Graduate School of Leadership and Innovation, Shizenkan University
MBA Program in Design & Leadership for Societal Innovation

Course Syllabi of the 2021 Academic Year

*Courses offered by the university consist of required, elective, and optional courses. Required courses are those that all students are required to take. Elective courses are those that students can choose to take based on their interests, awareness of issues, and future career paths. Optional courses are not included in the completion requirements, but are eligible for credit.
*In principle, each session of classes consists of 90 minutes. However, the structure of intensive courses and some courses may differ.

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What is a Company For?: Exploring Relationships among Business Enterprise, Market and Society

Course Title コース名	What is a Company For?: Exploring Relationships among Business Enterprise, Market and Society (COMPANY)		
Course Instructor 担当教員	Tomoyoshi Noda / Jesper Koll	Compulsory / Elective 必修/選択	Compulsory
Year of Delivery 配当年次	1st semester, 1st year	Credit 単位数	2 Credits
Course Outline 授業の目的	Today, companies have become the main force in the world economy. In particular, global companies mobilize people, goods, money, and information beyond national borders. Some of them exercise enormous influence in the world with turnover greater than GDP of small nations. Regardless of this, neither economics, sociology, nor political science have seriously dealt with the existence and concept of companies in their theory formulation and empirical researches. In the field of business administration as well, most of the studies tend to focus on "how to best manage companies", rather than researching on the role and significance of companies as important actors in our socio-economic system. In this course, we will explore the essence of companies through reflecting on the history as well as based on the theory of comparative culture. In our society, incorporated companies are strange "things" endowed with a legal personality similar to "person", despite that they are "things", not "persons". With a focus on the existence of incorporated companies, we will unravel the evolution of legal system and examine the question of "for what and for whom do companies exist?"		
Course Objectives 学修の到達目標	During this course students will: 1. Look back through history to analyze and compare various corporate systems that exist throughout the world (focusing mainly on American and Japanese models). 2. Through understanding the various environmental changes surrounding companies, and the expectations / demands of stakeholders, each student will develop her/his own "working theory" on an ideal company – its raison d'être, ethical standards and social engagement. 3. Identify the qualities and attitudes demanded of managers, and incorporate these qualities into their leadership growth plan.		
Course Structure 各回の内容	1-2. Face the Tide of Global Capital Markets [Noda] 3-4. Re-Examine the Relationships between the Company and its Shareholders [Noda/Koll] 5-6. Dialogue with an Investor and Philanthropist [Noda] 7-8. Revisit human-centric management: Review the relationship with employees [Noda] 9-10. Conceptualize with theory on "what is a company?" [Noda] 11-12. Re-Consider the Relationship between the Company and Society [Noda] 13-14. Dialogue with NGO activists [Noda] 15-16. Explore the Future of the Company [Noda]		
Course Approach 授業の方法	Interactive lecture Group presentation		

	Role plays Discussion
Text book 教科書	None in particular
Course Resources 教材	Distribute outline of class content and schedule during sessions Use movies, documentaries and news clips as teaching materials Use journal articles as supplementary materials (e.g. Harvard Business Review)
Course References 参考文献	Charles Handy (1999) *The Hungry Spirit: Beyond Capitalism: A Quest for Purpose in the Modern World*, Broadway Lynda Gratton (2011) *The Shift: The Future of Work Is Already Here*, William Collins
Evaluation 成績評価	Class contribution (20%) Submission of pre-assignments (10%) Submission of speech script (10%) Final report (60%)
Others その他	Invite guest speakers at relevant sessions (financial investors, labor union leaders, human rights and environmental experts from NGOs etc.)

Modern Western Philosophy, Capitalism and the Future of Human Existence

Course Title コース名	Modern Philosophy, Capitalism, the Future of Human Existence (CAPITALISM)		
Course Instructor 担当教員	Seiji Takeda	Compulsory / Elective 必修/選択	Compulsory
Year of Delivery 配当年次	1st semester, 1st year	Credit 単位数	2 credits
Course Outline 授業の目的	The capitalist economic system, which was born in Europe and has penetrated the world through the acceleration of globalization, brings material wealth to people in developing countries as well as in developed countries. On the other hand, the system has made negative aspects on a global scale, such as widening disparity in each country, concern about resource expenditure and climate change and sustainability. In this subject, we consider the significance of capitalism in human history and examine it through the framework of "Western modernity." Western modernity was a revolutionary event in the history of mankind. We explore its genesis in the modern Western world by examining capitalism as economic system and its counterpart political systems of democracy. And it was modern Western thought (a series of modern philosophical thought such as Rock, Rousseau, Hegel) that designed this socio-economic system. The purpose of this course is to understand the meaning and significance, in the history of mankind, of the socio-economic systems by exploring the essence of Western modernity from the perspective of modern Western thought. In this regard, we focus on the possible existence of human beings, especially on the condition that human beings can be "free". On that basis, we confront the challenges of the current global socio-economic system and explore the possibility of the principle of opening up our new future.		
Course Objectives 学修の到達目標	The goal of this course is as follows. 1. Overview the process of the establishment of Western modernity and its socio-economic system. Focus on the mutual linkage between capitalism and democracy which is a constituent element of Western modernity. Develop a deeper understanding of the essence of Western modernity. 2. Learn the genealogy of modern Western thought (Adam Smith, Karl Marx etc.) and its theoretical framework which had a great influence on the establishment of the socio-economic system. 3. At the same time, understand the transformation of human existence brought by Western modernity and learn the essence of human existence posed by Western philosophy (Plato, Hegel, Nietzsche etc.) 4. On the basis of above, deepen the insight into the nature of human existence from the light and shadow that the current socio-economic system encompasses. 5. Overlook the diverse and intermingled socio-economic systems that exist in the world, and re-examine the validity of the modern western. 6. By understanding nature of the human existence as well as the diversity of global world, each student shall develop the awareness of the problems and her/his perspective towards the future of		

	mankind, and possess a clearer vision as a prospective leader.
Course Structure 各回の内容	1-2. Why is studying philosophy necessary? 3-4. Overview the history of humanity 5-6. Understand the essence of modern western era 7-8. Rethinking modern times from human existence (Ontology) 9-10. Shifting the point of view 11-13. Explore the possibility of overcoming modern times 14-15. Authoritarian Capitalism – Envision the future by confronting the new trend 16-17. Possibility of an ideal society – The Constitution of Liberty
Course Approach 授業の方法	Interactive lecture Group discussion Group presentation and mutual feedback
Text book 教科書	This course is academically based on Western philosophy (modern western thought). However, related original texts on philosophy vary in a wide range and they are not easy readings for non-academics and practitioners. Therefore, there are no assigned textbooks on philosophy. Copies of relevant book chapters will be handed out in each session.
Course Resources 教材	Class handouts: Excerpts from the classics of Western philosophy Supplementary materials: Films, news clips and documentaries etc.
Course References 参考文献	Yuval Noah Harari (2015) *Sapiens: A Brief History of Humankind*, Harper. Robert B. Reich (2015) *Saving Capitalism: for the many, not the few*, Alfred A. Knopf.
Evaluation 成績評価	Class participation and contribution (10%) Group work (30%) Mid-term report (30%) Final report (30%)

Diversity of Social Structures and Ethics from the Perspective of Major Religions

Course Title コース名	Diversity of Social Structures and Ethics from the Perspective of Major Religions (RELIGIONS)

Course Instructor 担当教員	Daizaburo, Hashizume	Compulsory/ Elective 必修／選択	Compulsory
Year of Delivery 配当年次	2nd semester, 1st year	Credit 単位数	2 credits

Course Outline 授業の目的	Religious beliefs and culture significantly impact all aspects of life. They underpin the values and nature of society and humanity. This course, following Max Weber's theory of comparative sociology of religion, focuses on the function of religions in forming social structures and behavioral principles. We will cover the respective characteristics, customs, thoughts, and social institutions of major religions; monotheistic religions of Christianity and Islam, polytheistic religions of Hinduism and Buddhism, as well as the Eastern philosophical traditions of Confucianism and Taoism from the perspective of Comparative Sociology. We will analyze the recent trends in global politics and economy including Evangelical movements in the US, Islam Revivalism, China's Socialist-market economy, and others. Finally, we will examine the differences among principles and ways of thinking of respective civilizations in light of their values and how they create confrontations and search for a solution in the geopolitical and socio-economical context.
Course Objectives 学修の到達目標	The goal of this course is as follows: 1. Understand that the four major civilizations are initiated by religions, and primarily are established based on the Canon, the principle of thought and behavior, as their foundation. 2. Understand that different Canons produce different ways of thinking and behavior, thus the diversity of the global community. 3. As a leader of a global company or organization, be aware of the diversity among the members of an organization as well as cultivate the adequate management attitude and qualities. 4. Develop the ability to accurately understand the challenges and difficulties faced by the international community and make better decisions as a leader of a global society.
Course Structure 各回の内容	1.-2. Introduction to Comparative Sociology of Religions 3.-4. The Essence of Christianity 5.-6. Social Structure and Behavioral Pattern of the U.S. 7.-8. The Essence of Islam and Islamic Civilization 9.-10. The Social Structure and Behavioral Pattern of Indian Civilization 11.-12. The Social Structure and Behavioral Pattern of Chinese Civilization 13.-14. The Social Structure and Behavioral Pattern of Japanese Society 15.-16. The Image of a Diverse Global Community in the 21st Century
Course Approach 授業の方法	Lectures and in-class activities Group discussions

Text book 教科書	Max Weber (2003) *The Protestant Ethic and the Spirit of Capitalism,* New York, Dover Publications.
Course Resources 教材	Class handouts: Readings from the Bible (Old Testament and New Testament), Koran, Buddhist scriptures and other sacred texts Supplementary materials: Newspaper and magazine articles that discuss current issues concerning religion
Course References 参考文献	Mircea Eliade (1981) *A History of Religious Ideas (Volumes 1 – 4),* Chicago, University of Chicago Press. Chie Nakane (1970) *Japanese Society*, California University of California Press. Daisetsu Suzuki (1970) *Zen and Japanese Culture*, New Jersey, Princeton University Press.
Evaluation 成績評価	Submission of pre-assignment reports and sharing ideas with group members (40%) Class contribution (10%) Individual final report (50%)

Social Systems Theory and the Future of Human Existence

Course Title コース名	Social Systems Theory and the Future of Human Existence (SOCIOLOGY)		
Course Instructor 担当教員	Shinji Miyadai	Compulsory / Elective 必修/選択	Compulsory
Year of Delivery 配当年次	the first semester, 1st year	Credit 単位数	1 credit
Course Outline 授業の目的	Whether in business or the public sector, a leader with a vision for the future should also seek to become a leader of society, as we all are members of this same community and society. The objective of this course is to help the student acquire a viewpoint and aspiration necessary to act as a social leader. In this course, we will seek to observe societal change and the transformation of humanity in the time of globalization and technology innovation and thereby seek to understand the context as well as think through possible remedies for the social problems. In doing so, what is important is to adhere to core values, upon which we base our ideas of the future we want to buidl, as well as to construct a rational framework to understand the resources available for us and the constraints we need to confront in an effort to realize such a future. In the course, we focus on the need for and possibility of reconstructing our communities. Traditional community units such as "local community neighborhoods" and "family" seem to have been breaking down, particularly in Japan and other developed countries. As a result, while the economy is functioning, gaping holes in the social fabric are appearing. We, particularly those who have grown up in democratic societies, once believed that our political participation would be an effective mechanism to deal with these social challenges. Today, however, we all know that democracy does not function as it should because of the breaking down of the middle class and the recent rise of populism across the political spectrum. How can we manage ongoing changes and transformation in society? What kind of future can we envision and portray as leaders? Throughout this course, while placing Social Systems Theory as the academic foundation, we will observe the correlation amongst the economy, science and technology, politics and the society and seek to probe extensively into societal issues and problems. We will furthermore examine the nature of human existence, think through the optima and/or desired relationships among people, and envision the role and responsibility of leaders to realize a better future.		
Course Objectives 学修の到達目標	In this course, from the Social Systems Theory perspective, 1. Understand that globalization functions to replace the qualities of human relationships of "good faith and a willingness to take the initiative" with those of "defined roles and manualization." 2. The spread of this systemization has brought about the "hollowing out" of traditional living communities and created instability in the human existence. 3. Each of us is expected to develop our own values by questioning ourselves about how we view and define the questions: "what is a society?" "what is a good society?", 4. Define the role and responsibility of a society leader who aspires to create a better future by considering and analyzing the negative		

	and positive impacts of the technological innovation on the society and on our human existence.
Course Structure 各回の内容	1-2. Essence of Globalization 3-4. The Nature of Societal Change and Changes in and of the Human Existence 5-6. How Technological Innovation changes society and the individual? 7-8. Reconstructing Society and the Leadership
Course Approach 授業の方法	Interactive lectures Group Discussions
Text book 教科書	Robert D. Putnam (2000) *Bowling Alone: The Collapse and Revival of American Community*, Simon & Schuster.
Course Resources 教材	In addition to distributing appropriate newspaper and magazine articles, use documentary / news videos as teaching materials
Course References 参考文献	Anthony Giddens, Philip W. Sutton (2017) *Sociology,* Wiley-Blackwell.
Evaluation 成績評価	Submission of pre-assignment (40%) Class Contribution (20%) Final Report (40%)
Others その他	As part of the course there will be fieldwork in order to gain a real world understanding of local societies

Course Title コース名	Science, Technology, Innovation and the Future of Human Existence (FUTURE)

Course Instructor 担当教員	Norishige Morimoto	Compulsory / Elective 必修/選択	Compulsory
Year of Delivery 配当年次	2nd semester, 1st year	Credit 単位数	1 credit
Course Outline 授業の目的	The evolution of science and technology has been playing a significant role throughout the history of mankind. Especially, in the industry revolution from late 18th century to 19th century, we observed some major changes in industries and our society that were mainly driven by the evolution of science and technology. And as a result, the newly created modern society begins to demand more and more development of science and new technologies. Such kind of a dynamism yielded physical and material prosperity and economic growth to the society, but also generated great deal of negative effects, such as environmental pollution and increasing divide of the society by the level of wealth. We also have been observed some horrible massive destruction weapons were developed and used, which the accumulated such kind of weapon could possibly destroy the entire society of mankind. Science, technology, and society has always been closely connected and interacted. It could shed a bright light and a dark shadow to human being at the same time. In the modern society where the speed of evolution of science and technology are exponentially accelerated, we need to carefully consider how to face and use those technologies, and their direct and in-direct impact to our society. In this course, we will learn the history of science, technology and society, and their mutual relationship and dynamism. We will also review the current and future advanced technology seeds and their potential and use those knowledges to learn how to acquire the viewpoint to foreseeing the future, and the leadership mindset in such a society.
Course Objectives 学修の到達目標	· Deepen the understanding of history and the mutual interaction of science, technology, and the human society, and also the elements that drive those interactions · Understand the frontier of the science and technology, and their potential impact to the future of human being, and to the society · Study the light and shadow of the science and technology, and think about how leaders should think, act to such kind of ethical challenges in the future society · Learn how to foresee the future, by taking in account the dynamism between science, technology, and society
Course Structure 各回の内容	1.-2. Understand the mutual relation between science, technology, and society through the history 3.-4. The evolution of Information Technology and its dynamic interaction with the society 5.-6. Facing to the on-going development of science and technology 7.-8. Facing the rising ethical aspects originated from the advancement of science and technology 9.-10. Foreseeing the Future as a Management Leader
Course Approach 授業の方法	Lecture Group discussion

