



**至善館**  
SHIZENKAN

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

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

**<Subject>  
Leadership and Negotiation**

## **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 "Leadership and Negotiation" 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.)

This course will teach negotiation principles, a methodology for forming desirable agreements through effective negotiations. Negotiation has been the subject of research and education at Harvard Law School since the 1970s and has developed into an essential issue in business and public policy graduate schools. It is known to be one of the primary educations for leaders of the times. In negotiation studies, students learn various methodologies and ways of thinking to manage the negotiation process and achieve effective consensus building properly. Negotiation studies emphasize the acquisition of practical knowledge that goes beyond classroom understanding. In this course, students will learn about psychological traps and biases unique to negotiations, persuasion techniques (dealing with sophistry and rhetoric), and various approaches to problem-solving through practical mock negotiations (active learning format). Through this course, you will be able to self-recognize (metacognition) your negotiation style and further improve it, as well as acquire negotiation theory based on the latest research findings. Throughout this course, we expect that participants will explore the question, "Win-Win Negotiation."

## **Class Schedule (tentative)**

The dates and times of the classes are as follows (Japan Standard Time). Session 1, 4, 5, 6 and 7 will be held in person at the Shizenkan campus. Session 2 and 3 will be held online using Zoom.

Session 1: Monday, January 12, 2026, 18:30-21:45

Session 2: Monday, January 26, 2026, 18:30-22:00

Session 3: Monday, February 2, 2026, 18:30-22:00

Session 4: Monday, February 16, 2026, 18:30-22:00

Session 5: Monday, February 23, 2026, 18:30-22:00

Session 6: Monday, March 2, 2026, 18:30-22:00

Session 7: Monday, March 9, 2026, 18:30-22:00

Exam: Monday, March 16 19:00-20:45

## **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. 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. Note that you are required to fill in the "Your personal statement" section of the application form in English.

<https://forms.gle/5kqJF9pFRZDMdXHk7>

### **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**

- Thursday, December 11, 2025 by 12:00pm

## **Interview Schedule**

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

Tuesday, December 16, 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.  
Friday, December 19, 2025

### **Enrollment and Registration Procedures**

Please follow the instructions provided with the notification of acceptance.  
The deadline for completing the procedures is Friday, January 9, 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: Leadership and Negotiation

Course Code: A404EL-25EN

Year / Semester : 2nd year / 2nd semester

Credit: 2 credits (elective course)

Duration: January 12th, 2026 – March 9th, 2026

Faculty: Prof. Jiro Tamura, Adjunct Assistant Prof. Yuka Shimokawa

Class Format: On campus ( in person) and online

## OBJECTIVE:

This course will teach negotiation principles, a methodology for forming desirable agreements through effective negotiations. Negotiation has been the subject of research and education at Harvard Law School since the 1970s and has developed into an essential issue in business and public policy graduate schools. It is known to be one of the primary educations for leaders of the times. In negotiation studies, students learn various methodologies and ways of thinking to manage the negotiation process and achieve effective consensus building properly. Negotiation studies emphasize the acquisition of practical knowledge that goes beyond classroom understanding. In this course, students will learn about psychological traps and biases unique to negotiations, persuasion techniques (dealing with sophistry and rhetoric), and various approaches to problem-solving through practical mock negotiations (active learning format). Through this course, you will be able to self-recognize (metacognition) your negotiation style and further improve it, as well as acquire negotiation theory based on the latest research findings. Throughout this course, we expect that participants will explore the question, "Win-Win Negotiation."

## LEARNING OUTCOMES:

To understand the psychological traps and biases in negotiations and be able to respond appropriately

To learn "verbal combat techniques," including persuasion techniques, how to recognize sophistry in negotiating opponent, and how to deal with it appropriately

To acquire appropriate negotiation process management techniques to secure the initiative in negotiations and lead to effective consensus building

To understand approaches to consensus building to formulate creative solutions to problems and to jointly resolve excesses with negotiating partners

To learn the basic concept of "conflict management" to resolve conflicts and disputes

## POSITIONING:

This course corresponds to "abilities to realize" in the competency model of Whole-person Management Leadership. Along with the compulsory course, "The Art of Communication as a Global Leader," which took place in earlier semesters, this course provides students an opportunity to learn interpersonal skills that are required of leaders in facing others. While students learned the skills of effective speech and presentation toward diverse audiences in the

course, “The Art of Communication as a Global Leader,” they explore how they can effectively build consensus with parties having different interests and priorities as well as what is required for leaders in doing so.

