INSEAD Case: 10 pages | 405-028-1]**	6h

		Required post-study		0h
	5	Topic	GROUP EFFECTIVENESS AND TEAM DYNAMICS **[GROUP PRESENTATION DAY]**	
		Required preparation /homework	➢ Skim the textbook Chapters 9 and 10, and take the assigned quizzes. Submit a PPT group presentation file. ➢ Web-based Simulation Exercise: **Everest V3 [8867-HTM-ENG]** - Bulk transactions purchase your simulation license by OAA. DO NOT PURCHASE THE LICENSE INDIVIDUALLY. [Instruction will be given starting from Week 3.] ➢ PREPARE **10 MIN. GROUP PRESENTATION** TO BE DELIVERED IN THE CLASS ➢ GROUP REPORT SUBMISSION DUE (PowerPoint file or equivalent) ➢ The first round of the Peer Evaluation Survey will be conducted this week	12h
		Required post-study		h
	6	Topic	LEADERSHIP, POWER, AND POLITICS	
		Required preparation /homework	➢ Skim the textbook Chapters 12 and 13, and take the assigned quizzes. Submit a Case Memo. ➢ Discussion based on several movie scenes from the movie "INVICTUS." ➢ Case: **Trouble at TESSEI [HBS Case: 16 pages | 615044-PDF-ENG]**	6h
		Required post-study		h

	7	Topic	ORGANIZATION DESIGN	
		Required preparation /homework	➢ Skim the textbook: WE WILL USE NON-TEXTBOOK MATERIAL FOR READING ASSIGNMENT. No quizzes will be assigned for this week. (Case Memo is due as usual.) ➢ Mintzberg, H. (2003). The Structuring of Organizations. In H. Mintzberg, J. Lampel, J. B. Quinn & S. Ghoshal (Eds.), The strategy process: concepts, contexts, cases (5th (2014) ed., pp. 201-217). Upper Saddle River, NJ: Prentice-Hall. [This material will be available as a protected PDF file on the Classroom portal.] ➢ Case: **Polycom, Inc.: Visualizing Culture [HBS Case: 16 pages | 601073-PDF-ENG]**	6h
		Required post-study		h
	8	Topic	CULTURAL TRANSFORMATION	
		Required preparation /homework	➢ Textbook: Chapters 16, 17, and take the assigned quizzes. Submit a Case Memo. ➢ Case: **Mini cases TBD – free of charge** (PDF on Google Classroom) ➢ Peer Feedback and Course Evaluation surveys will be carried out. ✧ Final Peer Evaluation Survey ✧ Final Course Feedback Survey by OAA	9h
		Required post-study		h
			Total	57h

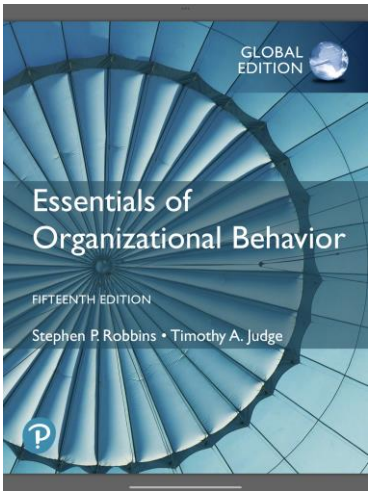
Eligibility and Attention	➢ GSIM CORE students only. ➢ Attendance is allowed for registered students only. You must attend the session on the day of the week you enrolled. [ATTENTION] Students are not allowed to switch the class's day interchangeably because they belong to the discussion group whose member is fixed. Therefore, you must be on the same course for the week. ➢ SKIM the Textbook and carefully READ the Case BEFORE joining each class session. It is mandatory. ➢ You must conduct case analyses based on the instructor's lead questions. To prepare your case memo, develop your output individually by yourself. Group discussion is not tolerated for this task. ➢ Lectures are NOT substitutes for textbook content. Please read your textbook assignments before each class. It also affects your Web Quiz scores. ➢ [WARNING] The plagiarism check is conducted for all of your submissions. Deviation will result in significant consequences for your grade. Typically, you will get an "F" grade if you commit plagiarism, even on one occasion. ✧ The typical mistake for unintentionally making plagiarism is that you must include the reference list to explicitly clarify the sources for the citations you made in your submissions. Make sure that you list the citation sources when you make citations. Also, making any copies from so-called "cheating websites" is not acceptable even if you made the sources listed as citations. ➢ [USAGE OF GENERATIVE AI] (such as ChatGPT) ✧ The partial utilization of AI output is acceptable. However, if you do, you need to clarify which part is from the AI by making quotations " ". ✧ All IUJ faculty members use analytic services capable of detecting AI outputs. ✧ As an extreme case, *never submit your homework with 100% AI output!* It will result in receiving an immediate F grade. ✧ Your original writing must be a significant part of the report for your learning practice. ✧ The policy of this class follows the ***GSIM Gen AI Usage Guidelines*** in *Students Handbook*.
Keyword	Introductory Organizational Behavior

ABOUT TEXTBOOK PURCHASE (only for those who want to have a paper book. eBook is included in myLab, good for two years.)