	Presentation
Text book 教科書	Students are expected to read the following book before this course. - Yuval Noah Harari (2015) *Sapiens: A Brief History of Humankind*, Harper. - Yuval Noah Harari (2017) *Homo Deus: A Brief History of Tomorrow*, Vintage.
Course Resources 教材	Session resumes will be distributed. Reference materials and relevant videos will be used in sessions.
Course References 参考文献	Reference books related to the theme will be introduced for each session.
Evaluation 成績評価	Submission of pre-assignments（30%） Group Presentation content（20%） Report（50%）
Others その他	

Eastern Philosophy and Leadership

Course Title コース名	Eastern Philosophy and Leadership (TOYO)		
Course Instructor 担当教員	Keiro Kitagami	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	the 2nd semester, 1st year	Credit 単位数	1 credit
Course Outline 授業の目的	In East Asia, there are rich Eastern ideas and thinking, such as Confucianism and Taoism, which originated in China, but that were long since introduced to Japan. In China, it is now considered that these ideas and values were destroyed during the Cultural Revolution. However, in Japan, Japanese Confucianism has flourished over the centuries and it has been influencing the thoughts of leaders in Japan over a long period of time. This course will explore the essence of eastern philosophy (Chinese philosophical thought, to be precise) focusing on Lao Tzu, the Great Learning and the Doctrine of the Mean. Then, students will study how these ideas were used in the real world by reading the classic text of "Jogan Politics" from the Tang dynasty. The objective of this course is to explore how the ideas of eastern philosophy can be utilized and developed in the troubled globalized world of the 21st century, rather than studying classics to feel the nostalgia over good old times.		
Course Objectives 学修の到達目標	1. Gain an understanding of the underlying spirit of Eastern philosophy, the differences with Western philosophy and consider the significance for today's society. 2. Reconsider issues of identity by exploring the place of Asia and Japan in the world, and cultivate an appreciation for, and acceptance of diversity. 3. Learn the guiding principles of leadership as traditionally cultivated in Eastern philosophy 4. Based on the above, each student will consider what leadership qualities are needed for future generations. Students will then identify any gaps between their current state and potential for growth as a leader.		
Course Structure 各回の内容	1.-2. Reading the Doctrine of the Mean 『中庸』- Introduction to Eastern Philosophy 3.-4. Reading Lao Tzu 『老子』- Delving into the Essence of Eastern Philosophy 5.-6. Reading the Great Learning 『大学』– Studying the Tradition of Oriental Character Education 7.-8. Reading the Zhenguan Zhengyao 『貞観政要』- The Practice of Oriental Thought in Management and Leadership		
Course Approach 授業の方法	Lectures and in-class activities Group discussions		
Text book 教科書	None in particular.		
Course Resources 教材	Class handouts: Excerpts from *Four Books and Five Classics of Confucianism* and *Tao Te Ching*, etc. Lecture resumes will be distributed in each class		
Course References	N/A		

参考文献	
Evaluation 成績評価	Class participation/contribution and submission of pre-session reports 40% (10% x 4) Individual final report (60%)

Japan in the Wider World: An East-West Dialogue

Course Title コース名	Japan in the Wider World: An East-West Dialogue (JAPAN)

Course Instructor 担当教員	Everett Kennedy Brown Naoshi Takatsu	Compulsory / Elective 必修／選択	Optional
Year of Delivery 配当年次	1st year	Credit 単位数	1 credit

Course Outline 授業の目的	In "The Clash of Civilizations", Dr. Samuel Huntington argued that Japan is one of the eight civilizations of the world. In this course, students explore the essence of Japanese culture from various aspects such as religions, history, art, craft, and J-POP. There are many attempts to investigate the essence of Japan, but this course has a unique focus. In this course, we use English as a medium of communication and discuss potential roles that "Japan (and its culture) in the Wider World" could play. We aim to facilitate dialogue between the East and the West through our discussions around Japan.
Course Objectives 学修の到達目標	1. Gain insight into Japanese tradition, spiritual culture and sensibility 2. Develop one's own perspective on the interplay between Japan (and other Asian cultures) and the West 3. Explore potential contributions that Japan and its spiritual culture can make to the wider world, particularly in realizing a more sustainable, equitable, and inclusive future. 4. Acquire skills and mindset based on Japanese spiritual culture that students can utilize to enrich their life.
Course Structure 各回の内容	1.-2. The East-West Dialogues: Why and How Japan is Becoming More Relevant to the World Now 3.-4. Insights into Japanese Food and Sake 5.-6. Zen For Business Leaders 7.-8. Tea Ceremony, Japanese Aesthetics, and Business Leadership 9.-10. Japanese manga, animation and contemporary art: A window into the soul of Japan 11.-12. Body Wisdom and the Traditional Performing Arts
Course Approach 授業の方法	Lecture Presentation by and dialogue with a guest lecturer Interactive discussion
Text book 教科書	None in particular
Course Resources 教材	Hand out resumes in class
Course References 参考文献	- Matt Goulding、Rice, Noodle, Fish: Deep Travels Through Japan's Food Culture - Daiko Matsuyama、Forget What's Important First: 30 Zen Teachings for the Wavering Soul - Richard Collass、La Trace - Matt Alt著、Pure Invention: How Japan Made the Modern World - Akira Hino、Don't Think, LISTEN TO THE BODY
Evaluation 成績評価	Evaluation for this course will be based on Pass/Fail. The evaluation will be based on the contribution to the in-class discussion and the submission of the post-assignment reflection report.
Others その他	This course will be conducted in English.

India Trek

Course Title コース名	India Trek (FIELD) *This course will not be offered in 2021 due to the Covid-19 pandemic.		
Course Instructor 担当教員	Patrick Newell	Compulsory / Elective 必修／選択	Optional
Year of Delivery 配当年次	1st semester, 1st year	Credit 単位数	1 credit
Course Outline 授業の目的	The "India Trek" course offers an opportunity for students to go beyond the "walled classroom" and actively engage in the "world classroom." The trek will enable students to experience first-hand the dynamics of the economy at work in society (both the positive and negative aspects), and the complexities of a society that is formed of multiple cultures, religions and ethnicities. This fieldtrip opportunity was developed in collaboration with Shizenkan's partner institutions, SOIL (School of Inspired Leadership). Students will visit Delhi. India has a population of more than 1.3 billion and has the world's 4th largest GNI. Students will feel the dynamism of the economy, society, culture and local life. In particular, students will gain an awareness of the rapid changes occurring in India and other emerging countries around the world. Through dialogue with the best and brightest emerging leaders, visionaries and entrepreneurs in India, students will use the trek experience to formulate their own perspectives on the world and how they can better develop as future global leaders.		

Course Objectives
学修の到達目標
	During the course students will:
	    Gain an awareness and broader perspective of the current state of the world and the rapid changes that are occurring in society. Indeed, India is a microcosm of the challenges, opportunities and complexities in the 21st century – rapid economic growth, the positive and negative effects of globalization, ethnic and religious tensions, a deeply rooted caste system, child labor and gender inequality.
	    Use India as a lens through which to view one's own country. Compare/consider issues related to society, industry and government with the aim of exploring one's own role and responsibility as a next generation leader that will drive growth and change.		

Course Structure
各回の内容
	1. Pre-fieldtrip guidance
	    · Explanation of fieldtrip: destinations, activities, logistics etc.
	    · Discuss pre-fieldtrip assignment
	    · Explanation of practical matters: travel visa, vaccination, and other preparation
	2. India Trek
	    · Field observations
	    · Field awareness sessions: dialogue with key government representatives, discussions regarding macroeconomic environment etc.
	    · Visit companies and meet with local industry representatives. Lectures and discussion sessions with management.
	    · Visit NGOs operating in rural and deprived areas. Discussion about challenges and opportunities of social innovation.
	    · Joint-workshop with MBA students at SOIL		

	3. Follow-up study, presentations and feedback: Prepare a group report based on experiences and reflection of the fieldtrip. Final presentation and sum up exercise through feedback
Course Approach 授業の方法	Fieldtrip Discussion and feedback prior to, during and after the fieldtrip Write a group report
Text book 教科書	None in particular
Course Resources 教材	None in particular
Course References 参考文献	Information and related articles on Indian politics, economics, society, culture etc. to be distributed 2 months prior to the trip
Evaluation 成績評価	Contribution to discussions and dialogue during the fieldtrip (50%) Evaluation of group report and presentation (50%)
Others その他	Fieldwork expenses will be covered in full by the students *Please note that English will be used in this course.

Leadership Challenge: Opening our eyes to the globe and looking into the future

Course Title コース名	Leadership Challenge: Opening our eyes to the globe and looking into the future (PERSPECTIVE)		
Course Instructor 担当教員	Seiichi Ohtaki	Compulsory / Elective 必修/選択	Compulsory
Year of Delivery 配当年次	1st semester, 1st year	Credit 単位数	1 credit (Intensive Course)
Course Outline 授業の目的	The objective of this course is to think consciously and elicit the awareness of becoming a "whole-person" management leader by asking questions such as "why is leadership required now, and what does it mean in my life?" Through co-creation workshops, students will widen their perspectives, retrospect the history of humankind, observe the current situations of the world from a bird's eye view, and look at the prospects of the future. By doing so, students will examine the difficulties, dilemmas and challenges confronting humankind and explore the paths for further action. Students will also identify their personal agendas for their progress over the next 20 months by referring to the Competency Self-assessment Sheet and will have a clearer outlook on their journey of leadership ahead.		
Course Objectives 学修の到達目標	In this course, students first identify their view of history, the times, and the world at the time of enrollment, and recognize the need to expand their perspective and grow as a whole-person leader beyond the mere acquisition of knowledge and skills. In addition, based on the competency assessment prepared by the university, each student confirms the challenges for growth as a management leader, and clarifies the study plan and goals for the next two years.		
Course Structure 各回の内容	1.-2. The Leadership Journey - Shizenkan Program Outlook 3.-4. Icebreaking Exercise 5.-6. Birds-Eye View on the Globe and Prospect of the Future 7.-8. Sharing "My Vision" 9.-10. The Outlook of "Whole-Person" Leader's Challenges (Competency Self-Assessment) 11.-12. At the Start of the Leadership Journey (Co-creation Workshop)		
Course Approach 授業の方法	Workshop Competency self-assessment and review Peer-feedback Group discussion		
Text book 教科書	None in particular		
Course Resources 教材	Original reference materials and readings created by Shizenkan.		
Course References 参考文献	None in particular		
Evaluation 成績評価	Evaluation in this course will be based on Pass/Fail. Evaluation will be based on submission of pre-assignment, attitude to confront yourself in the sessions, and contribution to classmates (active participation in group work, etc.).		
Others その他	Students will be asked to complete pre-assignments for each session, including responding to reflection paper, which encourages students to		

	reflect on their own views on the world and history, video-record the speech that articulates their own vision as a leader, reading articles, and observing videos that are related to the session topics.

A Bird's Eye View of the World and Transcending Conflicts of Values

Course Title コース名	A Bird's Eye View of the World and Transcending Conflicts of Values (GROUP1)		
Course Instructor 担当教員	Peter D. Pedersen	Compulsory / Elective 必修/選択	Compulsory
Year of Delivery 配当年次	1st semester, 1st year	Credit 単位数	1 credit
Course Outline 授業の目的	The Group Workshop is a hands-on learning experience which is designed to clarify the students' thinking and identity by interacting and learning from each other. In this course, we focus on environmental sustainability and its relationship to humanity. Each group will be given an agenda related to sustainability and asked think through the innovation ideas and their approaches to realize a set goal. Each group will give a presentation on the agenda and the future that they want to realize, obstacles that they might face, new and innovative approaches that might be thought to tackle any obstacles, as well as action plans. Thinking about innovation for achieving sustainability, from the perspective of being social innovators is one of the goals of the course. Another goal is to clarify one's values through group discussions on ideas for innovation. In doing so students are encouraged to express themselves and argue freely without paying attention to political correctness. What is the real cause of problems pertaining to sustainability? What is the socio-economic system that lies within this context? What is the human existence behind it? What are the actions you take daily? Do they align with what your group is discussing and propose? If there is a contradiction, why? By listening and engaging in self-reflection as well as considering the feedback from colleagues, students will clarify their values, identity, and way of thinking, and at the same time, define their development agendas to become the next generation leader.		
Course Objectives 学修の到達目標	● Clarify their identities, ways of thinking and perspectives on the world, by engaging in probing ,discussions, collaborative projects and mutual feedback with students from diverse backgrounds and experiences. Furthermore, students will be able to identify the underlying worldviews and visions of the future that inform their values. ● Gain an awareness of the diverse values and ways of thinking that exist in the world, as well as develop the ability to embrace such diverse values and perspectives ● Reflect on their experiences engaging in the group project that required them to collaborate and work with those from different backgrounds; a process that at times will be met with misunderstandings, tensions and conflict. Based on their experiences in the course group project, students will consider what is effective leadership in a multicultural environment		
Course Structure 各回の内容	1. Guidance and introductory values survey 2.-3. Exploring different facets of key world issues 4.-5. Develop role play and explore bridging approaches 6.-8. Role play presentation and feedback/reflection		
Course Approach	Lecture		

授業の方法	Group project Group presentations and mutual feedback Self-reflection using a reflection sheet
Text book 教科書	None in particular
Course Resources 教材	None in particular
Course References 参考文献	The instructor will introduce references to students as necessary during the session.
Evaluation 成績評価	Evaluation for this course will be based on Pass/Fail. The evaluation will be based on contributions to the class, preparation and implementation of group presentations, and submission of a reflection sheet provided in the final session.
Others その他	This course will be held jointly between Japanese and English classes. This is to provide an opportunity for students to interact with a wider range of perspectives as well as to learn how to work beyond language differences. This course will be conducted in English, de facto lingua franca (common language) in international interactions, including business. The faculty will provide all lectures in English. Some supplementary instructions will be provided in Japanese.

