



至善館
SHIZENKAN

**Graduate School of Leadership and Innovation
Shizenkan University**

**2025 Academic Year
Non-Degree Program Application Guidelines**

**< Subject >
Global Management: Strategy, Organization and Leadership**



Purpose

Shizenkan University's non-degree program enables professionals who are not enrolled in the Shizenkan MBA Program to participate in select MBA courses on an individual basis and earn academic credit. Each course maintains admission standards, with a limited number of applicants accepted through a screening process. Students who successfully complete their enrolled course will receive official academic credit.

These guidelines outline the application procedures for the "Global Management: Strategy, Organization and Leadership" course, which is conducted entirely in English. For information regarding other courses available through the non-degree program, please refer to page 6.

Outline of the Course

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

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. Through this course, students will explore what is required of leaders to tackle challenges in managing global business.

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

Class Schedule

All sessions will be held online using Zoom. The exam will be held at the Shizenkan campus. The dates and times of the classes are as follows (Japan Standard Time).

Session 1: Friday, January 9, 2026, 18:30-21:45

Session 2: Friday, January 16, 18:30-21:45

Session 3: Friday, January 23, 18:30-21:45

Session 4: Friday, January 30, 18:30-21:45

Session 5: Friday, February 6, 18:30-21:45

Session 6: Friday, February 27, 18:30-22:00

Session 7: Friday, March 6, 18:30-22:00

Session 8: Friday, March 13, 18:30-21:45

Exam: Friday, March 27 19:00-21:15

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. As this course is offered in English, the admissions process is conducted in English. It is not compulsory to submit your GMAT or GRE results to enroll in the program.

(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/i5m1qSaj1tXxESKK9>

Step 2: Document screening and confirming interview schedule

- 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 registration 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

- Wednesday, December 10, 2025 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.

Friday, December 12, 2025, 18:30-21:00

Notification of Admissions Result (tentative)

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

Monday, December 15, 2025

Enrollment and Registration Procedures

Please follow the instructions provided with the notification of acceptance.

The deadline for completing the procedures is Thursday, January 8, 2026.

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 2025.

Academic Fees

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

Non-Degree Program registration 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.
- (2) If you have already paid the registration fee for a course taken in the current or previous academic year, you are exempted from paying the registration fee for subsequent courses.

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.
- (5) If a non-degree program student enrolls in a master's programme at Shizenkan within five years of earning credits, it is possible for up to four credits to be accepted as earned credit under certain conditions (subject to change without notice). In this case, the amount of tuition fee paid for the non-degree study to earn the credits will be deducted from the tuition fee for the master's program.

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 January 2026 to March 2026. We will announce the start of the application as shown in the table. Please note that some courses are offered in two languages (English and Japanese).

Course Name	Language	Course Period	Announcement Timing
Leadership and Negotiation リーダーシップと交渉学	English	Jan.-Mar.2026	Nov.
	Japanese	Jan.-Feb.	Nov.
Global Management: Strategy, Organization and Leadership	English	Jan.-Mar.	Nov.



Course Title:	Global Management: Strategy, Organization and Leadership
Course Code:	B103EL-25EN
Year & Semester:	2nd year, 2nd Semester
Credit:	2 credits (elective course)
Duration:	January 9, 2026 – March 27, 2026
Faculty:	Adjunct Associate Professor Ryukichi Miyabayashi Professor Katsuhiko Yoshikawa
Guest lecturer:	Professor Yih-Teen Lee (IESE Business School, Barcelona)

COURSE PURPOSE:

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. Through this course, students will explore what is required of leaders to tackle challenges in managing global business.

COURSE OBJECTIVE:

The goal of this course is as follows:

Develop awareness about societal diversity that shapes global business environment and unique challenges in global strategy and management

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.

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 MBA students from our partner schools 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.

COURSE EVALUATION:

The course evaluation will include three components. In addition to the attendance requirement, (1) submission of pre-assignments (case analysis) for at least 5 sessions and (2) getting 40 points or more (out of 100 points) in the final examination are mandatory to acquire credits. Failing to do so will lead to the F grade, and you cannot earn credits.

Class attendance and participation (30%)

Pre-assignments submission (20%)

Final examination (50%)

Note: late submission of pre-assignments will result in penalty.

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:

Session 1 : Globalization, industry, and corporations [3 hours 15 min.]

Session 2 : Understanding the Key Framework for Global Strategy: Global Integration vs. Local Responsiveness [3 hours 15 min.]

Session 3 : Dealing with the Tension between Headquarters and Subsidiaries [3 hours 15 min.]

Session 4 : Designing Collaborative Networks between Subsidiaries [3 hours 15 min.]

Session 5 : Facilitating Learning and Innovation in Global Organizations [3 hours 15 min.]

Session 6 : Cross-Cultural Management in MNCs [3 hours 30 min.]

Session 7 : Managing Cross-Border M&A [3 hours 30 min.]

Session 8 : Living as a Global Leader [3 hours 15 min.]

Examination [2 hours.]

* Please be aware that there may be updates from the contents above.

Contact us



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