#### LEARNING APPROACH:

Lectures on negotiation studies, case studies on negotiation cases, and experiential learning by practicing mock negotiations (active learning format)

#### TEXTBOOK:

None.

#### REFERENCE MATERIAL:

Robert B. Cialdini (2023) Influence: The Psychology of Persuasion (new and expanded), Seishinshobo.

Roger Fisher, William Ury (2011) Getting to Yes: Negotiating Agreement Without Giving In, Mikasa Shobo.

William Ury (2015) Getting to Yes with Yourself: (and Other Worthy Opponents), Nihon Keizai Shimbun Publishing.

Lawrence Susskind (2015) Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation, Diamond.

Deepak Malhotra (2016) Negotiation Genius, Pan Rolling.

Max Bazerman (2015) The Power of Negotiation, KADOKAWA.

Jiro Tamura (2014) Harvard x Keio Style Introduction to Negotiation Studies, Chuokoron Shinsha (田村次朗『ハーバード×慶應流交渉学入門』中央公論新社(2014)) \*

Jiro Tamura, Koji Sumida (2014) Introduction to Strategic Negotiation, Nikkei Publishing Inc. (田村次朗、隅田浩司『戦略的交渉入門』日本経済新聞出版社(2014)) \*

Jiro Tamura, Koji Sumida (2021) An Encouragement of "Dialogue" for Leadership Development, Tokyo Shoseki Co., LTD(田村次朗、隅田浩司『リーダーシップを鍛える「対話学」のすゝめ』東京書籍(2021)) \*

Jiro Tamura (2023) Introduction to Basic Leadership: Developing Listening, Dialogue, Negotiation and Persuasion Skills!, Tokyo Shoseki(田村次朗『リーダーシップ基礎』入門 傾聴力・対話力・交渉力・説得力を鍛える！』(東京書籍 2023)) \*

\* Japanese only

#### EVALUATION:

The grade evaluation of the course is as below.

The reports that students submit after every role simulation (40%)

The final exam (40%)

Remarks in class, proactive participation in class (20%)

\*In addition to the attendance requirement (at least 5 sessions or more), the "Final Exam" is mandatory requirement to receive credit. Failure to do so will result in the loss of credit.

#### PLAGIARISM:

In preparation for pre-assignments and the final report, please respect Shizenkan's policy on plagiarism. Any student caught cheating, such as cut-copy-pasting without correctly referencing sources, having one's report written by someone else, or engaging in any other form of plagiarism, shall receive a failing (F) grade. A student caught cheating for a second time, regardless of the content, shall be expelled.

#### Late report submissions:

Please note that reports submitted after the deadline will be subject to point deduction and may not be evaluated in some cases.

#### Class Contribution:

The criterion used to evaluate class contribution is determined as questions/comments from a student which enhances the awareness and learning of their fellow classmates. The number of questions/comments is not the primary focus. Instead, it is the quality of the questions/comments that in turn enhances awareness and learning of the class as a whole that will only count towards class contributions.

#### SESSION OVERVIEW(tentative):

Session 1 : Dialogue Basics [3 hours 15 min.]

Session 2 : Dialogue and Decision Making (SPICE Approach) [3 hours 30 min.]

Session 3 : Logic in Negotiation [3 hours 30 min.]

Session 4 : Preparation for Negotiation [3 hours 30 min.]

Session 5 : On-the-ground skills during negotiations [3 hours 30 min.]

Session 6 : Negotiating the Discussion Matters [3 hours 30 min.]

Session 7 : Leadership Leading from Conflict to Cooperation, Learning from the Cuban Crisis [3 hours 30 min.]

Examination [1 hour 45 min.]

## Contact us

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