Performing Arts – A Window to Rediscover the World

Course Title コース名	Performing Arts - A Window to Rediscover the World (Group 2)		
Course Instructor 担当教員	Oriza Hirata Kunihiko Tano	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	2nd semester, 1st year	Credit 単位数	1 credit
Course Outline 授業の目的	In this course, we will re-examine the relationships between oneself, others, and the world through experiencing the performing arts in workshops with the guidance of one of the most famous directors/playwrights in Japan. In the lecture sessions, the basic knowledge of art and cultural policies will be discussed. The arts, especially theatrical performing arts, reflect the spirit of the age like a mirror. Since ancient Greece, performing arts have been an important rite of passage to help cultivate dialogue and debating techniques, which are important skills for participating in democracy. During the workshop, students will seek to develop key leadership skills, such as consensus building and the art of communication which is not simply presentation techniques. In the lecture session(s), students will explore the role of art and culture in society, arts management, the context of theories of culture, and domestic/international cultural policies. This is a joint course for both Japanese and English programs, and the instructions will be given in Japanese and concurrently translated into English. Considering the purpose of this course, all classes will be held offline as of December 2021; however, in case the COVID-19 situation gets worse, please be aware there is a possibility that this whole course will be conducted online instead.		
Course Objectives 学修の到達目標	During the course students will: 1. Gain a critical understanding of the role of art and culture in society and develop key leadership qualities often overlooked such as sensitivity towards others, and an empathetic awareness of those that are vulnerable or less fortunate. 2. Learn the art of communication and dialogue. Through theatrical performance exercises, students will learn the art of storytelling, setting the scene through contextualizing and communicating with the audience. 3. Develop key leadership skills such as consensus building, co-creation, and where applicable, the flexibility to adjust one's position within a group to take up a more subservient role. 4. Learn the necessity of theory and sensibility to creativity and the importance of balancing these two qualities in the process of creation.		
Course Structure 各回の内容	1.-2. Introduction: Communication games, lecture on the fundamentals of art management. 3.-4. Workshop I: Disperse Consciousness 5.-6. Workshop II: Reconciling Contexts 7.-8. Workshop Ⅲ: Brush-up 9.-10. Workshop Ⅳ: Group Performance Presentation 11.-12. Reflection and Wrap-up		
Course Approach	Workshop, classroom lectures, group exercise		

授業の方法	
Text book 教科書	None in particular
Course Resources 教材	Hand out materials at each session
Course References 参考文献	Summaries of the instructor's (Oriza HIRATA) writing are available upon request.
Evaluation 成績評価	The evaluation will be made by either a pass (P) or a fail (F). What is required to pass is to attend the sessions, participate in workshops, to be creative and act in a performance on the theme your group chooses. In addition, your group members will evaluate your contribution (active participation in group work etc.) as a part of the course evaluation.
Others その他	This course will be held jointly between Japanese and English classes. This is to provide an opportunity for students to interact with a wider range of perspectives as well as to learn how to work beyond language differences.

Confronting Yourself and Clarifying Your Core

Course Title コース名	Confronting Yourself and Clarifying Your Core (CORE)		
Course Instructor 担当教員	Nao Inoue	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	2nd semester, 1st year	Credit 単位数	1 credit
Course Outline 授業の目的	This course aims at developing the "core" that is essential to becoming a "whole person" leader. The core is one's foundation to live a life that is true to oneself and is also one's criterion when taking an action or making a judgment. There are many things that can be seen as one's core, but in this course, we will explore the issue from three different angles: "Values", "Life Purpose" and "Vision." To that end, students will reflect on how they are living their own lives on different levels according to their own timeline from the beginning to the present and onward, and also in relation to others and society at large, through a variety of participatory and experiential exercises based on the coaching method. Students will be asked to confront themselves deeply through introspection and dialogue with the questions like "Who am I really?", "What's important to me?", "What am I here for?" and "What do I want to do in the future?"		
Course Objectives 学修の到達目標	During this course students will: Draw on the knowledge and critical awareness of society and their position within society as a business person, global citizen and human that they gained throughout the first year to clarify their "core" which includes their mission and values, Simultaneously, students will clarify their visions as future leaders with a holistic approach. Students will identify their individual challenges as well as develop the mindset and skills to tackle these challenges head on and achieve their future goals.		

Course Structure 各回の内容	1. Values
	    (1) Exploring Values
	    (2) Clarifying Values
	2. Life Purpose
	    (3) Reflection on values and introducing Life Purpose
	    (4) Taking the meta-view of one's life from the past
	    (5) Taking the meta-view of one's life from the future and creating a hypothesis of one's Life Purpose
	3. Vision
	    (6) What is Vision?
	    (7) Exploring your Vision
	    (8) Clarifying your Vision and revisiting your 3 cores		

Course Approach 授業の方法	Interactive Lectures Individual tasks, Pair work, group work and feedback from classmates		
Text book 教科書	None in particular		
Course Resources 教材	Worksheets are provided for reflection and used as teaching materials		
Course References 参考文献	- Bill George, Jossey-Bass (2017) "Discover Your True North - Becoming an Authentic Leader", Jossey-Bass		

Evaluation 成績評価	The evaluation will be made by either a pass (P) or a fail (F). Upon evaluation, we will take into consideration your overall attitude toward this class, especially how sincere you were in reflecting on yourself through each of the exercises and also how much you have contributed to increasing classmates' self-awareness.
Others その他	This course will focus on increasing self-awareness through introspection and dialogue.

Exploring the Essence of Leadership

Course Title コース名	Exploring the Essence of Leadership (LEADERSHIP)		
Course Instructor 担当教員	Tomoyoshi Noda	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	2nd semester, 1st year	Credit 単位数	1 credit (Intensive Course)
Course Outline 授業の目的	We are at an important juncture in history. We live at a time when leadership for innovation and social change is essential. Leaders must be able to deal with risks and uncertainties, gain the trust of those around them, and widen their sphere of influence within an organization and society in order to have an impact and present viable alternative visions for the future. Leadership has played a crucial role throughout the history of humanity; however, there has been misunderstandings and misinterpretations about leadership. People often misconstrue the interpretation of leadership, especially when it's discussed in the context of companies and administrative organizations. In this course, we will re-visit the concept of leadership as a phenomenon, question the essence of leadership, understand the difference between leadership and management, and explore the qualities, capabilities, and attitudes required of a leader. This course goes beyond a mere intellectual exercise of leadership analysis. Rather, we define leadership in the first person and ask students to apply leadership to their lives by asking, "what does leadership mean to you and in your life?" Students will revisit, confront, and gain an objective view of themselves and look into their future.		
Course Objectives 学修の到達目標	We have designed a unique learning experience for students to gain a firsthand view of the challenges of leadership through videos and simulation exercises. Students will reflect on how they would behave if placed in complex situations as a leader, and through this process, students will consider the nature of leadership and the qualities demanded of leaders. Finally, students will identify their personal challenges related to leadership growth and create a future development plan.		
Course Structure 各回の内容	1. Introduction 2.-3. Reconsidering Leadership 4.-5. Simulating Individual Leadership 6.-7. Confront Your Current Situation 8. Prospective Leadership Journey		
Course Approach 授業の方法	Watching videos Group discussion and reflection throughout the course.		
Text book 教科書	- Paulo Coelho "The Alchemist"		
Course Resources 教材	Video materials		
Course References 参考文献	- Joseph Jaworski (1992) Synchronicity: The Inner Path of Leadership, Berrett-Koehler Publishers - Joseph Campbell, Bill Moyers (1991) The Power of Myth, Anchor.		
Evaluation	The evaluation will be done with a pass (P) or a fail (F). Students will		

成績評価	be assessed based on their level of participation and contribution to in-class discussions and debates.

Designing Your Career

Course Title コース名	Designing Your Career (CAREER)		
Course Instructor 担当教員	Katsuhiko Yoshikawa	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	2nd semester, 1st year	Credit 単位数	1 credit (Intensive Course)
Course Outline 授業の目的	The objective of this course is to support students in their attempt to design their individual career plan from the position of an aspiring whole-person management leader. This involves considration of their personal life purpose and vision, career resourses and constraints, as well as the expectations that they receive from others including family members, friends, and colleagues. In the course "Discovering Your Core by Confronting Yourself", delivered in the 1st year, students have the opportunity to listen to their inner voice in order to explore their values, life purpose and vision. In the following course, "Leadership in Transformation and Innovation—Exploring the Essence of Leadership—", students develop a deeper understanding of what the essence of leadership is, ask themselves what kind of leaders they want to become in the future, and prospect a life as a leader. Delivered in parallel with these courses, the CAREER course aims to bridge their findings and discoveries with the realities of managing their professional career development. After completing this course, students will start their individual projects, which are the core activity of their 2nd year. Therefore, this course is also intended to bridge the learning in the 1st year and the challenges they will tackle with in the 2nd year.		
Course Objectives 学修の到達目標	The goal of this course is as follows: 1. Understand key concepts of career development in order to make well-informed decisions on one's career. 2. Reflect on key aspects of career development such as time, priority, competitive strategy, and uncertainty. 3. Apply 1 and 2 to reflect on one's career trajectory until now, examine one's current standing, explore what kind of expectations one wants to receive from surrounding stakeholders and identify key challenges to progress.		
Course Structure 各回の内容	1. Introduction 2. What is "success" in one's career? 3.-4. Examine the timeline in one's career 5.-6. Career resources: source of competitiveness in your career strategy 7. Uncertainty in career development 8. Own your career through proactive actions		
Course Approach 授業の方法	Interactive lectures Workshops Mutual feedback among students		
Text book 教科書	None in particular		
Course Resources 教材	None in particular		
Course	Linda Gratton (2011), The Shift: The Future of Work Is Already Here,		

References 参考文献	Collins.
Evaluation 成績評価	The evaluation will be made by either a pass (P) or a fail (F). Upon evaluation, we will take into consideration the students' overall attitude toward this class, especially how sincere they were in reflecting on themselves through each of the exercises and also how much they have contributed to increasing their classmates' self-awareness.

Financial Analysis and Levers for Managerial Control

Course Title コース名	Financial Analysis and Levers for Managerial Control (NUMBERS)		
Course Instructor 担当教員	Shigeru Nishiyama Tsuyoshi Nishitani	Compulsory / Elective 必修/選択	Compulsory
Year of Delivery 配当年次	1st semester, 1st year	Credit 単位数	2 credits
Course Outline 授業の目的	This course aims to help students gain the ability to read and analyze numbers which is required for all professional managers, and also develop the perspective and viewpoint as professional managers and entrepreneurs. Not only for for-profit companies, but also for NPO/NGOs and public sector organizations, "numbers" are the standard language vital for understanding and analyzing administrative, managerial and organizational activities. Numeracy is a core competency for all leaders, not just for experts in the finance and accounting field. In this course, students will obtain a wide range of skills from the basics of financial accounting to practical skills of managerial accounting. We put particular focus on the ability to "interpret" real numbers, which is necessary for all leaders including professional managers and in other sectors. For this purpose, we use case studies dealing with situations where business and management face various challenges. However, we should be aware that "numbers" in the accounting statement are not necessarily an objective fact. They contain some "judgement" such as management point of view toward the future. We need to understand that "numbers", which may be observed objectively, in fact, can largely reflect arbitrary judgement of those who handle such numbers. This is particularly true due to the general shift in the accounting field from a "rules-based" approach, where detailed evaluation standards were established as was the case in Japan in the past, to a "principle-based" approach where a company is required to establish its own accounting standards and explain the validity of the chosen approach. In this course, we will examine recent accounting scandals of companies worldwide, and discuss "how do we define "correctness" in the accounting?", together with the issue of leaders' ethics and attitudes.		
Course Objectives 学修の到達目標	● Understand the structure of bookkeeping and the process of creating financial statements. Gain and utilize methods of financial analysis and interpretation necessary for leaders to assess the health of a business. ● Understand the method of decision-making, performance management and managerial control, with the use of figures. Acquire the ability to fully employ the use of numbers as a leader. ● Understand corporate value and the meaning of creating social value. Consider specific ways to materialize those values as a leader. ● Understand that numbers reflect the decisions, attitudes and ethical perspectives of management. Identify the qualities and attitudes of effective leaders.		
Course Structure	1.-2. How business activities affect financial statement		

各回の内容	3.-4. Bookkeeping & Financial Statements 1 5.-6. Bookkeeping & Financial Statements 2 7.-8. Decision Making Based on Figures 9.-10. Financial Ratio Analysis for Corporations 11.-12. Accounting and Management 13.-14. Accounting and Ethics 15.-16. Using Financial Numbers to Understand Business Challenges and Acting as a Top Manager
Course Approach 授業の方法	Interactive lecture Group discussion
Text book 教科書	This course is not intended for a step-by-step teaching of accounting skills from scratch, because it is designed for business people in their 30s with sufficient work experience. Therefore, there are no basic textbooks designated. Instead, a set of materials customized for the sessions will be distributed to students at each class. For those who have limited work experience and accounting knowledge musty read the following material twice. - Robert N. Anthony (11th edition) Essentials of Accounting, Pearson.
Course Resources 教材	Handouts, original mini-case studies and Harvard Business School case studies will be utilized. For several sessions, additional explanatory notes on relevant theoretical concepts will be handed out during class.
Course References 参考文献	Robert C. Higgins (2015) *Analysis for Financial Management*, McGraw-Hill Education
Evaluation 成績評価	Exam (50%) Individual report (15%) Group work (20%) Class participation and contribution (15%)
Others その他	Practitioners to be invited as guest speakers

Market Principles and Corporate Finance Theory

Course Title コース名	Market Principles and Corporate Finance Theory (FINANCE)		
Course Instructor 担当教員	Katsuhiro Sato	Compulsory / Elective 必修/選択	Compulsory
Year of Delivery 配当年次	1st semester, 1st year	Credit 単位数	1 credit
Course Outline 授業の目的	In this course, we will understand how finance works, and build skills for management professionals to leverage finance in management practice. We will also develop management and entrepreneurial ways of thinking. In the modern world, it is important not only for private corporations but also for NGOs, NPOs, and governments to make value creation via corporate management and business operations. Finance is an important expertise for management leaders in those institutions besides accounting and finance specialists, so that they can effectively analyze and understand macroeconomics, capital markets, industry sectors, companies, and take optimal actions for value creation. We will address theories of finance and their applications in the areas of capital markets, investments, capital structures, and valuations. Principles of finance are "time", "risk" and "expectations", and we will understand how these principles work in practice in each of these subject areas. In order for students to develop their own skills to leverage these theories and applications for value creation management in practice, we will examine from finance angles various cases on corporate management and business operations. In addition to the traditional areas of finance, corporate governance has become an important managerial area whose core pillars are internal control and stakeholder engagement for accountability on corporate management and value creation. We will discuss "what management should be" from the lenses of finance through discussions on proposal cases by activists.		
Course Objectives 学修の到達目標	During the course students will: 1. Learn the essence of financial markets and understand its role, history and function. 2. Build on their understanding of financial markets and study corporate finance theory and methods. Discounted Cash Flow (DCF) and Net Present Value (NPV), Modigliani-Miller Theorem (MM Theory), Capital Assets Pricing Model (CAPM), Weighed Average Capital Cost (WACC), optimal capital structure, free cash flow, enterprise value (EV), etc. 3. Consider the qualities, attitudes and ethical standards expected of a business leader when approaching markets.		