- **ONLY THE 15TH GLOBAL EDITION (EITHER PAPERBACK OR EBOOK) IS ACCEPTABLE**
- **NEVER PURCHASE PREVIOUS OLDER VERSIONS!**

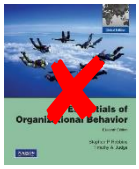
[ACCEPTABLE EDITION]

- **Global 15th edition**



[EDITIONS ***NOT*** ACCEPTABLE]

- Global 14th edition or earlier
  [basic structures such as chapter orders are different.]



- ANY "US-ONLY" editions

- "Organizational Behavior" by Robbins & Judge
  [title without "Essentials of"]

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

Course	Schedule code MGT1130	Course title INTERNATIONAL MANAGEMENT	
Name of Instructor	YINGYING ZHANG ZHANG		Credits 2
Instructor's contact information	Office#	Office Hours BY APPOINTMENT	E-mail
Class Schedule Day / Period	WEDNESDAY PERIOD 4 AND 5 OR THURSDAY PERIOD 2 AND 3		

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

<table>
<tr><td></td><td>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.</td></tr>
<tr><td>Learning Objectives & Goals</td><td>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.</td></tr>
<tr><td>Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)</td><td>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
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.</td></tr>
<tr><td>Delivery Methods</td><td>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.</td></tr>
<tr><td>Assessment</td><td>
<table>
<tr><td></td><td colspan="3">Learning Objectives</td><td></td></tr>
<tr><td>Assessment methods</td><td>(1)</td><td>(2)</td><td>(3)</td><td></td></tr>
<tr><td>Class Participation</td><td></td><td>50%</td><td>50%</td><td>30%</td></tr>
<tr><td>Individual Work</td><td>50%</td><td></td><td></td><td>20%</td></tr>
<tr><td>Peer Review</td><td></td><td></td><td>50%</td><td>15%</td></tr>
</table>
</td></tr>
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	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): Week 1 (Session 1 & 2): - Winston, A. (2023). 2023: A strategy, Tumultuous Year in Sustainability, *Harvard Business Review,* December 28. - Miravitllles. P. and Zhang, Y. (2016). Six Decades of International Business Research: Where Next? *Journal of Evolutionary Studies in Business,* 1 (1), 63-94. Week 2 (Session 3 & 4): - Rohlfer, S. and Zhang, Y. (2016). Culture studies in international business: paradigmatic shifts. *European Business Review*, 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, *International Entrepreneurship and Management Journal*, 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. *MIT Sloan Management Review*, 62 (1): 28-33.
Reference Books	- Morris, S. and Oldroyd, J. (2023). *International Business*, (3rd Ed.), NJ: John Wiley & Sons, Inc. ISBN: 978-1119889724 - Deresky, H. and Miller, S.R. (2020). *International Management: Managing Across Borders and Cultures*, Text and Cases (10th Ed.), Pearson. ISBN: 978-0135897874 - Peng, M. and Meyer, K. (2023). *International Business* (4th Ed.), Cengage Learning.

	ISBN: 978-1473779891 - Daniels, J., Radebaugh, L. and Sullivan, D., (2022). *International Business: Environments and operations* (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 preparation /homework	Read the above-mentioned journal articles.	1.0h
		Required post-study	Review the contents discussion with Class Note and PPT.	0.5h
	5	Topic	Exploring motivations for international business expansion	
		Required	Mini Case: IKEA (to be distributed in W2)	1.0 h

		preparation /homework	Read the above-mentioned journal articles.	
		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 post-study	Review the contents discussion with Class Note and apply in the real company project.	1.0 h
	11	Topic	Exploring organizational frameworks in international companies	
		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.	
	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	Class size is limited to a maximum of 30 students.			
Keyword	Globalization, digitalization, complexity, uncertainty, dynamism, managing international business			

International University of Japan

Graduate School of International Management

2026 Winter 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 By appointment	E-mail magnier-watanabe.gt@u.tsukuba.ac.jp
Class Schedule Day / Period	Wednesday 10:30 – 14:30		

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	"A new golden age for Japanese entrepreneurs" "Japan is changing its views on entrepreneurship, and that could be good for start-ups" "Japan wants foreign entrepreneurs, but what's missing"	1h

		Required post-study		h
	2	Topic	Conducting a Feasibility Analysis and Designing a Business Model	
		Required preparation /homework	“Japanese billionaire’s drab clothing firm becomes a sportswear sensation” “Tokyo entrepreneur's advice for parents and kids It's never too early to teach financial literacy”	1h
		Required post-study		h
	3	Topic	Crafting a Business Plan and Building a Solid Strategic Plan	
		Required preparation /homework	“10 Business Models That Will Inspire You”	1h
		Required post-study		h
	4	Topic	Forms of Business Ownership	
		Required preparation /homework	“Persist, pivot, prosper Tourism businesses on weathering the pandemic” “Laws and regulations on setting up a business in Japan” (reference only)	1h
		Required post-study		h
	5	Topic	Buying an Existing Business	
		Required preparation /homework	“Buying Dad’s Business”	1h
		Required post-study		h
	6	Topic	Franchising and the Entrepreneur	
		Required preparation /homework	“Subway Got Too Big. Franchisees Paid a Price”	1h
		Required post-study		h
	7	Topic	Short exam on classes 1 to 6	
		Required preparation /homework	Course materials of sessions 1 to 6	5h

