



至善館
SHIZENKAN

Graduate School of Leadership and Innovation

Shizenkan University

Non-Degree Program Application Guidelines

Global Management: Strategy, Organization and Leadership

2023 Academic Year



Purpose

Shizenkan University offers non-degree courses that allow those who are not enrolled in the Shizenkan MBA Program to take, on a course-by-course basis, some of the courses offered in the Shizenkan MBA Program and receive credit for them. For each course, applicants are screened and a small number of students are accepted; those who successfully complete the course will receive credit.

These guidelines describe the application process for the "Global Management: Strategy, Organization and Leadership" course, which is offered in English. For information on other courses offered as a part of a non-degree program please refer to p. 5.

Outline of the Course

In this course, we explore unique challenges in strategic and organizational management in a 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 cases from a variety of industries and geographic areas, 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.

(For details, please refer to the subject syllabus at the end of this document.)

Method and Dates of Classes

All classes will be held online (using Zoom). The dates and times of the classes are as follows (Japan Standard Time). Please note that the examinations are scheduled to be held at the Shizenkan campus.

Session 1: Friday, September 8, 18:30-21:45

Session 2: Friday, September 15, 18:30-21:45

Session 3: Wednesday, September 20, 18:30-21:45

Session 4: Wednesday, September 27, 18:30-21:45

Session 5: Monday, October 2, 18:30-21:45

Session 6: Friday, October 6, 18:30-21:45

Session 7: Tuesday, October 17, 18:30-21:45

Session 8: Wednesday, October 25, 18:30-21:45

Examination: Tuesday, October 31, 18:30-21:45

Admission Process

(1) Overview

The admissions process is a two-stage process with document screening and an interview. In the interview, we will examine your motivation and readiness for taking the course, including what you indicate in the application documents.¹ As this course is offered in English, the admissions process is conducted in English.

(2) Interview

The interviews will be conducted online using the Zoom platform. At the time of application, please select the date and time of the interview from the list of options. Zoom link and other details will be provided at the time of the initial notification of selection results.

Applicant Eligibility

As an applicant, you are required to have a minimum of three years full-time work experience and to fulfill one of the following conditions at the time of application:

- (1) Obtain a university or college degree
- (2) Obtain a bachelor's degree from the National Institution for Academic Degrees and Quality Enhancement of Higher Education of Japan
- (3) Complete 16 years of education in a foreign country
- (4) Being designated by the Ministry of Education, Culture, Sports, Science and Technology of Japan
- (5) Are considered to have qualifications in education, knowledge, skills and aspiration to be admitted in the program by the Shizenkan Admissions Committee

Application Process

The application process consists of the following steps.

Step 1: Submitting the application form

- Please submit your application via the application form below. Select your interview time/date as instructed in the form. Note that you are required to fill in the "Your personal statement" section of the application form in English.

<https://forms.gle/XVNtfMjMcj4g1VrX6>

Step 2: Document screening and confirming interview schedule

¹ It is not compulsory to submit your GMAT or GRE results to enroll in the program.

- Based on the submitted documents, we will conduct the document screening. Those who pass the document screening will be invited for an interview. The interview schedule and Zoom URL will be sent to the e-mail address provided in the application form.

Step 3: Personal interview

- The interview will be conducted online (via Zoom). It will take approximately 30 minutes.
- The interview will be in English.

Step 4: Admission

- The Admissions Office will inform you of the admissions result after the document screening and interview.
- Successful applicants are required to pay the enrolment fee and tuition fees by bank transfer. Upon completion of the enrolment fee and tuition fee transfer, the student will be officially accepted as a non-degree student.

Application Deadline

- August 15th, 2023 by 12:00pm

Interview Schedule (tentative)

Based on the preferences entered in the application form, the applicant will be scheduled for 30 minutes on one of the following dates.

Wednesday, August 16, 2023, 18:30-21:00

Thursday, August 17, 2023, 18:30-21:00

Friday, August 18, 2023, 18:30-21:00

Schedule for Notification of Admissions Result (tentative)

Shizenkan will send the results to the e-mail address provided in the application form.

August 18, 2023 (Friday)

Enrollment and Registration Procedures

Please follow the instructions provided with the notification of acceptance.

The deadline for completing the procedures is Friday, August 25, 2023.

Application Forms

Please fill out the following information when submitting your application. Your application will be officially accepted when all items are completed. If all items are not submitted by the deadline, your application will not be accepted.

1. Full name
2. Gender
3. Nationality
4. Date of birth
5. Address
6. Telephone number
7. E-mail address
8. Current employer
9. Education history
10. Your personal statement: Interests and motivation towards the topic; commitment to coursework.
(Please write in English)
11. Interview schedule preference
12. Copy of passport (for non-Japanese nationals)
13. Copy of residence card (for non-Japanese nationals)

Application Fee

No application fee is required for the academic year 2023.