Course Structure 各回の内容	1.-2. Principles of finance and cashflow 3.-4. Overview of capital markets and principles of markets 5.-6. Investment opportunity evaluation and investment decision making & Capital structures 7.-8. Valuation and value creation management 9.-10. Valuation and value creation management (continued) 11.-12. Group presentation 13.-14. Learning Reflection and Integration: Challenges as a Managerial Leader
Course Approach 授業の方法	This course consists of lectures, case studies, exercises, quizzes, etc.
Text book 教科書	There are no textbooks assigned for this course. Lecture materials will be individually distributed in the classes.
Course Resources 教材	Handouts in each lecture Some of handouts and practice problems are delivered in advance
Course References 参考文献	Robert C. Higgins (2011) *Analysis for Financial Management,* 10th Edition, McGraw-Hill Education. Richard Brealey, Stewart Myers, and Franklin Allen (2010) *Principles of Corporate Finance*, 10th Edition, McGraw-Hill/Irwin (Most recent edition is 13th Edition). Tim Koller, Marc Goedhart, and David Wessels (2015) *Valuation: Measuring and Managing the Value of Companies*, 6th Edition, Wiley.
Evaluation 成績評価	Examination (50%) Assignment (15%) Class participation and contribution (15%) Group work (20%)

Course Title コース名	Systems Thinking and the Sustainability Challenge (SYSTEM)

Course Instructor 担当教員	Junko Edahiro Yutaka Takahashi Riichiro Oda	Compulsory / Elective 必修/選択	Compulsory
Year of Delivery 配当年次	1st semester, 1st year	Credit 単位数	2 credits

Course Outline 授業の目的	The world is made up of various elements and the relationships among those elements. Systems thinking is to understand the complexity of the world, to identify intervention points, and to create change and transformation. This is an indispensable approach to tackle sustainability issues such as climate change as a leader in the future of the world. And as a management leader, it is regarded as a highly effective approach for organizational development, organizational change, as well as for promoting emergent activities by various individuals and organizational entities. In this subject, students learn the basics of systems thinking while using board game and computer software. By understanding the relationship between the structure behind events and the result induced by the structure, students will acquire the required leader skills to realize the desirable future while confronting its complexity.
Course Objectives 学修の到達目標	In this course, students will acquire the basics of systems thinking as well as the ability to challenge sustainability issues of the Earth and societies by involving stakeholders. Such capabilities can also be positioned as one of the foundations for "design thinking" which considers as a starting point desirable businesses and communities based on the potential needs/wants of people and society. This course aims to cultivate the ability of "discontinuous thinking" that sketches out the future creatively beyond the current reality, not on the extended line from the past. While working on real social issues in each group, students will enhance abilities that can be effectively used in practice rather than just knowledge.
Course Structure 各回の内容	1.-2. Introduction and management simulation game 1 (Edahiro, Oda) 3.-5. Learning the basics of systems thinking 1 (Edahiro) 6.-7. Analyzing business and sustainability issues in the world using the framework of systems thinking (Edahiro) 8.-9. Learning the basics of systems thinking 2 (Edahiro, Takahashi) 10.-12. Learning "System Architypes", "Mental Model" and "Leverage Points" as the keys to system change (Edahiro) 13.-15. Management Simulation Game 2 – Leadership in the Reputation Era (Edahiro, Oda) 16.-17. Learning Organization and Theory U (Edahiro) 18.-20. Final presentation and discussion (Edahiro)
Course Approach 授業の方法	Interactive lectures Simulation games Workshops using software Discussions Individual tasks Group work
Text book	Donella H. Meadows (2008) *Thinking in Systems: A Primer*, Chelsea

教科書	Green Pub Co.
Course Resources 教材	Printed materials to be handed out in each class.
Course References 参考文献	Peter M. Senge (2006) *The Fifth Discipline: The art and practice of the learning organization*, Random House Business Books.
Evaluation 成績評価	Class contribution (including submission of reflection reports) (30%) Group presentation (30%) Final Examination (40%)

Marketing: Principles and Practices

Course Title コース名	Marketing: Principles and Practices (MARKETING)		
Course Instructor 担当教員	Nobuhito Massimiliano Abe	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	2nd semester, 1st year	Credit 単位数	1 credit
Course Outline 授業の目的	Peter Drucker, a key figure in management academia, observed that the purpose of the enterprise is to create and keep a customer and that basic functions of a company is marketing and innovation. In this context, it is critical for company leadership to master the marketing discipline. While adopting a marketing mindset for him/herself, successful leadership must have the capability to design and develop a strong marketing function. This course will start with basic marketing frameworks such as R-STP-MM-I-C developed by Phillip Kotler in the United States. Once a basic understanding is established, it will move on to cover the latest trends (e.g. digitization, social) in the substance of the discipline to discuss issues and challenges around the change in the marketing paradigm and the role of company leadership. Each participant will gradually build a marketing case study during the course individually, combined with group presentations.		
Course Objectives 学修の到達目標	Understanding the big picture about marketing in the broadest sense and developing a critical viewpoint on the issues and challenges surrounding the marketing discipline as well as the strategic implications to company leadership are the aims of this course. This will be discussed through deepening the understanding of themes such as the relationship between marketing and innovation, the marketing process and the skills needed in the marketing mix.		
Course Structure 各回の内容	1.-2. What is Marketing? 3.-4. Traditional marketing frameworks 5.-6. Marketing mix deep dive 7.-8. Brand management 9.-10. Marketing paradigm change 11.-12. Marketing strategy – CEO presentation		
Course Approach 授業の方法	Lecture Case Study Mini-case Group discussion Discussion across the class		
Text book 教科書	None in particular		
Course Resources 教材	Lecture slides Case study in some sessions		
Course References 参考文献	Philip Kotler, Kevin Lane Keller (2015) Marketing management, 15th Edition, Pearson. Dan Ariely (2010) *Predictably Irrational: The Hidden Forces That Shape Our Decisions*, Harper Perennial. Paco Underhill (2008) *Why We Buy: The Science of Shopping*, Simon & Schuster. Clayton M. Christensen (2016) *The Innovator's Dilemma: When New*		

	Technologies Cause Great Firms to Fail, Harvard Business Review Press. W. Chan Kim, Renée A. Mauborgne (2015) *Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant*, Harvard Business Review Press. Eric Ries (2017) *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*, Currency. Alexander Osterwalder, Yves Pigneur (2010) *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*, Wiley. Geoffrey G. Parker, Van Alstyne, Marshall W., Sangeet Paul Choudary (2017) *Platform Revolution: How Networked Markets Are Transforming the Economy and How to Make Them Work for You*, W W Norton & Co Inc.
Evaluation 成績評価	Class participation and contribution – quality and quantity (20%) Pre-submission of Individual marketing analysis on the assigned case company (Sessions 1 to 5) (20%) Group Assignment（Session 2&3）(20%) Final report (Analysis of your own company/organization's challenge on the marketing strategy) (40%)

Introduction to Envisioning and Design

Course Title コース名	Introduction to Envisioning and Design (ENVISION)		
Course Instructor 担当教員	Yuji Machida	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	2nd semester, 1st year	Credit 単位数	1 credit
Course Outline 授業の目的	The environment surrounding us is drastically changing and it is alleged that the prospects for the future are becoming more and more uncertain. In light of this what is to be expected from the next generation of leaders is changing from "analysis" to "envision". In analysis, we collect data, list possible approaches to problems with objective and logical thinking, and seek the optimal solution, focusing on problems that we face today (or in the past). In contrast, in envisioning, we focus on uncertain future, and we draw on limited knowledge, one's subjective values and creative inspiration to generate a concrete vision of the future. In this course, we focus on the latter, the ability to envision. Using "Art Thinking" as a starting point, students learn the methodology and skills to use their senses and hands to concretely create their own vision for an uncertain future and conceptualize a creative approach to realize that vision.		
Course Objectives 学修の到達目標	● Learn how to bring out your creativity and how to put it into the design of a concrete vision for the future. ● Learn how to draw out the creativity that everyone should have, and how to conceptualize a vision of humanity's future based on one's own values, and how to translate it into products creatively.		
Course Structure 各回の内容	1.-2. Envision 1 - Innovation in Creativity of Expression 3.-4. Envision 2 - Business Innovation and Thinking from the Future 5.-6. Envision 3 - Putting your own axis on your Business 7.-8. Envision4—Division, analysis and shift of ideas 9.-10. Envision 5—Integration of ideas, use of the unconscious		
Course Approach 授業の方法	Lectures Individual Work Group Work		
Text book 教科書	Not applicable		
Course Resources 教材	Hand out resumes in class		
Course References 参考文献	James Webb Young, "A Technique for Producing Ideas: (A Technique for Getting Ideas)" Lector House, 2019 Elizabeth Gilbert, "Big Magic: Creative Living Beyond Fear", Riverhead Books, 2016		
Evaluation 成績評価	- Output: Final individual report (50%) - Mindset: Questions asked in class and contributions to the learning in class (20%) - Process: Submission of Post assignment (30%)		

Applied Envisioning and Design: Project-based Design Workshop

Course Title コース名	Applied Envisioning and Design: Project-based Design Workshop (DESIGN)		
Course Instructor 担当教員	Hironori Iwasaki Seiji Inuzuka	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	2nd semester, 1st year	Credit 単位数	2 credits
Course Outline 授業の目的	Drawing on methods and skills of Design Thinking, this course adopts the concept of "Project-Based Learning" to encourage students apply such methods and skills to practical issues. In particular, we use a case from the Nihonbashi community and subsequently examine the agendas the community is facing. The class will be divided into teams and each team will be given an agenda by a Nihonbashi community member (owner of the agenda). Each team will examine a new creative approach to the agenda (service design) and envision what the community could look like (community design).		
Course Objectives 学修の到達目標	Students are expected to utilize the learning obtained in the ENVISION course, and to further practice creative problem-solving by applying their skills to tackle a real-world theme, by proactively engaging in the process of creating an idea and giving it shape, and to do so in collaboration with other team members.		
Course Structure 各回の内容	1.-2. Introduction 3.-4. Design Research 5.-6. User Research 7.-8. Synthesis 9.-10. Mid-term Check-in 11.-12. Prototyping 13.-14. Project Clinic 1 15.-16. Project Clinic 2 17.-18. Final Presentation		
Course Approach 授業の方法	This course has opted to take a Project-Based Learning approach. A real-world theme is set by an actual "client", and students are assigned to project teams where they will construct their own answers to the set theme through collaborative co-creation. At the end of the course, each project team will be asked to present their conclusions to a panel of judges that includes the client and other stakeholders.		
Text book 教科書	None in particular		
Course Resources 教材	Hand out resumes in class		
Course References 参考文献	- Stickdorn, Marc, et al. (2018) THIS IS SERVICE DESIGN DOING: Applying Service Design Thinking in the Real World, A Practitioners' Handbook. O'Reilly Media. - Stickdorn, Marc and Jakob Schneider (2012) THIS IS SERVICE DESIGN THINKING: Basics, Tools, Cases - How to design and market services to create outstanding customer experiences, Wiley. - Kumar, Vijay (2012) 101 Design Methods: A Structured Approach for Driving Innovation in Your Organization, Wiley. - Martin, Bella, and Bruce Hanington (2012) Universal Methods of Design: 100 Ways to Research Complex Problems, Develop Innovative		

	Ideas, and Design Effective Solutions, Rockport Publishers.
Evaluation 成績評価	Class Contribution (20%) Final Group Presentation (30%) Peer (group member) evaluation of mutual contribution (20%) Final Individual Report (30%)
Others その他	*This course will be conducted with the cooperation of the Nihonbashi Community.

Leadership and Decision Making

Course Title コース名	Leadership and Decision Making (DECISION)		
Course Instructor 担当教員	Masahiro Fukuhara	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	2nd semester, 1st year	Credit 単位数	1 credit
Course Outline 授業の目的	In both the public and private sectors we are surrounded by non-rational decision-making. Whether one recognizes it or not, people often make decisions based on emotion, intuition or the atmosphere of the moment, rather than basing decisions on logical thinking. As leaders, how should we make decisions in order to make better decisions? In this course, we will scientifically analyze decision-making and learn the concepts and frameworks for making rational judgments based on statistics, decision theory, and game theory. This course also aims to improve decision-making capabilities as a leader by developing awareness of the sources of irrationality in human decision-making based on behavioral economics and other findings. With the rapid development of information technology and its spread throughout society, large amounts of data are getting accessible and data-driven decision making is developing significantly. Artificial intelligence (AI) is evolving to a level that rivals or exceeds that of humans. In this course, we will study Bayesian statistics, which is becoming more and more important under these circumstances, and also deal with decision making in a society where AI has made significant progress. As AI enables decision-making based on a large amount of data without being influenced by human irrationality, we will examine the decision-making role and mission that humans should take on, and the future of decision-making as leaders.		
Course Objectives 学修の到達目標	1. Learn and acquire scientific analysis methods for decision making, such as decision tree, game theory, Bayesian statistics, etc., and human irrationality that affects decision making. 2. Examine how humans can contribute to decision making and what role humans should take in a world where artificial intelligence is evolving, and how to face future decision making as a leader.		
Course Structure 各回の内容	1.-2. Basics of Scientific Decision-Making 3.-4. Experiencing Decision Making Under Uncertainty: Case Exercises 5.-6. Collaborative Decision-Making and Game Theory 7.-8. Bias and Heuristic in Decision-Making 9. Decision-Making with the Development of AI and Big Data 10. The Role of Leaders in Decision-Making		
Course Approach 授業の方法	Lecture Case Studies Exercises		
Text book 教科書	Itzhak Gilboa (2010) *Making Better Decisions: Decision Theory in Practice*, Wiley-Blackwell.		
Course Resources 教材	Handouts distributed in each class		
Course References	Nate Silver, The Signal and the Noise: Why So Many Predictions Fail-but Some Don't, Penguin Press, 2012		

参考文献	Max H. Bazerman & Don A. Moore. 2011. Judgement in Managerial Decision Making. John Wiley & Sons Inc.
Evaluation 成績評価	Case participation and contribution　30% Submission of reflection Notes　20% Final examination　50%

Strategic Management: Theories, Frameworks and Ways of Thinking

Course Title コース名	Strategic Management: Theories, Frameworks and Ways of Thinking (STRATEGY)		
Course Instructor 担当教員	Daisuke Nozaki Hirokazu Yamanashi	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	2nd semester, 1st year	Credit 単位数	2 credits
Course Outline 授業の目的	Strategy is at the heart of the curriculum at Western Business Schools. It is essential to develop the ability to pose questions of management and to develop and view strategy objectively. Hence, what is the unique value of your business that no other company could provide? For who and how is it provided? In terms of competitive dynamics, how much of your value provision is differentiated from other providers and impossible to copy? What is the source of your competitive advantage? Is it sustainable? These are part of a series of questions you will need to answer. In this course, students will learn the framework and outlines of strategy that western management strategists and consultants have been developing and practicing over the past half-century. As the business environment becomes complex, "which strategic framework should be used", "what kind of strategic thinking", and "what questions could be posted?" determine the consequence of management. The aim of the course is to understand the essence of the key frameworks of strategy and strategic theories, when and how to apply, and how to develop management capability to lead high-quality business strategy that includes establishing competitive advantage, securing a profit, and pursuing sustainably grown outcomes.		
Course Objectives 学修の到達目標	During this course students will: ● Gain a basic knowledge of the logic of strategic thought by examining theories, techniques and frameworks developed mainly in Europe and the United States. ● Learn how to apply strategic thinking to identify and develop creative solutions to real world challenges. ● At the same time, comprehend that strategy is only a "means" for business development and sustainable management. Students will, therefore, also be challenged to question the "purpose" of business and management when developing strategies.		
Course Structure 各回の内容	1.-2. Introduction to the program 3.-4. Industry analysis 5.-6. Competitive Advantage 7.-8. Sustainable strategy 9.-10. Blue Ocean Strategy (1) 11.-12. Blue Ocean Strategy (2) 13.-14. Designing the growth strategy and M&A as a means for execution 15.-16. Group exercise and presentation		
Course Approach 授業の方法	Interactive lecture Case studies Class discussions Group work and group presentation		

Text book 教科書	Robert M. Grant (2018) Contemporary Strategy Analysis, 10th Edition, John Wiley & Sons Inc W. Chan Kim (2005) Blue Ocean Strategy, Harvard Business School Press.
Course Resources 教材	We will use existing as well as original case studies.
Course References 参考文献	※　More references will be used, however for the purposes of this syllabus, only recently published items are listed below. (A full list will be distributed in class separately) Joan Magretta (2011) Understanding Michael Porter: The Essential Guide to Competition and Strategy, Harvard Business School Press. Jay B. Barney (2010) Gaining and Sustaining Competitive Advantage: 4th edition, FT Press. Rita Gunther McGrath (2013) The End of Competitive Advantage, Harvard Business School Press.
Evaluation 成績評価	Class participation and contribution (30%) Individual Analyses (20%) Mid-term examination (20%) Group assignment (30%)