		Required post-study		h
	8	Topic	Building a Powerful Bootstrap Marketing Plan	
		Required preparation /homework	“Bootstrap Marketing Techniques Every Small Business Owner Should Use”	h
		Required post-study		h
	9	Topic	Pricing and Credit Strategies	
		Required preparation /homework	“Pricing Exercises” “The concept of dynamic pricing”	1h
		Required post-study		h
	10	Topic	Creating a Successful Financial Plan	
		Required preparation /homework	“Pricing Exercises” “The concept of dynamic pricing”	1h
		Required post-study		h
	11	Topic	Short exam on classes 7 to 10	
		Required preparation /homework	Course materials of sessions 7 to 10	5h
		Required post-study		h
	12	Topic	Managing Cash Flow	
		Required preparation /homework		h
		Required post-study		h
	13	Topic	Entrepreneur Interview Presentations	
		Required preparation /homework		2.5h
		Required post-study		h
	14	Topic	Entrepreneur Interview Presentations	

		Required preparation /homework		2.5h
		Required post-study		h
	15	Topic	Business Plan Presentations	
		Required preparation /homework		10h
		Required post-study		h
	16	Topic	Business Plan Presentations	
		Required preparation /homework		10h
		Required post-study		h
			Total	43h
Others	All course materials are available on Google Classroom. The class format is face-to-face for the first 4 weeks (January 8, 15, 22, and 29) and online via Zoom for the last 4 weeks (February 5, 12, 19 and 26).			
Keyword	Business plan, entrepreneurship, business model			

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

Course	Schedule code MGT2140401	Course title New Business Creation and Venturing	
Name of Instructor	Wakayama, Toshihiro		Credits 1
Instructor's contact information	Office#	Office Hours By appointment	E-mail
Class Schedule Day / Period	Thu.4～5		

Course Description	Creating, Exploiting and Managing Discontinuities This course addresses fundamental issues of innovation-driven business creation. Managers must be able to identify new innovation opportunities, formulate them as viable business concepts, and manage the business launch. The course introduces a set of concepts and frameworks that help the student recognize business opportunities in today's dynamic competitive environment and frame those opportunities as competitively viable business concepts.
Learning Objectives & Goals	The course aims to cultivate the following capabilities for the students: * Ability to use theoretical frameworks for spotting innovation opportunities; and * Ability to creatively turn an innovation opportunity into a viable business, considering the contextual details of the opportunity (given in the case material).
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: 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 concept and data. MP4(MBA): Able to demonstrate ability to evaluate and make choices among alternatives. MF1(MBA, JGDP, DXP): Able to demonstrate understanding of Management Knowledge. MD1(IMBA): Able to apply the concepts of strategic management, recognizing internal and external strategic contexts. MT2(DXP): Able to employ suitable technology element to create a business or add competitive value to an organization. MT3(DXP): Able to implement digital transformation while taking into account organizational and environmental implications. MI3(ISEP):Able to demonstrate ability to connect different ideas for creating new solutions towards factors of social issues.
Delivery Methods	Case-based teaching.
Assessment	Class Participation: 40% Final Case Analysis Report: 60%
Prerequisites	Graduate-level course on Strategic Management

Method of feedback from instructor to students for exams/papers	Scores of individual questions with explanation when needed or requested.
Textbook(s)	Required: Reference Books / Journal Articles:
Note on Textbooks and Reference Books	Required Materials ========== Articles (available in the course folder): > What is Disruptive Innovation? Christensen, Raynor and McDonald, Harvard Business Review, 2015 Cases (must be purchased): > Pandesic – The Challenge of a New Business Venture (A), 399129-PDF-ENG, Harvard Business School, 2005 (Revised). > Apple Computer 2002, 702469-PDF-ENG, Harvard Business School, 2005 (Revised). > Apple Inc. in 2015, 715456-PDF-ENG, Harvard Business School, 2015.

Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Redefining the basis of competition through disruptive innovation	* Read "What is disruptive innovation?", HBR, 2015 * Read the slide set for this week.	4h		h
	2	Continuation of Class 1		h		h
	3	Extending your "resource-base" beyond the organizational boundary	* Read and analyze the case "Pandesic - The challenge of new business venture (A)". * Read the slide set for this week and try to answer the questions posed there.	6h		h
	4	Continuation of Class 3		h		h
	5	Aligning your business with shifting industry structure.	* Read and analyze the case "Apple Computer 2002". * Read the slide set for this week and try to answer the	6h		h

			questions posed there.			
	6	Continuation of Class 5		h		h
	7	Exploiting de-commoditization for new business creation	* Read and analyze the case "Apple Inc. in 2015". * Read the slide set for this week and try to answer the questions posed there.	6h		h
	8	Continuation of Class 7		h	Submit a case analysis report	8h
		Total				30h
Others						

International University of Japan

Graduate School of International Management (Master's Program)

2026 Winter Term

Course	Schedule code MGT2330	Course title Negotiation Strategy	
Name of Instructor	Yokose, Tsutomu		Credits 1
Instructor's contact information	Office#	Office Hours Tuesday, 9:00-18:00 Wednesday, 9:00-18:00 Other date: By appointment	E-mail
Class Schedule Day / Period			

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	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

degree concerned) N/A for language courses	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		1.0h		1.0h

		basic communication skills: 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	3.0h		1.0h

			the various parties influence the negotiation 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) -- 2nd module class: December 1(monday), 2(Tuesday), 3(Wednesday), 4 (Thursday), 10:30-12:00, 13:00-14:30					

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

Course	Schedule code MKG2060	Course title Advertising Management	
Name of Instructor	Sheehan, Benjamin		Credits 2
Instructor's contact information	Office#	Office Hours Student consultation is available anytime, however, please email me to arrange an appointment where possible.	E-mail
Class Schedule Day / Period	Tue.2～3		

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	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

degree concerned) N/A for language courses	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	1. Richards, J., & Curran, C. (2002). Oracles on "advertising": Searching for a definition. Journal of Advertising, 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. International Journal of Advertising, 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 Mapping Exercise & Practice		h		1h
	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 (Master's Program)
2026 Winter Term

Course	Schedule code MKG3030401	Course title Marketing Research	
Name of Instructor	Sheehan, Benjamin		Credits 2
Instructor's contact information	Office#	Office Hours Student consultation is available anytime, however, please email me to arrange an appointment where possible.	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		h		3h

		Statistics				
	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
2026 Winter 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 Managerial Accounting (ACT1020), Digital Supply Chain Management (OPR3010), Managing Product Development (OPR3020), Service Management (MGT2020), 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

<table>
<tr><td></td><td>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.</td></tr>
<tr><td>Contribution to the Diploma Policy (knowledge, skills and attitude which can be acquired through this course for obtaining the degree concerned)</td><td>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</td></tr>
<tr><td>Delivery Methods</td><td>Class lectures, in-class games, case studies, group discussions, and field trip.</td></tr>
<tr><td>Assessment</td><td>
<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</td></tr>
</table>

	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 Note: Available only as an eBook, with lifetime access.
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		
	1	Topic	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	5.0 h

			Conduct group discussions on the BYD case.	
	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(8th Ed), Page 418 (7th Ed), Page 450(6th 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	76.0 h
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 at the course folder: \\iuj-home\IM materials\2025-2026\Winter\Operations-Management or ***Google Classroom***. Students should visit this folder frequently for newly posted online materials. 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)

2026 Winter Term

Course	Schedule code SEM6030401	Course title Advanced Seminar III	
Name of Instructor	Kikkawa, Takeo		Credits 2
Instructor's contact information	Office#	Office Hours Fri 12:00-13:00	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)
2026 Winter Term

Course	Schedule code SEM6030402	Course title Advanced Seminar III	
Name of Instructor	Lee, Hyunkoo		Credits 2
Instructor's contact information	Office#	Office Hours Wed 3:00-4:00 PM	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)
2026 Winter Term

Course	Schedule code SEM6030403	Course title Advanced Seminar III	
Name of Instructor	Yokose, Tsutomu		Credits 2
Instructor's contact information	Office#	Office Hours Tuesday, 9:00-18:00 Wednesday, 9:00-18:00 Other date: By appointment	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 form 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	Review and evaluate the front part of research report/thesis	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	Brash up the overall contents of the report/thesis	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	Finalize the data and application to the hypothesis	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	Identify the	Prepare	3.0h	Reflect the	2.0h

		action plans to solve the challenges in the topics	documents for one on one discussion		discussion points into research paper with the revision of contents, brush up the logics and upgrade the logic of the research protocol.	
	5	Write 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 protocol.	2.0h
	6	Write 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
	7	Write research report/thesis III	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	Research presentation 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
	9	Research presentation 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	2.0h

					the logics and upgrade the logic of the research protocol.	
	10	Finalize research report/thesis	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)

2026 Winter 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 After class or by appointment.	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)

2026 Winter Term

Course	Schedule code SEM6030405	Course title Advanced Seminar III	
Name of Instructor	Hirose, Shinichi		Credits 2
Instructor's contact information	Office#	Office Hours By ad-hoc appointment (flexible). You can also ask questions etc., during the lunch break or after the class	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is part of a year-long graduation paper (Research Report or Thesis) development project. It is designed to teach the foundations of data analysis and academic writing. This seminar helps the middle stage of research activities.			
Learning Objectives & Goals	Ideally, during this period, a student finishes data collection and analysis.			
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	Graduation Paper is a major required component of diploma awarding. This course helps develop the Paper.			
Delivery Methods	One-on-one teaching and discussion.			
Assessment	Self-driven research progress: 60% Appropriate learning needs communication with the instructor: 40%			
Prerequisites	Successful completion of Advanced Seminar I.			
Method of feedback from instructor to students for exams/papers	Feedback will be concerning the progress of the research activities.			
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	One-on-one meetings will be scheduled flexibly. This course does not have weekly			

	regular classes like regular courses.