Academic Fees

The following table shows the academic fees required for enrollment in the program.

Enrollment fee	JPY30,000
Tuition fee	JPY200,000
Total	JPY230,000

- (1) The tuition fees include costs for case materials used in the course; however, they do not include costs of textbooks and other optional academic materials.

Protection of Personal Information

All personal information that Shizenkan obtains from the applicant will be used solely for the purpose of admissions screening and the student registration subsequent to admissions. For more information on our personal information policy, please kindly refer to our website. By applying, you are considered to have agreed to the policy.



Notes

- (1) Credit will be awarded to those who meet the credit requirements for the courses taken and a certificate of credit will be issued upon request.
- (2) Neither a commuter certificate (for commuter passes) nor a student discount certificate will be issued to non-degree course students.
- (3) Being a student in a non-degree program does not qualify you for student residency status.
- (4) Please note that if for any reason the course is not offered, permission to enroll may be revoked.

Other Non-degree Courses Offerings

In addition to this course, Shizenkan plans to also accept non-degree course students for other courses. The following list indicates eligible courses for the period from August 2023 to March 2024. We will announce the start of application as show in the table.

Course Name	Language	Course Start Date	Announcement Period
Global Management: Strategy, Organization and Leadership	English	September/October 2023	July 2023
Entrepreneurship and Business Start-up	English	November/December 2023	September 2023
Creating Impact Business and Ecosystems	Japanese	November/December 2023	September 2023
Platform Strategy	Japanese	November/December 2023	September 2023
Creating and Managing Social Impact	Japanese	January/February 2024	November 2023
Creating and Managing Social Impact	English	January/February 2024	November 2023
Leadership and Negotiation	Japanese	January/February 2024	November 2023
Leadership and Negotiation	English	January/February 2024	November 2023

Course Title:	Global Management: Strategy, Organization and Leadership
Year / Semester:	2 nd year / 1st semester
Credit:	2 credits (elective course)
Faculty:	Associate Professor Katsuhiko Yoshikawa Adjunct Professor Tetsuya Shiokawa
Guest lecturer:	Professor Yih-Teen Lee (IESE Business School, Barcelona)
Class Format:	On campus (in person) and online

OBJECTIVE:

In this course, we explore unique challenges in strategic and organizational management in a 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 cases from a variety of industries and geographic areas, 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.

LEARNING OUTCOMES:

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.

LEARNING APPROACH:

We intensively use case discussion in this course. Our purpose is to help students develop a deep understanding of unique challenges in international business, which managers rarely experience in domestic settings. By using cases that vividly illustrate the realities of challenges that managers face when engaging in decision-making in global strategy and management, we encourage students to take a perspective of those managers. Lectures will supplement case discussion by providing conceptual frameworks and theories that students can apply to analyze and tackle challenges in international business.

We expect all students to read the case, analyze the situation, and articulate their responses to case questions prior to each session. If a student does not prepare for a case discussion in advance, the student cannot fully engage in the class discussion and thus, their learning will be quite limited. Furthermore, the student deteriorates the learning experience of other students. We assume by taking this course, students make a commitment to prepare themselves for case discussions for each session.



PARTICIPANTS:

In addition to Shizenkan students, we welcome a handful of MBA students from School of Inspired Leadership (SOIL), India, and IPB Business School, Indonesia, to this course. Along with inviting Professor Yih-Teen Lee from IESE Barcelona, Spain, as a guest lecturer, this aims to have diversity of viewpoints in this course.

EVALUATION:

- Class attendance and participation (30%)
- Pre-assignments submission (20%)
- Final examination – case analysis and essay (50%)

TEXTBOOK:

Not assigned. However, we provide recommended readings as a post-session assignment for each session.

REFERENCE BOOKS:

- 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.

SESSION OVERVIEW:

1. Globalization, industry, and corporations
2. Understanding the Key Framework for Global Strategy: Global Integration vs. Local Responsiveness (Shiokawa) [3 hours]
3. Dealing with the Tension between Headquarters and Subsidiaries (Shiokawa) [3 hours]
4. Designing Collaborative Networks between Subsidiaries (Yoshikawa) [3 hours]
5. Facilitating Learning and Innovation in Global Organizations (Yoshikawa) [3 hours]
6. Cross-Cultural Management in MNCs (Yih-teen, Yoshikawa) [3 hours]
7. Managing Cross-Border M&A (Yih-teen, Yoshikawa) [3 hours]
8. Living as a Global Leader (Yoshikawa, Shiokawa) [3 hours]

Contact us



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