AI and Digital Literacy

Course Title コース名	AI and Digital Literacy (AI)		
Course Instructor 担当教員	Keisuke Seya	Compulsory / Elective 必修／選択	Optional
Year of Delivery 配当年次	the 2nd semester, 1st year	Credit 単位数	1 credit (Intensive Course)
Course Outline 授業の目的	Today's world is facing a massive AI (artificial intelligence) boom that some people claim that it is an AI bubble. Looking back, we have seen two AI booms in the past, which were somewhat temporary. However, the current boom, which AI technology coupled with a breakthrough namely Deep Learning, a rapid improvement in computing power, and Big Data, is said to change society and business drastically. How should we, the future leaders, deal with AI? What is the essence of technology and concepts such as deep learning and data analytics, which are driving this 3rd boom that is happening now? In this course we will use Python, the most popular language among AI developers, to try some simple programming and understand the benefits and limitations of AI. In this course, by using the online tutorial programming system, each of you will create a Python program that automatically recognizes handwritten characters from zero to nine. To understand the essence of AI from an entrepreneurial point of view, knowing its concept is not enough to see the whole picture; therefore, we will go through some exercises on programming to obtain insight and gain a deeper understanding of AI. This course is uniquely designed to encourage future leaders to acquire the ability to read source code. It aims to have students understand what is written, and thereby help them develop a deeper understanding of the essence, benefits, and limitations of AI from the viewpoint of a business manager, entrepreneur, or policymaker. Although Python is introduced, this course is not aimed at training AI programmers. Students are therefore not expected to master all of the computer programs (source code) used in class.		
Course Objectives 学修の到達目標	AI has already been introduced in numerous books and forums held in various places. However, this course is based on the premise that "If you cannot understand the basics of what is described in the AI programming source code, you cannot understand the essence of AI." Therefore, rather than just theoretical paperwork, students will be able to understand the structure of AI and Deep Learning by using their own hands for programming. Through the process, students will understand the nature of AI and acquire a sense of theories as your own including its benefits and limitations.		
Course Structure 各回の内容	1.-2. Course Introduction and Fundamental of Vector and Matrix 3.-4. Python Programing Exercise (1) 5.-6. Python Programing Exercise (2) 7.-8. Examining the Benefits and Limitations of AI		
Course Approach 授業の方法	Lecture Programming workshop		
Text book 教科書	None in particular		
Course Resources	Jupyter Notebook (Integrated development environment where one		

教材	can code and run programs using Python and other languages)
Course References 参考文献	Artificial Intelligence: A Very Short Introduction" by Margaret A. Boden, Oxford University Press, 2018
Evaluation 成績評価	The evaluation will be made by either a pass (P) or a fail (F). Upon evaluation, we will take into consideration the students' attitude toward their learning and programming exercises in this class, and final examination.
Others その他	*This course is designed for people who do not have a science or mathematics background; however, specific minimum knowledge of mathematical and programming structure is required. In particular, sessions will require the understanding of basic concepts of mathematics such as a matrix, derivative, vector at least a high school level. For those who are not sure of their level of knowledge in mathematics, please be sure to self-study beforehand or ask other students for a tutorial.

Course Title コース名	The Art of Communicating a Vision and Ideas (COMMUNICATION)		
Course Instructor 担当教員	Patrick Newell	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	the 1st semester, 2nd year	Credit 単位数	1 credit
Course Outline 授業の目的	No matter how brilliant a product, technique or idea is, value is only realized when its message resonates with others. The "art of communication" is vital to effectively delivering a message and thus creating value. In this course, students will systematically learn how to craft speeches, deliver powerful presentations, engage and connect with an audience, select key phrases and stories, eye contact and body language techniques etc. Students will analyze effective talks and presentations, and the lectures will be interactive to stimulate discussion. . During the course, students will also be given the opportunity to prepare and deliver short speeches/presentations on several assigned topics. Classmates will act as the audience and each member will receive feedback. Speeches will be recorded and students will watch over their own experience to gain a greater awareness of how effectively their message, energy and emotions are conveyed to an audience, and identify specific areas for improvement.		
Course Objectives 学修の到達目標	1. Learn how to effectively construct a presentation storyline to persuade the audience and make a call to action 2. Understand the essence of visual design in a presentation 3. Acquire know-how to create a psychological connection with the audience without the help of visuals 4. Develop skills to use voice, facial expressions, and body movements to effectively deliver one's message to their audience		
Course Structure 各回の内容	1. Constructing a Presentation Storyline 2. Visual Design 3.-4. Presentation Contest & Speech Construction 5.-6. The Science & Art of Delivery 7.-8. Speech Contest and Course Wrap-up		
Course Approach 授業の方法	Interactive lectures Group work, presentation and mutual feedback Individual assignment, speech and mutual feedback		
Text book 教科書	None in particular		
Course Resources 教材	Videos and scripts of famous speeches/presentations.		
Course References 参考文献	Garr Reynolds「Presentation Zen (3rd. Ed)」（New Riders, 2019) Nancy Duarte「DataStory: Explain Data and Inspire Action Through Story」（IDEA Press, 2019) Noah J. Goldstein, Ph.D.「Yes!: 50 Scientifically Proven Ways to Be		

	Persuasive」（Free Press, 2009)
Evaluation 成績評価	We adopt a Pass/Fail evaluation in this course. The evaluation will be made upon students' participation in sessions, contribution to the class and classmates, and submission of pre-session and post-session assignments.
Others その他	Please note that this course will be conducted in English.

Managing People and Organizations

Course Title コース名	Managing People and Organizations (OB/HRM)		
Course Instructor 担当教員	Katsuhiko Yoshikawa	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	the 1st semester, 2nd year	Credit 単位数	2 credits
Course Outline 授業の目的	Organization is a group of people that work together towards a set of shared goals, and a key function of a whole-person management leader in an organization is to build shared understanding of what needs to be done and how to achieve it among organizational members, and to facilitate individual and collective efforts towards the goals. However, in carrying out this function, a management leader faces numerous uncertainties and difficulties. This is because an organization is made up of members with different interests, orientations and motives. Furthermore, as social and business environments change, there emerge new and diverse ideas about "desirable" organizations as well as relationships between organizations and individuals. In addition, the simple reality that people do not always behave rationally and are full of contradictions also contributes to the challenges for leaders. Therefore, management leaders should have a deep understanding of the fundamental nature of people, beyond mere management skills, and sincerely face people based on such an understanding. In this course, students will explore factors and mechanisms that shape behaviors of individuals, teams, and organizations as well as develop understanding of the roles and functions of whole-person management leaders in managing people and organization.		
Course Objectives 学修の到達目標	● Develop understanding of factors and mechanisms that shape organizational behaviors, and deepen awareness about the role of leaders in achieving performance through people ● Face with dilemmas that management leaders face in managing people and organization ● Develop one's own views about organization, work, and relationships between organizations and individuals in the future, drawing on one's understanding of the nature of individuals and their behaviors in organizational context.		
Course Structure 各回の内容	1.-2. Introduction - why do we learn management of people and organization? 3.-4. Motivate individuals 5.-6. Promote positive work behaviors 7.-8. Dynamics of individual behaviors in groups 9.-10. Vitalize Organization 11.-12. Design and implement HRM 13.-14. Contemporary Issues in HRM and Organization Management 15.-16. Future of Organizations		
Course Approach 授業の方法	Lectures Videos Case studies Breakout group discussions Class discussions		
Text book	N/A		

教科書	(Notes will be distributed in advance for each session. Also, relevant case studies and business articles will be used for class discussion.)
Course Resources 教材	Handouts in class. Cases will be sent in advance to case study sessions.
Course References 参考文献	Stephen P. Robins & Timothy A. Judge (2013), *Essentials of Organizational Behavior, Global Edition*, Pearson Education Limited. Jeffrey Pfeffer (1998), *The Human Equation: Building Profits by Putting People First.* Harvard Business School Press. Adam Grant (2013), *Give and Take: Why Helping Others Drives Our Success.* Weidenfeld & Nicolson. Linda Gratton (2011), The Shift: The Future of Work Is Already Here, Collins.
Evaluation 成績評価	Course Participation and contribution 40% Individual report (mid-term) 20% Individual report (final) 40%

Course Title コース名	Leadership: Confronting and Mobilizing People (GROUP3)		
Course Instructor 担当教員	Katshiko Yoshikawa Miyuki Ochi, Nobutake Matsushita	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	2nd semester, 2nd year	Credit 単位数	1 credit
Course Outline 授業の目的	At the heart of whole-person leadership is a relationship based on trust between a leader and those that follow. In order to build trust, a leader must make a sincere effort to confront individuals or a team. When this is achieved, mutual trust can be strengthened, and a leader can influence and mobilize followers. Then, are you sincerely facing people and teams on a daily basis? Can you listen to people's voices and opinions, deal with people's emotions, share their worries and joys, and support their growth? What are your challenges as a whole-person leader in dealing with people and gaining empathy and trust from people? In this workshop, students will reassess the relationship between yourself and others through assessments and feedback from third parties such as friends and colleagues, mutual observation of students through hands-on learning, and peer coaching.		
Course Objectives 学修の到達目標	● Deepen self-understanding of your influence on others, how to relate to others, and your own humanity through questionnaires, assessments, exercises, and self-reflection. ● Gain an awareness of one's own personality, strengths and weaknesses as a leader through feedback from group members and professional coaches, with the aim of identifying areas for improvement.. ● Provide constructive feedback to group members with the aim of supporting their growth as a leader. At the same time, students will receive comments from group members regarding the usefulness of the feedback that they provided in order to further develop one's ability to serve as a mentor and coach.		
Course Structure 各回の内容	1.-2. Your Influence on Your Team 3.-4. Building relationships with diverse individuals 5.-6. Gain empathy and develop interpersonal relationships 7.-8. Develop and empower others		
Course Approach 授業の方法	Lectures Watching videos Group discussions Experience-based workshops Peer feedback Assessment test and feedback		
Text book 教科書	None in Particular		
Course Resources 教材	Hand out resume in each lecture		
Course References 参考文献	Adam Grant (2013), Give and Take: Why Helping Others Drives Our Success. Weidenfeld & Nicolson. Dale Carnegie (1934), How to Win Friends & Influence People. (Reprinted by various publishers) James M. Kouzes & Barry Z. Posner (2016), Leadership Challenge: How		

	to Make Extraordinary Things Happen in Organizations. Jossey Bass.
Evaluation 成績評価	The evaluation will be made by either a pass (P) or a fail (F). The course evaluation holistically considers engagement with pre-assignments (surveys) and contribution to classmates through group work, and serious reflection of one's own experiences.
Others その他	*In this course students will conduct a survey as a pre-session assignment for people who are close to you in your workplace (Supervisors, colleagues, subordinates, etc.).

Leadership and Negotiation

Course Title コース名	Leadership and Negotiation (NEGOTIATION)		
Course Instructor 担当教員	Jiro Tamura	Compulsory/ Elective 必修／選択	Elective
Year of Delivery 配当年次	2nd semester, 2nd year	Credit 単位数	2 credits
Course Outline 授業の目的	For those that are accustomed to standardized educational methods, i.e. training to work out one right answer, a new approach is needed in order to discover innovative solutions to challenges in a rapidly changing and complex world with no one clear answer. In particular, communication skills, the ability to understand diverse values/perspectives, and being able to discover new solutions through dialogue, will be essential. These communication skills can be acquired through negotiation training. Being equipped with these skills, one will gain a better awareness of diversity and develop key leadership skills required for finding new solutions. Through active learning methods such as negotiation role-playing exercises, this course aims to foster leaders who can solve complex problems in a global and rapidly changing world.		
Course Objectives 学修の到達目標	1. To avoid making decisions depending on heuristics during negotiation. 2. To prepare properly before negotiation and manage negotiation. 3. To reach agreements by utilizing the skills of cooperative problem solving. 4. To solve problems and disputes by using the knowledges of conflict management.		
Course Structure 各回の内容	1. The logic in negotiation 2. The basic concept of principled negotiation 3. Japanese "three sides benefit" Negotiation Strategy 4. Management of the negotiation 5. Consensus building and decision making 6. Conflict management 7. Learning leadership from the Cuban crisis		
Course Approach 授業の方法	Lecture on negotiations Case studies Negotiation exercises (Role-play simulation)		
Text book 教科書	Roger Fisher. (2011) Getting to Yes. Penguin.		
Course Resources 教材	Supplementary teaching materials by PowerPoint, case studies, worksheets for role-play simulation (Details are determined two weeks prior to the start of the semester. The case for the first class will be sent. The materials for the following classes will be handed out in each class.)		
Course References 参考文献	Robert B. Cialdini (2006) Pre-Suasion: A Revolutionary Way to Influence and Persuade, Simon & Schuster. Roger Fisher, William Ury (2011) Getting to Yes: Negotiating Agreement Without Giving In, Penguin Books. William Ury (2015) Getting to Yes with Yourself: (and Other Worthy Opponents), HarperOne Lawrence Susskind (2014) Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation, PublicAffairs.		

	Deepak Malhotra (2008) Negotiation Genius, Bantam. Max Bazerman (2014) The Power of Negotiation, Simon & Schuster. Jiro Tamura, Koji Sumida (2014) Introduction to Strategic Negotiation, Nikkei
Evaluation 成績評価	The reports that students submit after every role simulation (40%) The final report (40%) Remarks in class, proactive participation and contribution in class (20%)
Others その他	This course will consist mainly of role-playing, and each session will last 3 hours and 30 minutes (with a 15-minute break in between), except for the first session.