International University of Japan

Graduate School of International Management (Master's Program)

2026 Winter 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 Monday - Friday 13:00-15:00	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)

2026 Winter 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	3h	Modification of the research contents and plan	2h
	2	Same as above	Same as above	h	Same as above	h

	3	Same as above	Same as above	3h	Same as above	2h
	4	Same as above	Same as above	h	Same as above	h
	5	Same as above	Same as above	3h	Same as above	2h
	6	Same as above	Same as above	h	Same as above	h
	7	Same as above	Same as above	3h	Same as above	2h
	8	Same as above	Same as above	h	Same as above	h
	9	Same as above	Same as above	3h	Same as above	2h
	10	Same as above	Same as above	h	Same as above	h
	11	Same as above	Same as above	3h	Same as above	2h
	12	Same as above	Same as above	h	Same as above	h
	13	Same as above	Same as above	3h	Same as above	2h
	14	Same as above	Same as above	h	Same as above	h
	15	Finalizing draft	Drafting Thesis/research report	5h	Modification of draft	3h
	16	Same as above	Same as above	h	Same as above	h
		Total				43h
Others						

International University of Japan

Graduate School of International Management (Master's Program)

2026 Winter Term

Course	Schedule code SEM6030409	Course title Advanced Seminar III	
Name of Instructor	Li, Wenkai		Credits 2
Instructor's contact information	Office# 213	Office Hours After class or by appointment	E-mail lwk@iuj.ac.jp
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)

2026 Winter Term

Course	Schedule code SEM6030410	Course title Advanced Seminar III	
Name of Instructor	Chow, Yuen Leng		Credits 2
Instructor's contact information	Office# 206	Office Hours By appointment	E-mail yuenleng@iuj.ac.jp
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)

2026 Winter Term

Course	Schedule code SEM6030411	Course title Advanced Seminar III	
Name of Instructor	Comai, Alessandro		Credits 2
Instructor's contact information	Office# 205	Office Hours Wen-Fri 10.00-18.00	E-mail acomai@iuj.ac.jp
Class Schedule Day / Period	unfixed		

Course Description	The Advanced Research Seminar 3 allows students to write the final report using a common and standard structure such as abstract, introduction, literature review and research gap, methodology, discussion and conclusion. The seminar is also dedicated to solving minor research problems that the student may encounter during his/her data analysis. The seminar will be conducted from an academic perspective. Please note that students must have already collected the data and prepared and presented the poster. Therefore, students must have some preliminary results before attending the seminar.
Learning Objectives & Goals	After attending this seminar, you should be able to - Understand the difference between casual and academic writing. - Avoid plagiarism and AI content creation. - Organize and structure an academic paper - Prepare the discussion and identify some key practical 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	
Delivery Methods	Weekly meetings with students Individual meetings
Assessment	Qualitative
Prerequisites	
Method of feedback from instructor to students for exams/papers	During meetings and adding comments to their shared document in Google Docks
Textbook(s)	Required: Reference Books / Journal Articles:
Note on Textbooks and Reference Books	

Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	weekly meetings		h		4h
	2	weekly meetings		h		4h
	3	weekly meetings		h		4h
	4	weekly meetings		h		4h
	5	weekly meetings		h		4h
	6	weekly meetings		h		4h
	7	weekly meetings		h		4h
	8	weekly meetings		h		4h
		Total	32h			
Others	Each student will use the methodology that best suits his or her research. Qualitative methods are usually recommended when the research questions are open-ended and divergent (e.g., using a how question). In contrast, when the research questions are more conclusive (e.g., using a what or why question), a quantitative method is recommended. Case studies are also considered.Thius					

International University of Japan

Graduate School of International Management (Master's Program)

2026 Winter Term

Course	Schedule code SEM6030412	Course title Advanced Seminar III	
Name of Instructor	Sheehan, Benjamin		Credits 2
Instructor's contact information	Office# Office 323 (3rd floor of the main building)	Office Hours Student consultation is available anytime, however, please email me to arrange an appointment where possible.	E-mail bsheehan@iuj.ac.jp
Class Schedule Day / Period	unfixed		

Course Description	IUJ students are required to produce a piece of independent research as part of their course requirements. This seminar series provides access to 1-on-1 supervision and training - to help you along your research journey. The seminar series is designed to provide personalized guidance - based on your existing skills and research topic. In broad terms, the seminars will examine key concepts and methods for marketing research - helping you to apply methodological and analytical tools to the topic of your choice. Throughout the supervision process, you will learn basic techniques of research in marketing, including problem definition, research design, questionnaire construction, experimental design, sampling strategies, data collection, data analysis, and result presentation. During our personalized sessions, we will also discuss how marketing research can help managers make business decisions and how we can transform research findings into actionable business insights. Students are expected to define the research problem, develop a research plan, collect and analyze data on their own (with assistance), and present findings and theoretical and practical implications of their work.
Learning Objectives & Goals	The goal of the seminar series is to provide supervision and guidance to students as they learn: 1. The fundamentals sufficient to define a quantitative marketing research problem. 2. The types of variables used in quantitative marketing models 3. How to develop testable hypotheses 3. How to find and use quantitative measurement instruments to collect data 4. How to design a sound, rigorous survey or experiment 5. How to collect and analyze data using SPSS or PSPP 6. How to write-up research results in APA format, inline with discipline norms 7. How to communicate theoretical and practical research contributions and the limitations of their work
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 meetings - either face-to-face or via Zoom. Please note: Student research is to be driven by the student. I will be available to provide as much guidance and supervision as is needed e.g., we can meet more than once per week, but students should take the initiative to seek additional help as required.
Assessment	The goal is to produce a piece of research of publishable quality - although publication is not necessary. 100% of students grade is awarded based on progress towards this goal.
Prerequisites	Nil. However, it is strongly recommended that students take or plan to take Consumer Behavior and Marketing Research courses. The Consumer Behavior course will provide you with an overview of marketing theory - from which you can develop your research ideas. The Marketing Research course will provide you will the fundamental skills required to complete a Master's level research project.
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 meetings, personal consultations etc. • Formal: in writing, such as comments on drafts of your manuscript and research plan. • Direct: to individual students, either in written form or via consultation. • Indirect: on occasion, all students will meet together - to learn as a group and from each-other.
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: SPSS Statistics: A Practical Guide, b)Edition: , c)Author: Allen, Bennett & Heritage, d)Publisher: , e)Year: 2018, f)ISBN: a)Title: Marketing Scales Handbook, b)Edition: , c)Author: Bruner, d)Publisher: , e)Year: 2022, f)ISBN:
Note on Textbooks and Reference Books	

Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Individual Consultation	Please note: Each consultation is tailored to the specific student. The contents of	h		2h

			each seminar will vary depending on each student's individual progress toward completing the 7 objectives listed above.			
	2	Individual Consultation		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)

2026 Winter Term

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

Course Description	This is the third Advanced Seminar for the students. At this third phase, the students are expected to craft and complete "Extended Outline" and "First Complete Draft".
Learning Objectives & Goals	See the sections on "Extended Outline" in the guideline distributed.
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	Presentations by the student, feedbacks by the instructor, and revisions by the student. Individual one to one guidance.
Assessment	Progress on the "Extended Outline" and the "Draft".
Prerequisites	None.
Method of feedback from instructor to students for exams/papers	Feedback through individual meetings.
Textbook(s)	Required: Reference Books / Journal Articles:
Note on Textbooks and Reference Books	

Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Discussion on research proposal	Report on progress and preparation for presentation	1.5h	Revising research based on the feedback	1.5h
	2	Discussion on research proposal	Report on progress and preparation for presentation	1.5h	Revising research based on the feedback	1.5h
	3	Discussion on	Report on progress	1.5h	Revising research	1.5h

		research proposal	and preparation for presentation		based on the feedback	
	4	Discussion on research progress	Report on progress and preparation for presentation	1.5h	Revising research based on the feedback	1.5h
	5	Discussion on research proposal	Report on progress and preparation for presentation	1.5h	Revising research based on the feedback	1.5h
	6	Discussion on research proposal	Report on progress and preparation for presentation	1.5h	Revising research based on the feedback	1.5h
	7	Discussion on research proposal	Report on progress and preparation for presentation	1.5h	Revising research based on the feedback	1.5h
	8	Discussion on research proposal	Report on progress and preparation for presentation	1.5h	Revising research based on the feedback	1.5h
	9	Discussion on research progress	Report on progress and preparation for presentation	1.5h	Revising research based on the feedback	1.5h
	10	Discussion on research proposal	Report on progress and preparation for presentation	1.5h	Revising research based on the feedback	1.5h
	11	Discussion on research proposal	Report on progress and preparation for presentation	1.5h	Revising research based on the feedback	1.5h
	12	Discussion on research proposal	Report on progress and preparation for presentation	1.5h	Revising research based on the feedback	1.5h
	13	Discussion on research proposal	Report on progress and preparation for presentation	1.5h	Revising research based on the feedback	1.5h
	14	Discussion on research proposal	Report on progress and preparation for presentation	1.5h	Revising research based on the feedback	1.5h
	15	Discussion on research proposal	Report on progress and preparation for presentation	1.5h	Revising research based on the feedback	1.5h
	16	Discussion on research proposal	Report on progress and preparation for presentation	1.5h	Revising research based on the feedback	1.5h
		Total				48h
Others						

International University of Japan

Graduate School of International Management (Master's Program)

2026 Winter 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 Monday - Friday 13:00-15:00	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)