Global Management: Strategy, Organization and Leadership

Course Title コース名	Global Management: Strategy, Organization and Leadership (GLOBAL)		
Course Instructor 担当教員	Tetsuya Shiokawa Katsuhiko Yoshikawa Yeh-Teen Lee (Guest lecturer from IESE Business School)	Compulsory / Elective 必修／選択	Elective
Year of Delivery 配当年次	1st semester, 2nd year	Credit 単位数	2 credits
Course Outline 授業の目的	In this course, we explore unique challenges in strategic and organizational management in global business context. While globalization created world-wide markets for products, services, labor and capital, there remain significant differences between countries. As a result, leaders of multinational corporations (MNCs) need to globally integrate business activities across geographically dispersed locations, while responding to local context in each market. Using varieties of cases, we develop deep understanding of and awareness about complexities that leaders need to deal with in managing MNCs and reflect on their roles and requirements.		
Course Objectives 学修の到達目標	The goal of this course is as follows: 1. Develop awareness about societal diversity that shapes global business environment and unique challenges in global strategy and management 2. Understand key issues that leaders face in analyzing the global business environment, designing global competitive strategy, managing headquarters-subsidiary and subsidiary-subsidiary relationships, developing global organizational capabilities, and harnessing diversity as a source of global competitiveness. 3. Deepen understanding of and reflection on the attitudes, mindset, and sensitivities required for global leaders in order to embrace diversity.		
Course Structure 各回の内容	1.-2. Key Challenges that Leaders Face in Global Business Environment [Yoshikawa] 3.-4. Understanding the Key Framework for Global Strategy: Global Integration vs. Local Responsiveness [Shiokawa] 5.-6. Dealing with the Tension between Headquarters and Subsidiaries [Shiokawa] 7.-8. Designing Collaborative Networks between Subsidiaries [Yoshikawa] 9.-10. Facilitating Learning and Innovation in Global Organizations [Yoshikawa] 11.-12. Cross-Cultural Management in MNCs [Shiokawa, Yoshikawa, Lee] 13.-14. Managing Cross-Border M&A [Shiokawa, Yoshikawa, Lee] 15.-16. Living as a Global Leader [Shiokawa, Yoshikawka]		
Course Approach 授業の方法	Interactive lectures Case studies Class discussions		
Text book 教科書	N/A Relevant articles from business and academic journals will be distributed in class		
Course Resources 教材	Business cases (from HBS and other sources)		

Course References 参考文献	Freedman, T. (2005). The World is Flat: A Brief History of the Twenty-first Century. Farrar, Straus and Giroux. Ghemawat, P. (2007). Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter. Harvard Business Review Press. (Chapter 1-XX) Bartlett, C. A. & Ghoshal, S. (1998). Managing Across Borders: The Transnational Solution. Harvard Business School Press. Meyer, E. (2014). The Culture Map: Breaking Through the Invisible Boundaries of Global Business. Public Affairs. Doz, Y., Santos, J., and Williamson, P. (2001). From Global to Metanational: How Companies Win in the Knowledge Economy. Harvard Business School Press. Yoshino, M. Y., and Rangan, S. (1995). Strategic Alliances: An Entrepreneurial Approach to Globalization. Boston: Harvard Business School Press.
Evaluation 成績評価	Class contribution（30％） Pre-assignments submission (20%) Final Examination（50％）
Others その他	This course will be conducted in English only. Guest speakers are invited to some classes

Managing Business Turnaround

Course Title コース名	Managing Business Turnaround (TURNAROUND)		
Course Instructor 担当教員	Kazuhiko Toyama	Compulsory / Elective 必修／選択	Elective
Year of Delivery 配当年次	1st semester, 2nd year	Credit 単位数	1 credit
Course Outline 授業の目的	In the beginning of the 21st century, when Japan was still recovering from the collapse of the bubble economy, corporate/business recovery became an urgent agenda. In a turnaround situation, the management team needs to achieve multiple goals in a limited timeframe, while exercising organizational diseases, managing various stakeholders, enhancing financial strengths, changing business strategies, and redeploying workforces. In this course, students will learn typical turnaround processes and practical issues after role-playing a management team and its stakeholders in a turnaround situation. Through this process, students will understand the skill sets required as competent management, the reality of business turnarounds, and the fundamental issues of the Japanese economy. The leadership team in a turnaround situation will face a dilemma between logical and emotional decisions. Therefore, we aim to learn the essence and reality of leadership (e.g. mindset, value, preparedness), beyond acquiring practical business recovery know-hows or techniques.		
Course Objectives 学修の到達目標	During this course, students will: ● Understand strategic, operational, financial, organizational, and HR issues, restrictions, and conflicts ● Learn effective measures to overcome severe situations during business turnarounds ● Recognize conflicts between logical and emotional decisions which management would face		
Course Structure 各回の内容	1.-2. Case study #1 3.-4. Case study #2 5.-6. Case study #3 7.-8. Summary		
Course Approach 授業の方法	Lectures and in-class activities Role-playing Case studies Discussions Group work		
Text book 教科書	None in particular		
Course Resources 教材	Handouts of original mini cases in class		
Course References 参考文献	None in particular		
Evaluation 成績評価	Contribute to class discussions (70%) Reflection reports (30%)		
Others その他	Talks from invited guest speakers (business turnaround consultants)		

Course Title コース名	Digital Transformation and Innovation (DIGITAL)		
Course Instructor 担当教員	Takabe Yohei	Compulsory / Elective 必修／選択	Elective
Year of Delivery 配当年次	1st semester, 2nd year	Credit 単位数	2 credits
Course Outline 授業の目的	Implementing Artificial Intelligence (AI) as well as management digitalization and digital transformation (DX) propels a company's development whatever its industry or geographical position is. If we look back, companies have a long history of utilizing IT. PCs and e-mail have been in use for more than 20 years, and the introduction of business systems has greatly increased the speed and lowered the cost of administrative processes. On the other hand, it is also true that with the exception of some industries, such as the distribution industry that was forced to change due to the advent of e-commerce, the impact of IT has been limited to the efficiency and cost reduction of some operations in many cases. In recent years, this situation has changed. In addition to being able to generate data automatically and in real time through sensors, etc., the use of artificial intelligence (AI) to analyze collected data (characters, images, voice, etc.) has become widespread. As for the output, it is becoming possible for the physical operations to be performed by robots. Small players from outside the industry, such as Uber or Airbnb, can also disrupt industries through digital technology and new business models (disruptive innovation). We can say that in such an environment, every company in any industry is under pressure to restructure its value chain, redesign the customer journey, search for new business opportunities, and review the industrial structure itself. How should we, as future leaders, deal with digital transformation (DX) and innovation (DI)? What is the essence of this revolutionary "digitalization", compared to regular IT? In this course, through case studies of different companies and industries, we will understand the activities for implementing DX/DI, the impact of transformation, and the challenges to realize it. At the same time, we are aiming for every student to deepen their understanding of what is the impact for their company, as well as what kind of initiatives their company should try.		
Course Objectives 学修の到達目標	• Understand what is the essence of this revolutionary "digitalization", compared to regular IT • Understand the activities for implementing DX/DI, the impact of transformation, and the challenges to realize it through case studies of different companies and industries • Deepen your understanding of what is the impact of DX, DI for the company you are working for, as well as what kind of initiatives the company should try.		
Course Structure 各回の内容	1.-3. Digital transformation and innovation (overview) 4.-6. Customer Journey driven DX/DI 7.-8. Value-chain and supply-chain transformation through blockchain 9.-10. IoT and Data driven DX/DI 11.-12. Physical and Digital Convergence 13.-14. Digital Innovation 15.-17. Introducing "Agile" management to large corporations		

Course Approach 授業の方法	Interactive lectures Case studies Discussion
Text book 教科書	Alexander Osterwalder & Yves Pigneur. 2010. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. Wiley.
Course Resources 教材	Case materials and/or handouts will be distributed in advance.
Course References 参考文献	Michael Wade (2016) Digital Vortex: How Today's Market Leaders Can Beat Disruptive Competitors at Their Own Game, Dbt Center Press.
Evaluation 成績評価	Submission of pre/post-assignments: 20% Class contribution: 30% Final individual report: 50%

Entrepreneurship and Business Start-up

Course Title コース名	Entrepreneurship and Business Start-up (ENTREPRENEURSHIP)		
Course Instructor 担当教員	Shunsuke Nagao	Compulsory / Elective 必修／選択	Elective
Year of Delivery 配当年次	1st semester, 2nd year	Credit 単位数	2 credits
Course Outline 授業の目的	For the last two decades, startups have been attracting increasing attention worldwide with capital, talent, government support culminating into creating hundreds of "unicorns" (i.e. private companies that are valued over US$ 1 billion). At the center of these high-growth companies are the entrepreneurs that orchestrate the birth, growth, pivoting, and exiting of these organizations. Such entrepreneurs are not born during the classroom lectures but are nurtured through action: often theorizing, testing, iterating, and pivoting around multiple concepts. The Entrepreneurship course focuses on the process of converting an opportunity into a profitable and sustainable new business. Addressing new markets and building an organization may seem challenging for participants whose professional experience is mostly with established firms.		
Course Objectives 学修の到達目標	By placing participants in the role of the entrepreneur, the course enables students to learn how to apply and feel comfortable with a range of entrepreneurial ways of thinking and acting. The sessions will provide learnings and frameworks that participants can use in venture projects and their future careers.		
Course Structure 各回の内容	1.-3. Introduction to the Entrepreneur Course and the Entrepreneurial Journey 4.-6. Fostering an Entrepreneurial Mindset 7.-9. Venture Pitch to a Venture Capitalist (VC) 10.-12. Venture Pitch to a Startup Entrepreneur 13.-15. Final Venture Pitch		
Course Approach 授業の方法	Interactive lectures Business pitches, presentations and feedback Brush up a business plan through field research		
Text book 教科書	"A Strategy to meet the challenges of entrepreneurship", Donald Sull, Financial Times, 2002 "Before the Startup", Paul Graham Lecture at the Y-Combinator Startup Class, 2014. "Do Things That Don't Scale", Paul Graham, 2014.		
Course Resources 教材	・Original slides ・Handout of materials in class when necessary		
Course References 参考文献	N/A		

Evaluation 成績評価	- Submission of 3 post-session assignments (after sessions #2/#3/#4) 30% - Feedback quality provided by each student to other groups 20% - Final pitch deck and delivery* 50%
Others その他	Students are expected to have their own idea of entrepreneurship and pursue it or to join a classmates' project upon consent from the student. They have an opportunity to present their business ideas in the 1st session and can decide which option to take after the 1st session.

Corporate Sustainability Innovation and Intrapreneurship

Course Title コース名	Corporate Sustainability Innovation and Intrapreneurship (SUSTAINABILITY)		
Course Instructor 担当教員	Peter D. Pedersen Wong Lai Yong Ayako Sonoda	Compulsory / Elective 必修／選択	Elective
Year of Delivery 配当年次	1st semester, 2nd year	Credit 単位数	2 credits
Course Outline 授業の目的	With an outlook to 2030-2050, and in a response to societal drivers such as the SDGs (and other social an environmental drivers), corporations are expected to further promote innovation for sustainability in both business and corporate domains. In this process, the importance of social entrepreneurship/sustainability intrapreneurship is gaining attention globally. By being part of a large organization, intrapreneurs may utilize the organization's resources to link social/environmental issues to corporate value creation. Looking at the future competitive landscape, staff with such social intrapreneurial skills hold the potential to add truly new value to the company to which they belong. In this course, we will not only learn about the background for and approach to corporate sustainability innovation through case studies of world-leading corporations, but also explore the worldview that lies behind intrapreneurship for sustainability and discuss frameworks and tools for implementation. Students who take this course are expected not only to gain a deep understanding of key sustainability challenges and how they link to a new form of intrapreneurship in existing corporate organizations, but also, through the participation of experts and practitioners, to gain an insight into the philosophy and tools of a new generation of emerging sustainability intrapreneurs. Guest lecturers from Japan, UK, Singapore and Australia will provide global, gemba-based, real-life input for students to utilize.		
Course Objectives 学修の到達目標	1. Learn about the background for and approach to corporate sustainability innovation through case studies of world-leading corporations 2. Gain a deep understanding of key sustainability challenges and how they link to a new form of intrapreneurship in existing corporate organizations 3. Identify the sustainability innovation challenges in the organization you belong to, and examine how you, as a leader, can deal with these challenges.		
Course Structure 各回の内容	1.-2. Global Sustainability Megatrends and the Impact on Corporate Management and Business 3.-4. Corporate Sustainability Innovation and Entrepreneurship 5.-6. Intrapreneurship for Sustainability (social intrapreneurship) – definitions, frameworks, tools, and examples. Group work and mutual feedback on course work 7.-8. Learning from corporate intrapreneurs in the circular economy space. Sharing and mutual feedback of course work 9.-10. Group Mentoring Session 1 11.-12. Group Mentoring Session 2 13.-15. Final presentation – Intrapreneur's Compass and Course Work		
Course Approach 授業の方法	Lectures Group discussion		

	Individual presentation
Text book 教科書	Green Swans—The Coming Boom in Regenerative Capitalism, John Elkington, Fast Company Press, 2020
Course Resources 教材	To be distributed when needed.
Course References 参考文献	To be announced in class as appropriate.
Evaluation 成績評価	Participation and contribution in the sessions and discussions 20% The quality of the course work – "Green Swan Investment Portfolio (simulation)" 60% Content/quality of The Intrapreneur's Compass 20%
Others その他	The course will be conducted in both English and Japanese, English being the main language of instruction. All slides from faculty members will contain both languages, and all sessions with external lecturers will include consecutive translation (English ⇔ Japanese)

Course Title コース名	Public Policy and Public Philosophy (PUBLIC)		
Course Instructor 担当教員	Shinichi Ueyama	Compulsory / Elective 必修／選択	Elective
Year of Delivery 配当年次	1st semester, 2nd year	Credit 単位数	2 credits
Course Outline 授業の目的	In this course, we define Japan, as a whole, as a management body and examine the strategy and approaches to rebuilding. There are agendas for rebuilding the damage caused by lies in education, social welfare, and industry. However, in this course we will mainly examine the policies and the systems of governance that federal and local bodies should pursue. In class, we aim to study management methods such as business models and organizational theories in use, and seek to develop knowledge of the essence of bureaucracy within the democratic system and principle and aspiration that is essential to consensus building and mobilize people, as public policy is the interest of all.		
Course Objectives 学修の到達目標	● Learn about the realities and philosophy of the various systems that make up modern society, such as democracy, capitalism, and the nation-state, and then deepen your thoughts on how these systems are currently being developed and transformed. ● Learn about methods for promoting responses to changes in the environment surrounding public policy, such as the devolution of authority to local governments, public-private partnerships, government DX, and the smart city concept, as well as the negotiation skills required in these situations. ● Understand how to evaluate public policies and how to analyze management innovation through concrete examples.		
Course Structure 各回の内容	1.-2. Japan's national and social landscape, and Japan's "business model" 3.-4. reform and innovation, identifying stakeholders: bureaucrats, industry associations, politicians trying to favor specific industries, citizen movements 5.-6. Policy evaluation exercise (1): Democracy, capitalism, public finance and tax: fire services. 7.-8. Policy evaluation exercise (2): Nation vs. region/city - interdependence and tension: airport management (based on the example of Niigata Airport) 9.-10. Policy Evaluation Exercise (3): Public Ethics in Japan -Where did it come from and where is it going?-: New Town Revitalization 11.-12. Digital Government and Smart Cities, Changemakers: Who will change the world and how? 13.-15. Restructuring Japan		
Course Approach 授業の方法	Lecture Presentations Group discussions		
Text book 教科書	Textbooks (in Japanese) will be used for several sessions.		
Course Resources 教材	Hand out resume each time		
Course	Reference materials in Japanese will be introduced in sessions.		

References 参考文献	
Evaluation 成績評価	Class contribution (40%) Output of exercises and presentation contents (30%) Report (40%)
Others その他	This course is held in Japanese. In order to discuss public policy, it is necessary to take into consideration the social conditions of the country, so this course will focus on public policy in Japan.