2026 Winter Term

Course	Schedule code SEM7010402	Course title Research Seminar I	
Name of Instructor	Chow, Yuen Leng		Credits 1
Instructor's contact information	Office# 206	Office Hours By appointment	E-mail yuenleng@iuj.ac.jp
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)

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Course	Schedule code SEM7010404	Course title Research Seminar I	
Name of Instructor	Comai, Alessandro		Credits 1
Instructor's contact information	Office#	Office Hours Wen-Fri 10.00-18.00	E-mail
Class Schedule Day / Period	unfixed		

Course Description	The Advanced Research Seminar introduces students to research and guides them through the process of writing their research report. The seminar is conducted from an academic perspective.
Learning Objectives & Goals	After attending this seminar, you should be able to - Understand the difference between casual and academic writing. - Be aware of plagiarism and AI content generation. - Learn how to organize an academic paper - Focus on your main topic - Apply different research strategies (e.g., using Boolean operators or reviewing previous work such as systematic literature articles on the main topic) - Identify the gap in the literature and formulate your research questions
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	Regular weekly meetings with all students. Each student will share the progress of his/her research with all other participants.
Assessment	Based on participation, work progress and final delivery
Prerequisites	
Method of feedback from instructor to students for exams/papers	Weekly, during the weekly meeting. After receiving feedback and constructive criticism, he/she determines the work to be done the following week. The seminar includes individual meetings, especially when students are completing or nearing completion of their report.
Textbook(s)	Required: Reference Books / Journal Articles:
Note on Textbooks and Reference Books	

Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	weekly meetings		h		4h
	2	weekly meetings		h		4h
	3	weekly meetings		h		4h
	4	weekly meetings		h		4h
	5	weekly meetings		h		4h
	6	weekly meetings		h		4h
	7	weekly meetings		h		4h
	8	weekly meetings		h		4h
		Total	32h			
Others	Each student will use the methodology that best suits his or her research. Qualitative methods are usually recommended when the research questions are open-ended and divergent (e.g., How...). In contrast, when the research questions are more conclusive (e.g., What, Why), a quantitative method is recommended. Case studies are also considered.					

International University of Japan

Graduate School of International Management (Master's Program)

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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 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 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	3h	Modification of the research contents and plan	2h
	2	Same as above	Same as above	h	Same as above	h

	3	Same as above	Same as above	3h	Same as above	2h
	4	Same as above	Same as above	h	Same as above	h
	5	Same as above	Same as above	3h	Same as above	2h
	6	Same as above	Same as above	h	Same as above	h
	7	Same as above	Same as above	3h	Same as above	2h
	8	Same as above	Same as above	h	Same as above	h
	9	Same as above	Same as above	3h	Same as above	2h
	10	Same as above	Same as above	h	Same as above	h
	11	Same as above	Same as above	3h	Same as above	2h
	12	Same as above	Same as above	h	Same as above	h
	13	Same as above	Same as above	3h	Same as above	2h
	14	Same as above	Same as above	h	Same as above	h
	15	Same as above	Same as above	3h	Same as above	2h
	16	Same as above	Same as above	h	Same as above	h
		Total	40h			
Others						

International University of Japan

Graduate School of International Management (Master's Program)

2026 Winter Term

Course	Schedule code SEM7010406	Course title Research Seminar I	
Name of Instructor	Kikkawa, Takeo		Credits 1
Instructor's contact information	Office#	Office Hours Fri 12:00-13:00	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)

2026 Winter Term

Course	Schedule code SEM7010407	Course title Research Seminar I	
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	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)

2026 Winter Term

Course	Schedule code SEM7010408	Course title Research Seminar I	
Name of Instructor	Yokose, Tsutomu		Credits 1
Instructor's contact information	Office#	Office Hours Tuesday, 9:00-18:00 Wednesday, 9:00-18:00 Other date: By appointment	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 students for exams/papers	In one on one meeting, instructor will feedback the progress and quality of research, which is suitable for MBA degree.					
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	2h	Implement action plans depending	1h

			materials as the current research work		upon feedback from instructor and other 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)

2026 Winter 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 After class or by appointment.	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)

2026 Winter Term

Course	Schedule code SEM7010410	Course title Research Seminar I	
Name of Instructor	Lee, Hyunkoo		Credits 1
Instructor's contact information	Office#	Office Hours Wed 3:00-4:00 PM	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)

2026 Winter Term

Course	Schedule code SEM7010411	Course title Research Seminar I	
Name of Instructor	Sheehan, Benjamin		Credits 1
Instructor's contact information	Office#	Office Hours Student consultation is available anytime, however, please email me to arrange an appointment where possible.	E-mail
Class Schedule Day / Period	unfixed		

Course Description	IUJ students are required to produce a piece of independent research as part of their course requirements. This seminar series provides access to 1-on-1 supervision and training - to help you along your research journey. The seminar series is designed to provide personalized guidance - based on your existing skills and research topic. In broad terms, the seminars will examine key concepts and methods for marketing research - helping you to apply methodological and analytical tools to the topic of your choice. Throughout the supervision process, you will learn basic techniques of research in marketing, including problem definition, research design, questionnaire construction, experimental design, sampling strategies, data collection, data analysis, and result presentation. During our personalized sessions, we will also discuss how marketing research can help managers make business decisions and how we can transform research findings into actionable business insights. Students are expected to define the research problem, develop a research plan, collect and analyze data on their own (with assistance), and present findings and theoretical and practical implications of their work.
Learning Objectives & Goals	The goal of the seminar series is to provide supervision and guidance to students as they learn: 1. The fundamentals sufficient to define a quantitative marketing research problem. 2. The types of variables used in quantitative marketing models 3. How to develop testable hypotheses 3. How to find and use quantitative measurement instruments to collect data 4. How to design a sound, rigorous survey or experiment 5. How to collect and analyze data using SPSS or PSPP 6. How to write-up research results in APA format, inline with discipline norms 7. How to communicate theoretical and practical research contributions and the limitations of their work
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 meetings - either face-to-face or via Zoom. Please note: Student research is to be driven by the student. I will be available to provide as much guidance and supervision as is needed e.g., we can meet more than once per week, but students should take the initiative to seek additional help as required.
Assessment	The goal is to produce a piece of research of publishable quality - although publication is not necessary. 100% of students grade is awarded based on progress towards this goal.
Prerequisites	Nil. However, it is strongly recommended that students take or plan to take Consumer Behavior and Marketing Research courses. The Consumer Behavior course will provide you with an overview of marketing theory - from which you can develop your research ideas. The Marketing Research course will provide you will the fundamental skills required to complete a Master's level research project.
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 meetings, personal consultations etc. • Formal: in writing, such as comments on drafts of your manuscript and research plan. • Direct: to individual students, either in written form or via consultation. • Indirect: on occasion, all students will meet together - to learn as a group and from each-other.
Textbook(s)	Required: Reference Books / Journal Articles: a)Title: SPSS Statistics: A Practical Guide, b)Edition: , c)Author: Allen, Bennett & Heritage, d)Publisher: , e)Year: 2018, f)ISBN: a)Title: Marketing Scales Handbook, b)Edition: , c)Author: Bruner, d)Publisher: , e)Year: 2022, f)ISBN:
Note on Textbooks and Reference Books	

Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Individual Consultation	Please note: Each consultation is tailored to the specific student. The contents of each seminar will	h		2h

			vary depending on each student's individual progress toward completing the 7 objectives listed above.			
	2	Individual Consultation		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)

2026 Winter Term

Course	Schedule code SEM7010412	Course title Research Seminar I	
Name of Instructor	Hirose, Shinichi		Credits 1
Instructor's contact information	Office#	Office Hours By ad-hoc appointment (flexible). You can also ask questions etc., during the lunch break or after the class	E-mail
Class Schedule Day / Period	unfixed		

Course Description	This course is the first part of the year-long research activities and your Research Report or Thesis writing. It is designed to lay the foundations of graduation paper preparation in the form of literature research, research topic deliberation, and paper writing.
Learning Objectives & Goals	Individual and intensive guidance towards your completion of the Research Report or 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	This course is a part of the initial preparation stage to fulfill the graduation and degree requirements. The Research Report or Thesis is an eventual integration of what you learned.
Delivery Methods	One-on-one supervision.
Assessment	100% based on the quality of efforts towards completing the Research Paper or Thesis.
Prerequisites	None.
Method of feedback from instructor to students for exams/papers	Through every occasion of individual guidance sessions.
Textbook(s)	Required: Reference Books / Journal Articles:
Note on Textbooks and Reference Books	

Class Outline	Class	Topic	Required preparation /homework		Required post-study	
	1	Discussion of research topic	Draft plan of one-year long research	3h		h

		and research feasibility	activity			
	2	Discussion of research topic and research feasibility	Draft plan of one-year long research activity	3h		h
	3	Confirmation of tentative research plan	Draft plan of one-year long research activity	3h		h
	4	Confirmation of tentative research plan	Draft plan of one-year long research activity	3h		h
	5	Customized support and supervision	Proceed with research work	3h		h
	6	Customized support and supervision	Proceed with research work	3h		h
	7	Customized support and supervision	Proceed with research work	3h		h
	8	Customized support and supervision	Proceed with research work	3h		h
	9	Customized support and supervision	Proceed with research work	3h		h
	10	Customized support and supervision	Proceed with research work	3h		h
	11	Customized support and supervision	Proceed with research work	3h		h
	12	Customized support and supervision	Proceed with research work	3h		h
	13	Customized support and supervision	Proceed with research work	3h		h
	14	Customized support and supervision	Proceed with research work	3h		h
	15	Term-end progress review and next term planning	Next term activity plan, including contingency	6h		h
	16	Term-end progress review and next term	Next term activity plan, including contingency	6h		h

		planning				
		Total	54h			
Others	n/a					

International University of Japan

Graduate School of International Management (Master's Program)

2026 Winter 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 report at the end of the semester.The research report at this stage should not be a completed version. The goal is to determine the scope of your case study or feasibility study and plan the research activities. 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				