Social Business and Social Impact

Course Title コース名	Social Business and Social Impact (SOCIAL)		
Course Instructor 担当教員	Masataka Uo	Compulsory / Elective 必修／選択	Elective
Year of Delivery 配当年次	the 2nd semester, 2nd year	Credit 単位数	2 credits
Course Outline 授業の目的	Globalization of the economy has brought with it many issues, including poverty, socioeconomic disparity, the failure of the healthcare system, a decline of primary industries, the hollowing out of local communities, and a weakening of human relations. These issues remain mostly unsolved by traditional capitalism and market mechanisms. Developed countries under financial pressure still find it difficult to solve these issues with only governmental intervention. It is expected, then, that action must be taken by civil agencies such as nonprofit organizations (NPOs) and non-governmental organizations (NGOs). In addition to conventional civic activities, represented by the strong image of the volunteer, new movements such as social business, Creating Shared Values (CSV) strategist, and social investment are also attracting attention. In this course, students will seek to identify what roles nonprofit organizations (NPOs) and social businesses play in society and how they can make a social impact. This will be achieved by examining case studies and taking part in discussions with leading social entrepreneurs.		
Course Objectives 学修の到達目標	In this course, we focus not only on "knowing" social business and social impact but also on the practical application of the learnings to examples or real situations, "doing," and on personal values and goals, "being." The final goal is that each student can maximize their social impact in their own lives and careers.		
Course Structure 各回の内容	1.-4. Why do Nonprofit Organizations and Social Businesses Matter in Our Society? 5.-6. Empathy and Social Innovation 7.-9. Managing Global Innovation 9.-10. Social Impact Investment and Envisioning the Future of the Impact Economy 11.-12. Evidence-based Social Innovation 13.-14. Logic Model Workshop 15.-16. Thinking About Your Life and the Future of Society		
Course Approach 授業の方法	Interactive lecture Group discussions of case studies and societal challenges		
Text book 教科書	N/A		
Course Resources 教材	In addition to utilizing original mini case studies, reference materials such as articles and essays will be handed out during the relevant sessions.		
Course References 参考文献	Henry Mintzberg (2015) "Rebalancing Society - Radical Renewal Beyond Left, Right, and Center", Berrett-Koehler Publishers		
Evaluation 成績評価	Active participation and contribution in each class session (30%) Each class's short feedback sheets (30%) Final brief essay (40%)		

Others その他	Special guest speakers will be invited to give lectures for certain sessions.

Course Title コース名	Strategic Management of Cities and Infrastructure (CITIES)		
Course Instructor 担当教員	Yumiko Noda	Compulsory / Elective 必修／選択	Elective
Year of Delivery 配当年次	the 2nd semester, 2nd year	Credit 単位数	2 credits
Course Outline 授業の目的	One of the major trends of the 21st century is "urbanization". People are moving to cities, in search for a better opportunity for employment, convenience, and wealth. It is predicted that by 2050, 2 people out of 3 of the world population will be living in cities. This wave of urbanization poses many challenges to us. In cities in the emerging economies, the development of infrastructure such as electricity, roads, transportation, water and sewage, and waste disposal cannot keep up with economic development, causing serious problems such as deteriorating living conditions, traffic congestion, and pollution. Cities in developed economies have different challenges. Their infrastructure assets are aging and need to be maintained and rehabilitated while cities are under fiscal challenges due to maturing economies. In particular, Japan is struggling with various challenges, including rapidly declining birthrate and an aging population, climate change, and natural disasters. In addition, as COVID-19 is impacting the values of people, cities need to rethink their vision and direction. In both emerging and developed countries, in line with the rapid technological advancement, fostering innovation becomes important in managing cities and infrastructure. The energy and mobility systems in cities are undergoing drastic changes. In addition, as the global environment problem intensifies, we need to shift our focus toward creating a "circular economy" and develop social infrastructure accordingly. Traditionally, the management of cities and infrastructure management has been performed by the public sector. However, the public sector alone cannot confront all the challenges presented by a big wave of urbanization. In addition, as people, money, and information move across regions and borders, cities are more exposed to competition with other cities. This will necessitate strategic management of cities so that they can attract talents, business, and capital through developing quality infrastructure to ensure a high standard of living. Financial resources and innovative ideas become indispensable, and therefore, the role of the private sector becomes critical. Furthermore, cities are ultimately for people who live there (citizens), and therefore, citizens' participation in urban management and infrastructure development is also important. In accordance with the increasing presence of the civil sector such as NPOs, a collaboration across sectors is indispensable as well. This course is neither a typical strategic management course taught at business schools, nor a public policy course dealing with policy formulation and implementation based on economics taught at public policy schools. Rather, this course will focus on cities (not only large and medium cities, but also small cities and villages) and infrastructure which is increasingly important in the era of urbanization - how to		

	develop vision, how to realize this vision, how to strike partnerships among governments, businesses and citizens under PPP, and what kind of leadership they require. Themes of this course will cover areas across government, business, and the civil sector. Due to the fact, that neither an academic foundation nor clear framework supporting the analysis of the current situation and future prospects yet exists, in this course, we will use case studies, on an ad hoc basis, on strategic management of cities and infrastructure that are considered to be among the best practices. In addition, we will invite guest speakers and experts who are engaged in the area of urban management and infrastructure development, and through discussions with such experts, we will deepen our understanding of the subject.
Course Objectives 学修の到達目標	This course has the following learning objectives: 1. Acquire the perspective to analyze and understand the challenges and opportunities of cities and infrastructure in the era of urbanization megatrend. 2. Develop the ability to formulate the vision and design the path toward realizing such vision for cities and infrastructures through analysis of successful cases of transforming cities and regions that once struggled with enormous challenges into those with unique competitive advantages. 3. Master the basic framework of partnerships among government, business, and the civil sector (particularly PPP [Public Private Partnership], focusing on the effective use of private funds and know-how) in developing infrastructure. 4. Nurture sensitivity towards the future of cities and infrastructure in response to technological advancement and sustainability challenges. 5. Understand the design and management of cities' transformation processes and comprehend the role of a leader who drives the process and realizes the vision.
Course Structure 各回の内容	1.-2. Introduction 3.-4. Challenge to an urban regeneration 5.-6. Singapore's City Strategy 7.-8. Urban infrastructure development and PPP (1): Challenges of emerging countries 9.-10. Urban infrastructure development and PPP (2): Challenges of developed countries 11.-12. Future of cities - challenges for smart city and SDG city 13.-14. Challenge towards circular economy 15.-16. Required leadership
Course Approach 授業の方法	Interactive lecture Case study Class discussion
Text book 教科書	None in particular
Course Resources 教材	Hand out resume each lecture None in particular
Course References 参考文献	Richard Florida (2008) Who's Your City?: How the Creative Economy Is Making Where to Live the Most Important Decision of Your Life, Basic Books

	Michael E. Porter (1990) Competitive Advantage of Nations, Harvard Business Review
	Michael E. Porter (1999) Clusters and Competition: New Agendas for Companies, Governments, and Institutions, Harvard Business Review
	Peter Lacy, Jessica Long, Wesley Spindler (2020) The Circular Economy Handbook: Realizing the Circular Advantage, Palgrave Macmillan; 1st ed.
Evaluation 成績評価	Review report submission (3 times): 30% Contribution to class discussion: 20% Final report: 50%
Others その他	Special guest speakers from central government ministries and agencies, local government offices, businesses, and international organizations will be invited to give lectures.

Business Policy: Concepts and Practices

Course Title コース名	Business Policy: Concepts and Practices (BP: BUSINESS POLICY)		
Course Instructor 担当教員	Hiroyuki Mitani Tomoyoshi Noda	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	1st semester, 2nd year	Credit 単位数	2 credits
Course Outline 授業の目的	Business policy is the overarching framework that incorporates the various aspects of management such as business, operational and organizational factors, as well as individual functional and technical skills from the perspective of a management leader. As business policy goes beyond a mere collection of functional expertise and divisional administration and focuses on integrating the various aspects of management, management leaders must cultivate a holistic view, be able to see the big picture and interlocking issues, as well as possess a high level of skills and strong sense of responsibility. What roles and responsibilities should a management leader fulfil in order to be able to respond to a rapidly changing business environment and develop a successful and sustainable business? Furthermore, in order to effectively carry out these roles and responsibilities, what type of management policies and practices are required? In this course, through case discussions and simulating exercises , students will put themselves in the shoes of management leaders and virtually experience their challenges, difficulties, and dilemmas. In addition to gaining a big-picture perspective of business policy, students will identify their own challenges and growth agenda as a next-generation management leader.		
Course Objectives 学修の到達目標	1. This course will examine key questions such as: What is the role of a management leader? What responsibilities are unique to management leaders? 2. In particular, this course will focus on exploring important challenges that management leaders must face such as, realizing an alignment between a business and its environments; building systems that mobilize people and organization; fostering innovation; developing organizational capabilities for realizing long-term sustainable growth; implementing corporate turnaround and organizational transformation. 3. Through management leader simulation exercises, students will develop an understanding of the overall framework of business policy as well as explore the mind-set and perspectives that management leaders must possess. Building on this, students will gain a practical knowledge of what it takes to be an effective management leader. 4. Throughout the course and in each session, students will discover that there is no one optimal solution that can be applied to every management problem or company. The important thing is that each student develops her/his own outlook, approach and philosophy. A key objective of this course, then, is to support this individual development process.		
Course Structure 各回の内容	1.-2.Overview of the role and responsibilities of a manager/ Considering the law of decline [Mitani]		

	3.-5. Develop a point of view at the stage of business rebuilding [Mitani] 6.-7. Explore the roles and tasks of a management leader during each stage of a company's development [Mitani] 8.-10. Examine "Quality of Management" [Noda] 11.-13. From Organizational Capability to Management Competency [Noda] 14.-15. Experience Decision-Making as Manager/ Explore Challenges for Developing Management Talent [Mitani] 16.-17. Rebuild corporate culture and Leadership [Mitani] 18.-19. The role of a management leader at business rebuilding [Mitani]
Course Approach 授業の方法	Lectures Case studies Group discussion Group presentation
Text book 教科書	Students are recommended to refer to the following books: O'Reilly III, Charles A., Michael L. Tushman (2016) Lead and Disrupt: How to Solve the Innovator's Dilemma, Stanford Business Books. James Collins (2005) "Built to Last: Successful Habits of Visionary Companies", Random House Business. Sumantra Ghoshal, Christopher A. Bartlett (1997) The Individualized Corporation: A Fundamentally New Approach to Management, Harper Business.
Course Resources 教材	Case studies or mini-cases are used in each session Relevant articles from management and academic journals and excerpts from classics in the field of business policy will be handed out in class
Course References 参考文献	Hiroyuki Itami (1991) Mobilizing Invisible Assets, Harvard University Press. Heike Bruch, Sumantra Ghoshal (2004) A Bias for Action: How Effective Managers Harness Their Willpower, Achieve Results, and Stop Wasting Time, Harvard Business Review Press. John P. Kotter (2012) Leading Change, Harvard Business Review Press.
Evaluation 成績評価	Class Participation and contribution 20% Post-Session Assignments (Submission of 2 Reflection Notes) 10% Group Presentation 30% Individual Final Report 40%

Creating a Business Plan and Business Model

Course Title コース名	Creating a Business Plan and Business Model (BUSINESS PLAN)		
Course Instructor 担当教員	Tomoyuki Yamane Tatsuya Kataoka	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	1st semester, 2nd year	Credit 単位数	2 credits
Course Outline 授業の目的	In starting a new project at a given organization or company, or to revise and evolve one of the existing businesses, or even yet, start an entirely new project as an individual, to "Think from Zero and Execute" is a theme constantly facing the modern day leader. Whether or not such a proposal comes to fruition depends on the proposal itself and the surrounding environment within or beyond the organization, if one does not propose anything, nothing starts. Any decent such proposal would have to clearly show the social or environmental "issues" the leader feels urgently enough to act, as well as explain logically how to solve such issues, who benefits from its solution, etc., Furthermore, it also needs to be based on the grand vision, challenging spirit or passion of the leader in believing why solving such issues is so important, and this needs to be communicated to the audience. A "good" proposal will highlight not vague pictures of the mission, but concrete steps and milestones to achieve the goal, the resources required to realize the solution (people, things, money, information), and methods to acquire them. Any risks or potential hazards and how to overcome them would also need to be included all along the grand storyline. Concreteness and sustainability of the designed proposal need to be convincing. Who wants to buy this solution? Does it make economic sense? Does it have advantages against competition and is the proposal scalable? What social impact would this affect? The leader needs to understand the concerns laying behind these questions, show sufficient awareness, and offer solution. In this course, the participants will acquire practical skills required in devising a business plan. To this end, each participant will understand what is indeed a business plan, and completes it on one's own in the mind as well as on the paper. Specifically, "Food delivery service business plan" for the individual work, and "Graduate school business plan" for the group work, are assigned. There is no "finished" business plan. In modern day society, it happens all too often that the underlying premises are proven wrong, or unexpected competitive response hampers the course of the business. In order to overcome such unexpected situations and falsifications without wavering from the grand vision, and to amend, improve and reignite the business, one needs to master the very deep structure of the business plans. The ultimate aim of the course is for every participant to acquire skills to thrive in the era of modern day uncertainty, not by resorting to wishful thinking, but by being able to turn grand visions and business ideas into realizable, concrete and agile structures.		
Course Objectives 学修の到達目標	1. Learn what a business plan is, the components and structure required for a business plan, and the key points in creating a consistent story for the entire business plan. 2. Deepen your understanding of business models, which are		

	important in creating a business plan, and learn about the platform model, which is becoming increasingly influential in many fields today. 3. Acquire practical skills to integrate vision and concept into a concrete business plan through creating a business plan by yourself.
Course Structure 各回の内容	1.-2. What is a business plan? Carte blanche 3.-4. What differentiates a good business plan and a bad business plan? 5.-6. Mid-term submission of individual work 7.-8. Group presentation of Graduate School business plan 9.-11. Understanding the basics of business models 12.-13. Platforms (Delving deeper into business models) 14.-16. Presentation of individual work.
Course Approach 授業の方法	Interactive lectures Case Studies Group work & group discussions Individual work & discussion Presentations
Text book 教科書	Alexander Osterwalder, Yves Pigneur (2010) Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, Wiley
Course Resources 教材	Use of original case studies
Course References 参考文献	Joseph H. Boyett, Jimmie T. Boyett (2000) The Guru Guide to Entrepreneurship: A Concise Guide to the Best Ideas from the World's Top Entrepreneurs, John Wiley & Sons
Evaluation 成績評価	Class participation and contribution 10% Group work (Presentation in-class) 35% Individual work (at mid-term presentation 15%, final submission 40%) 55%
Others その他	

Course Title コース名	Living Life as a Leader (LIFE)		
Course Instructor 担当教員	Tomoyoshi Noda	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	2nd semester, 2nd year	Credit 単位数	2 credit (Intensive Course)
Course Outline 授業の目的	What are the roles and responsibilities required of a whole-person management leader? The decisions and actions of business managers, leaders of organizations and entrepreneurs often influence and impact the lives of those around them. It is therefore crucial that leaders possess integrity and a strong sense of ethics. However, the reality of this world is that there are frequently situations where the characters of influential leaders of companies or political bodies are brought into question. In this course, we will analyze, breakdown and seek to place ourselves in several situations that involve ethical dilemmas using past cases and video materials. Students will think how she/he would make a decision and act under the same circumstance and discuss with a partner or in a group. At the same time, the human mind can be weak and possess a hidden dark side. How much do you practice what you preach? It is important to be able to comprehend and feel the hesitation, anxiety and conflict that reside within our hearts and minds. This course will help students to go beyond a mere intellectual knowledge of ethics and morals. Students will identify, face and learn to conquer their personal internal challenges. Moreover, students will discover their own moral compass, learn to establish themselves as a leader and set personal commitments.		
Course Objectives 学修の到達目標	This course is designed as the final culmination course of the 20 months learning journey at Shizenkan. The course will prepare students for future challenges and the leadership journey they will begin after graduation. By questioning themselves, defining what integrity is, developing their ethical perspectives and attitudes, adjusting their mindset, and exploring the qualities demanded of leaders, they will be required to do deep introspective reflection and self-evaluation exercises and consider feedback from others. Students will identify their individual obstacles and challenges to developing as whole-person management leaders and further develop their internal moral compass to support this growth. 1. Simulate the environment, social pressures, and challenges that management leaders face 2. Imagine and think through a moral dilemma that a management leader might face 3. Contemplate human nature and reflect on the dark side of the heart 4. Reflect on how to confront a moral dilemma 5. Speak as to the qualities, attitudes, and personality that are required of a whole-person management leader 6. Outline your possible leadership journey and confirm your agendas for development		

Course Structure 各回の内容	1.-6. Workshop I: What does it mean to live as a management leader? 7.-11. Workshop II: Code of conduct Required of a Management Leader 　Part 1. Dig Deep Into Human Nature and Self-Reflection 　Part 2: What is "Right Thing"? 12.-16. Workshop III: Looking ahead to the challenges of leadership 　Part 1: Roles and Responsibilities of Leaders 　Part 2: Think Through the Qualities Required of a Management Leader 　Part 3: Outlook of a Leadership Journey
Course Approach 授業の方法	Videos Self-assessment and feedback from others Discussion and reflection using case studies and teaching materials
Text book 教科書	There is no official textbook for this course; however, it is recommended that you refer to the below readings: John P. Kotter(2012) "Leading Change, With a New Preface by the Author", Harvard Business Review Press Joseph L. Badaracco Jr.(2016) "Managing in the Gray: Five Timeless Questions for Resolving Your Toughest Problems at Work", Harvard Business Review Press.
Course Resources 教材	Video materials and case studies which introduce the weakness of humans and ethical dilemmas faced by leaders across the world throughout the ages
Course References 参考文献	Marcus Aurelius (1997) "Meditations", Dover Publications. Tenzin Gyatso, the 14th Dalai Lama (1998) "Art of Happiness", co-authored by Howard Cutler, Easton Press Kazuo Inamori (2009) "A Compass to Fulfillment: Passion and Spirituality in Life and Business", McGraw-Hill Education. Nelson Mandela, (1994) "Long Walk to Freedom", Little Brown & Co.
Evaluation 成績評価	Students will be assessed based on their levels of participation in class discussions and contributions to the self-reflection/feedback tasks. For this course, students will receive a pass or fail.
Others その他	To help students to reflect on their progress there will be self-evaluation, evaluation by others, and feedback exercises.

Course Title コース名	The Future of Capitalism: New Roles and Responsibilities of Businesses and Leaders (FoC)		
Course Instructor 担当教員	George Olcott	Compulsory / Elective 必修／選択	Elective
Year of Delivery 配当年次	2nd semester, 2nd year	Credit 単位数	2 credits
Course Outline 授業の目的	The democracy-based capitalism that had been born in Europe seemed to have won the day with the collapse of socialism and communism, symbolized by the fall of the Berlin Wall. With the subsequent acceleration of globalization, the world has experienced unprecedented economic growth and affluence. However, capitalism is now standing at a huge turning point. The principle of competition in the free market inevitably creates winners and losers, and widens the gap between the rich and the poor in any country, developed or developing. The evolution of AI digital technology has further accelerated this gap, such as the monopolization of wealth by platformers. The widening gap creates a cozy relationship between the economy and politics, and partly due to the decline in the middle class population, makes the redistribution of wealth more difficult as well as the dysfunction of democracy. The fixation of wealth gap leads to inequality of opportunity and a cycle of poverty and the accumulation of dissatisfaction and despair constitutes a major destabilizing factor for society and the world. A further issue is the concern for sustainability. Capitalism's desire for rapid growth, coupled with explosive population growth, threatens the planetary boundary. If the rise in temperature due to carbon dioxide emissions cannot be controlled, it may make it difficult for human beings to survive, not to mention capitalism. We will place the Western-style democracy-based capitalism that was born in the modern era as the starting point of the analysis in this course. We will also examine the future of the economic and social system, considering the authoritarian capitalism that is emerging in China and other developing countries. Students are expected to review the current situation of the economic and social system, deepen their understanding of its contradictions, and come up with actions that can be taken to realize a more sustainable, fairer, and more inclusive future. For this purpose, this course will focus on the role of management leaders and their businesses (corporations) as key actors in the economic and social system. This course will be lead by Shizenkan and our partner business school, IESE, based in Spain. In addition, SOIL (India), FGV (Brazil), IMD (Switzerland), CBS (Denmark), LBS (Nigeria), IPADE (Mexico), IPB (Indonesia), MSU (Malaysia) and other schools will participate. Students participating from each school will travel the world online to meet top leaders and change makers in various sectors such as business, politics, government, and NGOs, learn from their insights and experiences, and exchange ideas.		

Course Objectives 学修の到達目標	1. Deepen your understanding of the framework, nature, and structural problems of capitalism, the core of the economic and social system 2. Understand the challenges of capitalism from the perspective of not only business, but also politics, government, and the civil sector (NGOs), and obtain a cross-sectoral viewpoint and perspective. 3. Develop the empathic capabilities required for leaders by considering the position of marginalized, handicapped, and other disadvantaged people.Expand your insight into what businesses and corporations need to do to achieve a more sustainable, fairer, and more inclusive future 4. Explore the qualifications required for the next generation leaders who will be key players in the world and the future, and identify your own growth agenda.
Course Structure 各回の内容	1. Introduction: Uncovering the Issues 2. Considering the Role and Challenges of Capital Markets (Dialogue with a former top executive of a major Swiss financial institution) 3. Confronting Inequality and Social Fragmentation (Dialogue with a Bangladeshi NGO leader) 4. Confronting the Reality of Capitalism and Democracy (Dialogue with a Minister and Politician in Brazil) 5. Consideration of Global Capitalism from a Conflict Region (Dialogue with a Ugandan NGO Leader) 6. Confronting the "Inconvenient Truth" of Sustainability (Dialogue with a Dutch environmental NGO leader) 7. Mid-term group presentation: Identifying structural problems in the economic and social system 8. Toward conscious capitalism and conscious enterprises (Dialogue with advanced business leaders from Japan and the U.S.) 9. Perspectives on the Future of Capitalism from the Curia (A Dialogue with the Director of the Institute for Social Research at the Vatican) 10. Perspectives on the Future of Capitalism from Islamic Society (Dialogue with the Minister of Indonesia) 11. Perspectives on the Future Driven by Innovation (Dialogue with a futurist from Silicon Valley) 12. Perspectives on the Future Driven by Digital Technology (Dialogue with the Minister of Digital Affairs of Taiwan) 13. Perspectives on Management and Innovation for Sustainability (Dialogue with a former top executive of a Danish company and a British thinker) 14. Reflecting on the roles and responsibilities of business and leaders from Eastern thought (Dialogue with former top executives and thinkers from India) 15. Final group presentation: Action plans for the future and roles and responsibilities of leaders 16. Looking ahead to the challenges as a leader: Dialogue with advanced management leaders from around the world

Course Approach 授業の方法	Dialogue and discussion with guest speakers with various profiles, including top executives, politicians, social leaders, and grassroots changemakers from different regions and countries around the world. At the same time, students will broaden their perspectives, deepen their awareness of issues, and internalize their roles and responsibilities as leaders for the future through discussions in diverse groups.
Text book 教科書	None in particular
Course Resources 教材	Course Resources Distribute an article related to the topic and speaker to be covered in each session.
Course References 参考文献	Charles Britt Handy, 1997. The Hungry Spirit - Beyond Capitalism - A Quest For Purpose In The Modern World. Broadway Books. John E. Mackey and Raj Sisodia, 2013. Conscious Capitalism. Harvard Business Review Press. Joseph E. Stiglitz, 2019. People, Power, and Profits: Progressive Capitalism for an Age of Disconnect. W. W. Norton Company Rebecca Henderson, 2020. Reimagining Capitalism in a World on Fire. Public Affairs.
Evaluation 成績評価	The evaluation will be made by either a pass (P) or a fail (F). Upon evaluation, we will take into consideration 1. the following factorsClass contribution, 2. Mid-term group presentation (small groups will be formed across participating business schools), 3. Final group presentation (small groups will be formed across participating business schools), 4. Submission of Reflection Report.
Others その他	This course is offered in combination with online classes and offline follow-up/reflection sessions.

Body, Senses and Self-Reflection (Yoga and Meditation)

Course Title コース名	Body, Senses and Self-Reflection (Yoga and Meditation) (YOGA)

Course Instructor 担当教員	Emiko Matsuda	Compulsory / Elective 必修／選択	Optional
Year of Delivery 配当年次	Throughout the full 2nd year	Credit 単位数	1 credit

Course Outline 授業の目的	Recently, the practice of "mindfulness" has gained worldwide attention as an effective approach to improving focus and efficiency in the workplace. Indeed, mindfulness is especially popular among professionals in cities across the West Coast of the United States. One can trace the roots of mindfulness to yoga, a spiritual discipline originating in ancient India. The original purpose of mindfulness was to connect the mind, soul, and body in order to maintain one's "natural state". Yoga and meditation allow you to rediscover and reclaim a sense of self, which may have been lost as a result of the distractions of everyday life. This course provides an invaluable opportunity for self-rediscovery through deep reflection.
Course Objectives 学修の到達目標	During the course students will: Train their mind, body and spirit to attain and maintain their natural state. Through this discipline, students will begin to cultivate a firmness of spirit that is not easily swayed by external distractions.
Course Structure 各回の内容	All 8 classes will include the following content： Yoga and meditation exercises
Course Approach 授業の方法	Yoga and meditation
Text book 教科書	None in particular
Course Resources 教材	Hand out materials on methods and spirits of yoga/meditation as necessary
Course References 参考文献	John Selby (2003) *Seven Masters, One Path: Meditation Secrets from the World's Greatest Teachers*, HarperOne.
Evaluation 成績評価	Since the skills and knowledge acquired throughout the course are hard to evaluate, you will be graded either pass (P)/ fail (F) based on class participation and contribution.
Others その他	We will be exercising indoors, so please change into comfortable clothes that you don't mind getting dirty (eg. training wear) when participating. ＊ Please note that both Japanese and English will be used in this course.

Course Title コース名	Zen Meditation and Self-Reflection (ZEN)		
Course Instructor 担当教員	Shoshu Hirai	Compulsory / Elective 必修／選択	Optional
Year of Delivery 配当年次	Throughout the full 2nd year	Credit 単位数	1 credit
Course Outline 授業の目的	In the East, it has been said that the most important leadership quality is Heijoshin (peaceful presence of mind). Suzuki Daisetsu used the word "Childlikeness" when translating the Zen Buddhist concept of Mushin (no-mindedness) into English. Indeed, this course takes the position that successful leaders are those that can harness these states of mind when making important decisions and facing uncertainties. In this course, through Zen meditation, we confront the "self" or "ego", which stems from earthly desires such as greed, jealousy, anger, hatred, and fear. Through confronting the "ego", students will understand the importance of Heijoshin and Mushin and take the first step in developing these qualities.		
Course Objectives 学修の到達目標	During the course students will: Confront their "self" or "ego", which stems from earthly desires such as greed, jealousy, anger, hatred, and fear. Through confronting their "ego" students will understand the importance of *Heijoshin* and *Mushin* and take the first step in developing these qualities.		
Course Structure 各回の内容	In each of the 8 sessions, students will be engaged in the following: Zen meditation Lectures delivered by a full-time Buddhist monk Review and self-reflection		
Course Approach 授業の方法	Zen meditation Lectures		
Text book 教科書	None in particular		
Course Resources 教材	None in particular		
Course References 参考文献	Daisetsu Suzuki (1997) *Zen and Japanese Culture*, Fine Communications.		
Evaluation 成績評価	Since the skills and knowledge acquired throughout the course are hard to evaluate, you will be graded either pass (P)/ fail (F) based on class participation and contribution.		
Others その他	Please wear comfortable trousers for the Zen meditation. * Please note that both Japanese and English will be used in this course.		

Individual Projects

Course Title コース名	Individual Projects (SEMINAR)		
Course Instructor 担当教員	Tetsuya Shiokawa, Junko Edahiro, Shunsuke Nagao, Paul Duerloo, Jeff Volinsky, Daniel van Wassem,	Compulsory / Elective 必修／選択	Compulsory
Year of Delivery 配当年次	Throughout the 2nd year	Credit 単位数	4 credits
Course Outline 授業の目的	Individual project is deeply related with each student's problem awareness as well as his/her career and challenge agenda after graduation from Shizenkan. In Individual Project, each student envisions his/her challenge as a whole person management leader to create significant value for people, organization and society and communicates his/her challenge to other people to gain empathy and trust. Students will envision turnaround, reconstruction, or global growth of an existing business or organizational reform from the perspective of the top management of the business, develop a plan for new business creation as an entrepreneur (incl. intrapreneur and social entrepreneur), or develop a policy proposal to reform a country/region as a policymaker. This is to put themselves in a position much higher than where they currently are to accelerate their growth as a next-generation leaders. Individual project start in September in the 2nd year, while students have a guidance session for the seminar activity at the end of the 1st year. Approx. 5 students gather in a seminar group under the guidance of the seminar faculty for 8 months, from September to April. They meet online/offline twice a month, learn and grow together through constructive criticisms and mutual support. Students will investigate the current state of business, management, and organization as well as its surrounding environment and social trends through collection and analysis of macro statistics, field study, and interviews. They then envision a future business model, identify key actions to realize the vision, considering the timeline to carry out the ideas. Finally, students will write up a business proposal report and conduct a speech and presentation to gain support to their project.		
Course Objectives 学修の到達目標	During the course students will: 1. Assume himself/herself to be a business manager, entrepreneur (including internal and social entrepreneurs), and policy maker, and as a holistic management leader, will envision a plan to create significant value for people, organizations, and society. 2. Develop the ability to gain the empathy and trust of others by sharing your plan through speeches and presentations. 3. Acquire and improve the ability to confront others, through considering seriously the plans of other seminar members as well as your own. 4. Envision the future with a higher perspective and broader vision through working on projects with a perspective that is one or two steps higher than their own current position, brush up the ability to create a path of challenge while facing reality and identify your own post-graduation graduation agenda.		
Course Structure	Details of the course will be decided according to the specific interests		

各回の内容	of each individual student or seminar group. The following is the overall outline of the course: 1. Vision, interests and identifying challenges 2. Project theme and scope (1) 3. Project theme and scope (2) 4. Individual mission statements 5. Field research, analysis and hypothesis development (1) 6. Field research, analysis and hypothesis development (2) 7. Field research, analysis and hypothesis development (3) 8. Mid-term progress check and mutual feedback in a joint seminar 9. Develop plan, progress report and feedback (1) 10. Develop plan, progress report and feedback (2) 11. Develop plan, progress report and feedback (3) 12. Mid-term presentation 13. Develop plan, progress report and feedback (4) 14. Develop plan, progress report and feedback (5) 15. Final presentation 16. Final review of plan and submission
Course Approach 授業の方法	Individual research and presentation Group discussion and mutual feedback
Text book 教科書	None in particular
Course Resources 教材	None in particular
Course References 参考文献	Instructions will be provided by the course facilitator as appropriate
Evaluation 成績評価	Contribution to group discussion and feedback (20%) Report (research report, final project report) (80%)